Placer County
2004 – 2005
Proposed Budget

Submitted to the Board of Supervisors

by the County Executive Office

June 2004

COUNTY OFFICERS

FISCAL YEAR BEGINNING JULY 1, 2004

BOARD OF SUPERVISORS

First District..... Bill Santucci
Second District .....Robert M. Weygandt
Third District ..... Harriet White, Chairman
Fourth District ..... Edward “Ted” M. Gaines
Fifth District.....Rex Bloomfield

PLACER COUNTY DEPARTMENT HEADS

Administrative Officer to the Board of Supervisors .....John Marin
Administrative Services Director ..... Richard Colwell
Agricultural Commissioner/Sealer of Weights & Measures ..... Christine E. Turner
Air Pollution Control Officer ..... Thomas J. Christofk
Assessor ..... Bruce Dear
Auditor-Controller..... Katherine J. Martinis
Chief Building Official.....Bill Schulze
Chief Probation Officer ..... Frederick Morawcznski
County Clerk-Recorder-Registrar of Voters .....James McCauley
Child Support Services .....Pamela McManis
County Counsel .....Anthony J. LaBouff
County Executive Officer .....Jan M. Christofferson
District Attorney..... Brad Fenocchio
Facility Services Director .....Thomas Miller
Farm Advisor .....Sharon Junge
Health & Human Services Director..... Richard J. Burton
Library Services, Director of .....Elaine Reed
Museum Director..... Jerry Rouillard
Personnel Director .....Nancy Nittler
Planning Director ..... Fred Yeager
Public Works Director/Road Commissioner ..... Tim Hackworth
Sheriff-Coroner-Marshal ..... Ed Bonner
Treasurer/Tax Collector .....Jenine L. Windeshausen
Veterans Service Officer..... Fred Murphy

FY 2004-05 PROPOSED BUDGET
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COUNTY OF PLACER

BOARD MEMBERS

BILL SANTUCCI
District 1

HARRIET WHITE
District 3

ROBERT M. WEYGANDT
District 2

EDWARD "TED" M. GAINES
District 4

REX BLOOMFIELD
District 5

OFFICE OF COUNTY EXECUTIVE

JAN M. CHRISTOFFERSON , County Executive

175 FULWEILER AVENUE / AUBURN, CALIFORNIA 95603
TELEPHONE: 530/889-4030
FAX: 530/889-4023
www.placer.ca.gov

June 22, 2004

Honorable Board of Supervisors
County Departments and Employees
Members of the Public

SUBJECT: Fiscal Year 2004-05 Placer County Proposed Budget

Introduction

Pursuant to the direction of the Board of Supervisors and the requirements of the State law and the Placer County Charter, I submit for your consideration the Proposed Budget for fiscal year 2004-05. This document contains County Executive Office (CEO) recommendations for the allocation of funds anticipated to be available in the coming fiscal year and represents an extensive collaborative effort on the part of county departments and County Executive staff. I am particularly thankful to all department heads and their staff for cooperatively developing their departmental budgets in a manner that recognized the unprecedented uncertainties in the State's financial climate and the need to maintain critical services for the benefit of our citizens.

Placer County remains one of the fastest growing counties in California. Unfortunately, the substantial economic growth over the last several years in Placer County has not been enough to insulate it from external factors that are expected to have significant impacts on even the most solvent local governments. During the County's Proposed Budget planning process for the upcoming fiscal year, it was recognized that the dire fiscal condition of the State and increasing labor costs were critical elements with which we had to contend. To address these challenges, departments countywide have instituted cost saving strategies that include reductions in service levels to internal and external customers, as well as the deferral of projects, supplies, equipment, vehicle replacements and staff augmentations. Restrictions on expenditure growth have been necessary to balance the budget and stabilize service delivery systems. In an effort to comply with budget goals, departments focused on delivering program priorities and deliberately left many vacant positions unfunded in an effort to preserve the current workforce and avoid layoffs.

It is expected that the impact of service reductions to the public will be minimized as county staff are increasingly challenged to improve productivity. Compounding this year's budget impacts, county departments will be challenged to cope with a shrinking workforce at a time when the population is growing rapidly and requiring increased services. With the combined effects of natural workforce attrition, the implementation of a hiring freeze midyear, and up to 200 anticipated retirements over the next 6-8 months, employee responsibility will continue to expand and caseloads will continue to increase, a situation we will need to monitor carefully. In this budget environment, it will be necessary to retain the cost-saving measures that were instituted in the past fiscal year, such as hiring restrictions, the voluntary furlough program and the recommended deferral or cancellation of non-critical expenditures.

Notwithstanding these concerns, Placer County's Proposed Budget is based upon conservative financial assumptions and represents our best judgment regarding the appropriate allocation of financial resources given the revenues the County can expect to receive over the next fiscal year.

County Budget Goals

The County's Proposed Budget process continues to be overshadowed by pending decisions at the State level and the resulting risk of significant revenue reductions from state sources during the coming fiscal year. Consequently, the following goals directed the development of the FY 2004-05 budget.

- Develop the department requested budgets at FY 2003-04 base funding levels.
- Maintain critical operations, programs and service levels where possible.
- Continue with planned for and previously funded facility infrastructure, and within overall financial resources provide for investments in Placer County "quality of life" efforts and technology.
- Maintain, where possible, adequate contingencies and reserve levels.

In FY 2003-04 the County Budget incorporated program-level performance measurement information into the budget document. This information assisted county staff in identifying future impacts of current budget decisions and where alternatives for service delivery should be considered.

FY 2004-05 Placer County Proposed Budget

Sources of Funds

The FY 2004-05 Operating Budget for Placer County totals $415,276,242[1] representing an increase of $11.7 million or 3% over the FY 2003-04 Final Budget[2]. The Operating Budget is supported by $249.2 million in General Fund revenues, $129.9 million in other operating fund revenue, and $36.1 million in fund balances and cancelled reserves (*Table 1*).

Table 1. Year-To-Year Financing Source Comparison / Operating Budget

Description	Final Budget FY 2003-04	Proposed Budget FY 2004-05	% Change
General Fund Revenue	$ 238,192,766	$ 249,204,540	4.6%
Other Operating Fund Revenue	131,227,644	129,934,259	-1.0%
Total Revenue:	369,420,410	379,138,799	2.6%
Fund Balances & Cancelled Reserves	34,082,127	36,137,443	6.0%
Total Financing Sources:	$ 403,502,537	$ 415,276,242	2.9%

The Operating Budget's revenues are projected to increase by 2.6% in the next fiscal year. In the past year, economic conditions have had a mixed effect on Placer County's revenues. The local real estate market has sustained its remarkable growth, contributing to healthy increases in the assessed valuation, however the State's proposed property tax shift (to the Education Revenue Augmentation Fund or ERAF) of $7.9 million would completely negate any increase in secured property tax revenue that the County would otherwise expect to receive ($64.1 million, static). With recent developments contained in the Governor's May Revision of the State Budget, we are optimistic that a less financially onerous alternative may be imposed. If this occurs, adjustments will be reflected in the FY 2004-05 Final Budget. Consistent with past practice, the Operating Budget is based upon conservatively estimated revenue.

[1] The Operating Budget are operating funds with proprietary and capital funds excluded from budget totals to avoid double counting of expenditures and revenues (the Proposed Budget for proprietary funds totals $64.9 million / Capital Budget $109.4 million).

[2] Final budget figures include technical adjustments for contributions approved by the Board of Supervisors at adoption, and prepared by the Auditor-Controller, that increase fund appropriations by $37.8 million, with a corresponding increase to revenue. In previous budget practices figures included contributions as transfers, which reduced the fund appropriations (the Final Budget at adoption was $438.4 million).

The most significant increases in Operating Budget revenue are in charges for services due to Board approved fee increases ($40.7 million, up $3 million), other financing sources due to the infusion of funding for capital infrastructure projects ($49.4 million, up $5 million), licenses and permits due to a booming construction cycle in the County ($7.2 million, up $1.7 million), and sales tax revenue ($15.2 million, up $1 million). These increases are offset by decreases or a leveling off of several other sources of discretionary funding such as intergovernmental revenue due to state funding reductions ($168.6 million, down $791,911), miscellaneous revenue ($1.7 million, down $873,244), and interest earnings ($3.3 million, down $185,138). Interest earning declines are the result of record low short-term interest rates, and the maturing and reinvestment of long term, high earning investments at a lower rate.

Figures for fund balance and cancelled reserves are also increased from the FY 2003-04 Final Budget, from $34.08 to $36.13, with about one-half of the latter figure related to a one-time reserve cancellation intended for capital infrastructure. Approximately $17.7 million in capital infrastructure reserves are proposed for cancellation in FY 2004-05 to provide funding for the contribution to the Capital Projects Funds. This will be discussed in more detail in the Capital Facilities and Road Infrastructure section of this narrative. County departments have worked diligently throughout the current fiscal year to deliver a high level of service to constituents while staying within budget constraints. Continuous budget monitoring and oversight is expected to result in a FY 2003-04 year-end carryover fund balance of $15.0 million for the General Fund and $2.5 million for all other operating funds. Carryover fund balance is the result of current year expenditure savings, or deferral of costs or projects into the next year, and additional revenue received. In addition to carryover fund balance, the Operating Budget is balanced with $18.6 million in cancelled reserves. General Fund reserves of $12.7 million (Designated for Fixed Asset Acquisition) and $5 million (Designation for Fixed Asset Depreciation) will be cancelled to fund capital infrastructure projects. Open Space reserves of $201,000 (Designation for Contingency) and $680,414 (Designation for Open Space Acquisition) will be used for improvements and maintenance of acquired properties.

Placer County's FY 2004-05 Proposed Budget for all operating funds totals $524,691,769, representing an increase of $48.4 million or 10% over the prior year's adopted budget, however this figure includes both the Operating Budget and the Capital Budget that will be discussed below.

Uses of Funds

Table 2. Operating Budget, Financing Requirements Comparison

Financing Uses & Provision for Reserves	Final Budget FY 2003-04	Proposed Budget FY 2004-05	% Change
General Fund (100)	$ 264,221,482	$ 282,004,039	6.7%
Community Services Fund (103)	1,436,835	1,685,694	17.3%
Special Aviation Fund (107)	28,000	10,200	-63.6%
Public Safety Fund (110)	78,700,444	80,374,950	2.1%
Gold County Tourism & Promotion (115)	340,257	326,799	-4.0%
Public Ways & Facilities Fund (120)	40,038,029	35,744,739	-10.7%
Fish & Game Fund (130)	10,610	10,610	0.0%
Tahoe Tourism & Promotion (145)	4,059,665	4,102,663	1.1%
Open Space Fund (150)	50,000	1,411,414	2722.8%
County Library Fund (160)	3,376,863	4,047,290	19.9%
Fire Control Fund (170)	3,507,323	3,502,149	-0.1%
Debt Service Fund (190)	2,717,935	2,055,695	-24.4%
Total Financing Uses:	398,487,443	415,276,242	4.2%
Provision to reserves	5,015,094	-	-100.0%
Total Financing Requirements:	$ 403,502,537	$ 415,276,242	2.9%

Total expenditures in the Operating Budget are proposed to be increased by $16.8 million or 4.2% (*Table 2*). The provision for reserves decreased from the Final Budget due to the reduction of one time carryover funding from the Road, Open Space, Library, Community Services and Fire Funds placed in reserves in FY 2003-04.

The General Fund increase is primarily the result of a large amount of one time funding for capital infrastructure that will be transferred from reserves in FY 2004-05 to capital infrastructure projects ($17.7 million).

As in previous years, the Operating Budget was developed after detailed discussions with county department heads and staff. In order to balance the County budget, departments absorbed significant personnel-related cost increases with little or no additional funding. Department budget requests were evaluated by weighing the County's ongoing, critical program needs against the financial responsibility to limit continuing commitments as revenue growth slows and state reimbursements flatten or are eliminated. For the most part, recommended budgets remain at prior year funding levels however, a few budget units have increased. In FY 2004-05 departments submitted net budget requests in excess of $439.4 million. The recommended Operating Budget is $415.2 million, or $24.2 million (5.5% less than department requests).

While the recommended budget is significantly lower than department requests, it is $16.8 million higher than the adopted FY 2003-04 Final Budget, representing a total increase of 4.3%. The most notable changes from the prior budget year are in salary and benefits ($11.7 million increase) and other financing uses that include the contribution to infrastructure of $17.7 million ($18.8 million increase). These increases are somewhat offset by decreases in services and supplies ($16.5 million) and fixed assets ($1.4 million). Included in the Proposed Budget are reductions to specific items: contribution to Open Space ($500,000, 50% reduction), contribution to road overlay ($1 million, 50% reduction), contribution to facility infrastructure ($0, reduced from $10 million request), and provision for reserves ($0, reduced from $5.2 million request).

In an effort to identify the impacts that funding constraints would place on departments, my staff and I met with each department head to discuss proposed funding levels and the corresponding service and program effects that would result in the upcoming fiscal year. Health and Human Services and Public Safety are being seriously impacted as the result of state program funding reductions and rising personnel costs, coupled with a leveling off of funding available to offset those costs. Consistent with a commitment to accountability in our programs, department heads continue to review program activities and funding to identify and implement efficiencies as well as target programs for possible reduction. With the release of the Governor's May Revision and eventual adoption of the State Budget, staff will continue to reconcile long-term program costs with projected local revenues, and will carefully reexamine the entire budget in anticipation of the Board's adoption of the Final Budget.

Much of the County's financial resilience is due to the Board of Supervisors' establishment and maintenance of responsible reserves, which have assisted staff in keeping programs intact during difficult budget years. The Board's prudent planning enabled the County to focus on its priorities while evaluating programs for efficiencies. Unfortunately, there continues to be little in the way of new funding for additional programs or service enhancements for the upcoming fiscal year.

The County Budget includes recommended employee positions of 2,690, a decrease of 5 positions or .2% from the approved position allocation of 2,695 for FY 2003-04 (includes both Operating and Capital Projects Budgets). Coupled with an increase in population, the per-capita number of employees has declined.

State of California's FY 2004-05 Proposed Budget

Over the last two fiscal cycles, Placer County's financial health has been significantly affected by the State of California's actions. State budget decisions to defer state mandated reimbursements to counties resulted in an obligation of over $6.4 million owed to Placer County at the close of FY 2002-03. With the adoption of the State's current year budget, $16.8 million dollars in reduced program reimbursement, loans to the State for Motor Vehicle License Fee (VLF) backfill, and other funding reductions were absorbed in the County's FY 2003-04 Final Budget. With the release of the Governor's State FY 2004-05 Budget, the trend to reduce funding or further impact local governments continued, and $20.7 million was identified as Placer County's share of this impact. Affected areas included a property tax shift from general purpose revenue to the State; health, mental health and social service program revenue reductions; continued deferrals for state mandate reimbursement; transportation funding

reductions; cost shifts for family support programs; and other county program funding reductions or deferrals. **State budget impacts on Placer County for the three aforementioned budget cycles equate to $43.9 million.** Over time, the County's ability to absorb these impacts with limited program or service level reductions has been eroded.

Encouraging news came with the release of the Governor's May Revision of the Proposed State Budget, in which he replaced the proposed $1.3 billion property tax shift with a two year VLF / property tax swap. Other provisions of the May Revision are under review. It is expected that several of the Governor's budget proposals will directly affect county programs and services, however the potential loss of general-purpose revenue in the form of property taxes, would have a significant impact on the County budget overall. Although the total impact of the Governor's May Revision has not been fully evaluated at this time, it will likely equate to millions of dollars annually, and will ultimately impact every county department. While the outlook for local government improved with the release of the May Revision, there remain significant program funding impacts, reimbursement deferrals and program realignment for counties to contend with over the next several years. In particular, the State budget targets health, mental health and social service programs, deferrals for state mandate claims, cost shifts for family support programs or revenues, and other county program funding reductions or deferrals. The County plans to exercise caution and fiscal restraint given its reliance on state revenues and the continued slow pace of the economic recovery.

The Rising Cost of Doing Business

As financial experts predicted, the economic recovery has been slower than initially anticipated. Coupled with escalating personnel costs, the slow recovery places counties and the State in the greatest period of financial uncertainty since the statewide recession of the early 1990's. Personnel related costs in Placer County's operating funds have increased approximately $11.8 million dollars, or 6.6% from the FY 2003-04 Final Budget. In addition to expected salary adjustments related to labor contract provisions and merit step increases, the cost for employee medical, dental and vision insurance coverage continues to rise at a phenomenal rate. Unfortunately, the poor performance of the investment market in the recent past has resulted in dramatically increased retirement contributions. Because rate adjustments lag behind actual investment market performance, retirement system contributions will continue to remain high for the next few years. Overall, benefit cost volatility will be a concern for the foreseeable future.

Capital Infrastructure

Over the last decade, the Placer County Board of Supervisors established General Fund reserves as part of a strategic planning effort to address capital infrastructure needs of over $300 million. In addition to reserves, other revenues have been identified that will contribute to the funding of these large projects, including Capital Facility Impact Fees (assessed on new development that occurs within cities and the unincorporated portion of the County), and Securitized Master Settlement Agreement Revenue (issued in May, 2002). These funding sources are restricted for capital infrastructure projects and are subject to expenditure time constraints.

The FY 2004-05 Capital Project Budget is $109,415,527 representing an increase of $36.7 million or 50.4% over the FY 2003-04 adopted Final Budget. The Capital Projects Budget is supported by $69.7 million in revenues and $39.7 in fund balance and cancelled reserves (*Table 3)*.

Table 3. Year-To-Year Financing Source Comparison / Capital Projects Budget

Description	Final Budget FY 2003-04	Proposed Budget FY 2004-05	% Change
Capital Project Fund's Revenue	$ 38,165,975	$ 69,708,266	82.6%
Fund Balances & Cancelled Reserves	34,579,670	39,707,261	14.8%
Total Financing Sources:	$ 72,745,645	$ 109,415,527	50.4%

Deferral of capital project expenditures is expected to result in a FY 2003-04 year-end carryover fund balance of $31.9 million for capital project funds. In addition to carryover fund balance, the Capital Projects Budget is balanced with $7.79 million in cancelled reserves.

Total financing uses for the Capital Projects Budget has increased by $37 million or 50.4% (*Table 4*). The two capital project funds have increased significantly due to project construction cycles, and the carryover of project funds from the prior year.

Table 4. Capital Project Budget, Financing Requirements Comparison

Financing Uses & Provision for Reserves	Final Budget FY 2003-04	Proposed Budget FY 2004-05	% Change
Capital Projects Fund (140)	$ 46,161,735	$ 66,265,276	43.6%
Capital Projects Securitization (141)	26,187,402	43,150,251	64.8%
Total Financing Uses:	72,349,137	109,415,527	51.2%
Provision to reserves	396,508	-	-100.0%
Total Financing Requirements:	$ 72,745,645	$ 109,415,527	50.4%

Several large infrastructure projects are expected to break ground this year, including the Land Development Building (total project cost estimated at $25.4 million), the Auburn Justice Center (estimated at $31.8 million), and Phase I of the South Placer Criminal Justice Center (estimated at $49.2 million). The latter project will also require about $23 million in financing, which will be secured in late FY 2004-05 or early FY 2005-06 depending upon the cash flow needs of the project. These budgets also include funding for the renovation of the Fulweiler Administrative Annex, the Public Works Cabin Creek relocation project, and several other priority projects. The provision for reserves decreased from the Final Budget due to the reduction of one time carryover funding the Capital Projects Fund placed in reserves in FY 2003-04. As noted previously, for several years the County has prudently planned for critical needs such as the replacement of antiquated facilities, or the expansion of facilities so that departments would be able to meet the increasing demand for services that result from rapid population growth.

In 2002 the Board approved a Capital Facilities Financing Plan, which now stands as the blueprint for financing capital facilities over the next decade. This Plan was based upon the assumption that the General Fund would contribute up to $10 million in new funding annually. Due to changing construction costs and funding methods, coupled with the inability of the General Fund to continue providing the $10 million/year contribution, the Capital Facilities Financing Plan will be updated early in the next fiscal year.

Governing for Results Initiative

The County is now in the second year of implementing its *Governing for Results Initiative* (GFR), a collaborative effort between the County Executive Office and county departments designed to focus on program results, continual quality improvement, customer service, and accountability. The County's Proposed Budget continues the incremental shift from a line-item to a performance-based orientation and improves the County's ability to demonstrate the manner in which resources are allocated to achieve important community goals.

First year accomplishments included the following:

- Adoption of the Board of Supervisor's vision and mission statements and strategic goals for Placer County government.
- Restructured the County's budget format to present budgeting information and Board of Supervisors desired results for each of the five county service systems (Public Protection Services, Land Use Services, Health and Human Support Services, Community and Cultural Services, and Administration and Financial Services).

- Worked with department staff to review department mission statements and core department functions, developed program purpose statements, key intended outcomes, and preliminary performance indicators for every key program included in the budget.

Despite staffing constraints, funding and workforce capacity, county departments continue to demonstrate their support for the performance management concepts and have made great progress in increasing their ability to demonstrate performance accountability.

Second year accomplishments include:

- Departments participated in quarterly financial and performance reviews with Executive Office staff.
- Partnered with the Auditor-Controller's Office to restructure accounting processes to bring cost tracking and reporting into alignment with identified programs.
- Increased performance data reporting of prior year results along with current and future years targets.
- Expanded training and technical assistance with department staff to strengthen information tracking, quality and reliability.
- Departments utilized surveys to assess customer satisfaction.

Plans for the next several years include:

- Expand opportunities to engage the public and other stakeholders in discussions concerning program goals, strategies and performance indicators.
- Support managers' acquisition of skills, capabilities and opportunities in using performance information to develop operational and policy recommendations.
- Link program performance indicators to County strategic goals identified by the Board of Supervisors.
- Work with the Board of Supervisors and other decision-makers to expand opportunities for using performance data for more informed decision-making and for continually improving county operations, services, and outcomes.

Conclusion

Preparation of the FY 2004-05 Proposed Budget presented some especially notable challenges, given the State's unprecedented financial and leadership problems. Fortunately, the new Governor has taken a strong interest in government accountability and in the importance of local government and its programs. With greater attention being given to local government issues, it is hoped that progress will be made in redefining the state-local relationship and in protecting local revenues. Unfortunately, given the cuts in state funding and increasing labor costs, Placer County will see virtually no program expansion this coming year, despite a high level of growth. If there is a silver lining, it is that Placer County remains financially resilient and will not suffer the dramatic cuts in services and employees currently being experienced in many other counties.

A great deal of credit in this budget process goes to the County's department heads, who identified creative ways to reduce spending and become more efficient. I also extend special thanks to my very capable staff in the County Executive Office, particularly Assistant CEO Robert Bendorf, Principal Management Analyst Therese Leonard, Deputy CEO Darell Ford, Deputy CEO Holly Heinzen and Principal Management Analysts Bekki Riggan and Allison Carlos.

As Placer County continues its rapid growth, it is imperative to use innovative approaches and technologies to increase employee productivity and thereby keep staffing levels adequate, but lean. The public expects accountability in government for the tax dollars it invests. Through the Governing for Results program and an aggressive technology program, we strive to provide better accountability and customer service. And because the Board of Supervisors has planned well for the future and supported an innovative, high quality workforce, a solid foundation exists for the critical work that lies ahead.

Respectfully submitted,

_____
Jan M. Christofferson
County Executive Officer

Placer County Government Vision:

"To be a County government known for providing exceptional local and regional leadership, that works in partnership with the community to develop creative solutions to the diverse issues facing our region, and bestows to current and future generations even better communities in which to live, raise families, work, vacation, and conduct business."

Placer County Government Mission:

"To provide responsive, efficient and effective public services that promote the health, safety, well-being and prosperity of our citizens while protecting our environmental resources and preserving the rich heritage of our region."

Placer County Service Systems
Departments / Core Functions

ADMINISTRATION & FINANCIAL SYSTEM

Administrative Services
- Information Technology
- Procurement
- Revenue Services
- Telecommunication Services
- Central Services

Assessor
- Assessor Services

Auditor-Controller
- Auditor-Controller
- Debt Service

Board of Supervisors
- Board of Supervisors
- Clerk of the Board of Supervisors

County Clerk-Recorder
- Clerk-Recorder
- Elections

County Counsel
- County Counsel Services

County Executive Office
- Executive Management
- Economic Development
- Organizational Development
- Risk Management

Facility Services
- Building Maintenance
- Property Management

Personnel
- Personnel Services
- Employee Benefits
- Dental & Vision
- Unemployment

Treasurer-Tax Collector
- Treasurer
- Tax Collector

PUBLIC PROTECTION SYSTEM

County Executive Office
- Emergency Services
- Fire Services
- Indigent Defense
- Grand Jury
- Court Operations – General Fund Contribution
- Appropriation for Contingencies – Public Safety Fund
- Public Safety – General Fund Contribution

District Attorney
- District Attorney Services

Probation
- Juvenile Probation Services
- Adult Probation Services
- Food Services

Sheriff-Coroner-Marshal
- Sheriff-Public Safety & Prevention
- Corrections & Detention

CAPITAL FACILITY PROJECTS

County Executive Office
Facility Services

COMMUNITY & CULTURAL SYSTEM

Facility Services
- Parks & Grounds Services

Farm Advisor
- Farm Advisor Services

Library
- Library Services

Museum
- Museum Operations

HEALTH & HUMAN SUPPORT SYSTEM

Child Support Services
- Child Support Services

Health & Human Services
- Adult Systems of Care
- Children Systems of Care
- Human Services
- Client & Program Aid
- Housing Assistance
- Community Health
- Environmental Health
- Domestic Animal Control
- Community Clinics
- Managed Care

Veterans Services
- Veterans Services

LAND USE SYSTEM

Agricultural Commissioner
- Agricultural Commissioner/Sealer of Weights & Measures
- Fish & Game Commission

Building Inspection
- Building Inspection

Facility Services
- Special Districts
- Solid Waste Management
- Eastern Regional Landfill

Planning
- Land Use Planning

Public Works
- Land Development
- Design & Transportation
- Road Maintenance
- Special Aviation
- Fleet Operations
- Transit
- Tahoe Area Regional Transit

NONDEPARTMENTAL OPERATIONS

County Executive Office

County Funds, Budget Policies & Legal Requirements

Placer County's FY 2004-05 Proposed Budget was developed based upon the policy considerations outlined in this section and included in the County Executive Officer's Budget Message.

COUNTY OPERATING FUNDS

Government accounting and budgeting are expressed in terms of funds, which are independent fiscal and accounting entities with a self-balancing set of asset liability and budgetary accounts. Placer County has 12 operating, 2 capital and 18 proprietary funds that make up the Proposed Budget.[1] Government budgets, or appropriations, are legal limits on how much a department can spend and may not be exceeded unless additional funding is authorized through Board approved budget revisions. In practice, appropriations are the authorization granted by a legislative body to make expenditures and to incur obligations for specific purposes, and are time limited to one year. Placer County has approximately 80 appropriations, a listing of which can be found in the Index at the back of this publication.

The two components that balance a government fund are financing requirements (financing uses and provision for reserves), which are offset by available financing (financing sources, cancelled reserves and fund balance carryover). When total financing requirements equal total available financing, the budget is balanced.

THE GENERAL FUND

The ***General Fund*** is the largest countywide fund, which underwrites most countywide operations either directly as the "net county cost"[2] of General Fund budgets, or indirectly through contributions to other funds. The General Fund helps support the operations of most other county funds through direct contributions to those funds, which may include required state "maintenance of effort" payments for certain programs. Included in the General Fund are appropriations for general government, finance, planning and building inspection, facility services and most health and human service appropriations. Contributions are made to other funds for public safety services, fire protection services, capital construction, road construction and maintenance, open space acquisition and maintenance, library services, debt service, and community clinics and managed care.

The FY 2004-05 General Fund budget is recommended at $282 million, an increase of $17.8 million or 7% from the prior year FY 2003-04 Final Budget[3]. This budget increase is due to the inclusion of a transfer of $17.7 million in one time funding for the construction of capital infrastructure that will begin in FY 2004-05, leaving a net budget-to-budget increase of only $54,575.

Financing Requirements

	Estimated Financing Uses	Provision for Reserves / Designation	Total Financing Requirements
General Fund	282,004,039	-	282,004,039

The entire $17.7 million contribution to Capital Projects Funds will be funded from cancellation of General Fund reserves that were established by the County's Board of Supervisors over a series of years as part of a strategic planning effort to fund capital infrastructure projects.

[1] County service areas and Board governed special districts are in a separate budget volume.
[2] Net county cost is the portion of an appropriation that is funded from general-purpose revenue or available fund balance; total appropriation costs less direct fees, grants or reimbursements.
[3] Final budget figures include Board approved technical adjustments for contributions from the General Fund to other funds. The net effect of these adjustments is an increase in the fund's appropriation and revenue by $37.9 million. In previous years, General Fund contributions reduced or offset another fund's appropriation, which made the budget appear smaller than it really was.

County Funds, Budget Policies & Legal Requirements

General Fund financing requirements maintain essential services and programs where possible, however restrictions on expenditures have been necessary to balance the budget and stabilize service delivery systems. Several budget categories have been reduced in an effort to absorb rising personnel costs, which have increased by $7.2 million over the prior year adopted budget, and funding has been redirected from several projects to maintain county operations: contribution to road overlay ($1 million / 50% reduction); contribution to capital infrastructure ($0, reduced 100% or $3.6 million, reduced $10 million from the department's request); contribution to open space ($500,000, reduced 50%); and provision for reserves ($0, reduced $5.2 million from the department request).

Contributions to other funds in the recommended General Fund budget include $5.2 million for the Public Ways (Road) Fund for supplemental road maintenance and overlay projects. The General Fund also makes contributions to other funds to help support activities including the Public Safety departments of Sheriff, Probation and District Attorney ($38.0 million – including $300,000 for contingencies); community clinic, managed care and other health and human service programs ($7.2 million), fire protection services ($550,000) and debt service ($891,747).

Recommended General Fund contingencies set-aside for unanticipated expenditures or revenue shortfalls, are $6.4 million for FY 2004-05. Consistent with prior years practices, contingencies include a "base" contingency of $3.86 million, or approximately 1.5% of operating expenditures included in the budget (less capital construction and road project funding). Other recommended General Fund contingencies of $2.56 million are included for operating costs or unanticipated revenue decreases, and for items that need to be carried forward and re-budgeted from the prior fiscal year.

Maintenance of prudent reserves has been part of the County's fiscal planning process for many years. In addition to capital reserves, the County attempts to reserve approximately 5% of its General Fund operating expenditures for possible emergencies or future economic downturns. Due to state budget uncertainties and its unknown impact on the County, additional provisions to reserves are not recommended with the Proposed Budget. The County Executive Office requests that $2.3 million be considered for funding with the Final Budget to maintain the 5% thresh hold noted previously, $1.1 for the designation for fixed asset depreciation, and an additional $1.7 be set aside in a reserve for lease costs associated with the South Placer Criminal Justice Center.

General Fund employee positions have decreased from 1,554 to 1,548 for a net of 6 less position allocations. The Director of Child Support Services requested the de-allocation of seven vacant positions due to funding reductions from the State. A public works manager allocation was moved to Land Development (in the General Fund) from the Road Fund.

Available Financing

	Estimated Fund Balance June 30, 2004	Cancelled Reserves	Financing Sources	Total Available Financing
General Fund	15,071,517	17,727,982	249,204,540	282,004,039

The recent economy has produced mixed results for the General Fund's revenue budget at $249,204,540, up $11 million or 4.6% from the prior year budget. Strong local real estate and construction markets continue to contribute to increases in secured property tax revenues, however the Governors proposed Education Revenue Augmentation Fund (ERAF) shift is anticipated to keep this revenue relatively flat at $61 million. Other property related budgeted revenues have increased in keeping with current receipt trends. The largest increase can be found in motor vehicle license fee (VLF) revenues, which have been restored to FY 2002-03 funding levels of over $17.million. During FY 2003-04 budgeted VLF revenues were significantly reduced as the result of a mandatory State loan, which equated to over one-fourth of projected VLF receipts ($5 million). Construction permit revenues are also expected to increase due to Board approved fee increases by $2.2 million. Other general revenues are estimated based upon current year or prior year's receipts including sales tax revenue ($12.5 million, up $630,598), transient occupancy taxes ($2.8 million, static), and interest earnings ($2.7 million, down $100,000).

Fund balance is anticipated due to current year expenditure savings and revenue received in excess of the amount budgeted. In Placer County, fund balance is carefully estimated and is an important part of planned, budgeted resources. Fund balance carryover from FY 2003-04 for the General Fund is recommended at $15 million or 5% of total resources. Capital and road construction project funding for the current fiscal year has been transferred in full and will not be carried over in the General Fund. In addition to carryover fund balance, the General Fund Proposed Budget is balanced with $17.7 million of cancelled reserves dedicated to planned infrastructure, and not for ongoing operating costs.

PUBLIC SAFETY FUND

The ***Public Safety Fund*** is made up of three departments: Sheriff, District Attorney and Probation. The FY 2004-05 Public Safety Fund budget is recommended at $80.3 million, representing an increase of $1.7 million or 2% increase from the prior year final budget. The total gross budget has increased, however the recommended budget is $6.5 million less than the department budget requests. Public safety services have experienced the same impacts of rising personnel costs and a reduction in state revenues and grant funding. Employee positions remain consistent with the final adopted allocation of 664.

Revenue estimates for public safety are $80 million, $1.1 million or 1.3% higher than the prior year. Included in this amount is an estimated $30.7 million public safety sales tax (Proposition 172 funding) which depends upon both statewide and local sales tax generation for receipt. Sales tax revenues make up the bulk of the revenue increase for the new fiscal cycle, with all other public safety revenues budgeted at or below FY 2003-04 levels. The Public Safety Fund is balanced with $365,752 in estimated fund balance carryover.

PUBLIC WAYS AND FACILITIES FUND

The ***Public Ways and Facilities Fund***, also commonly referred to as the Road Fund, provides engineering services in the area of design, construction and contract administration for both the County and private land development projects. The fund also maintains, protects and improves approximately 1,000 miles of roads, and accounts for road and road-related storm maintenance, including snow removal and road engineering and construction. The net budget of $35.7 million represents a decrease of $4.3 million or 11%, which is primarily due to the completion, or near completion, of major projects, or project deferrals due to state funding reductions. The Public Ways and Facilities Fund balances with $1.39 million in estimated fund balance carryover. Public Ways employee positions have decrease from 129 to 128, as one position was transferred to the General Fund (from the Road Fund).

CAPITAL PROJECTS FUNDS

Two separate funds make up the Capital Project Budget: Capital Project and Capital Project Securitization Funds. These funds account for the construction and remodeling of county buildings. Project priority is determined by whether a project is identified in the Capital Improvements Master Plan, mitigates health and safety needs, improves departmental operations, or preserves and extends the life of an existing county facility. A continuing issue that confronts the County has been the critical need to plan for and replace the County's aging facilities. Facility replacement and rehabilitation needs identified for the next 10 years are projected to be approximately $300 million dollars, which far exceeds the County's capital reserves, capital facility impact fee balances and accumulated project funding. To bridge the gap between funding needs and funds on hand, a long range plan for financing the County's facility needs was developed that utilized a combination of accumulated reserves, current funding from within county budget resources, prudent debt obligation, growth fees and other revenue. To assist this effort, in May 2002 the Board of Supervisors approved the securitization of tobacco settlement revenue to support funding for infrastructure and management of these funds are contained within this fund. Pursuant to the bond issuance, 100% of the funding was dedicated to Placer County capital projects.

The FY 2004-05 ***Capital Projects Fund*** budget is recommended at $66.2 million, an increase of $19.7 million from the prior year FY 2003-04 Final Budget. Recommended project costs for FY 2004-05 are $63.9 million, compared to the $45.8 for the prior fiscal year. The primary reason for the increase in project construction costs is due to the carry forward of project construction into the next fiscal year ($40.5 million of project funding is rebudgeted from FY 2003-04). Specific projects that have been identified in the recommended budget for current year project funding include, but are not limited to: the South Placer Justice Center, Land Development Building, Auburn Justice Center, Auburn Administration Building renovation, Children's Shelter planning, Juvenile Detention Center improvements, Animal Shelter and other projects. Capital Projects will receive $54.6 million in revenue and project reimbursement, and is balanced with $9.7 million in estimated fund balance carryover and $1.87 million of cancelled reserves.

The FY 2004-05 ***Capital Projects Securitization Fund*** budget is recommended at $43.1 million, an increase of $16.9 million from the adopted final budget. Budget-to-budget financing requirement have increased primarily due to the carry forward of project construction costs and related funding from the prior fiscal year. Recommended project funding for the upcoming fiscal cycle is $43.1 million, offset by a reimbursement of $15.05 million from earmarked but previously unbudgeted project funding including $3.9 million from capital facility impact fees, $1.8 million from Building Fund reserves, $900,000 from criminal justice grant funds, and the remaining $8.3 million from cancellation of General Fund reserves. Specific projects funded include: the Auburn Justice Center ($24.8 million) and the Land Development Building ($18.3 million). The Capital Projects Securitization Fund is balanced with $22.2 million in estimated fund balance carryover and $5.9 million in cancelled reserves.

OTHER COUNTY OPERATING FUNDS

The Placer County Proposed Budget includes 14 operating funds, the largest of which have been summarized above. Other County operating funds include the Community Services Fund; the Special Aviation Fund; the Gold Country Tourism and Promotion Fund; the Fish and Game Fund; the Lake Tahoe Tourism and Promotion; the Open Space Fund; the Library Fund; the Fire Control Fund and the Debt Service Fund. While none of these funds is as large as those previously discussed, each fund was established to keep its assets, liabilities, resources and expenditures separate, usually for legal or programmatic reasons.

Managed by the Health and Human Services Department, the ***Community Services Fund*** is used to account for the Section 8 housing program. Funding provides direct and contracted social service to low income and high-risk target populations (including program effectiveness evaluation), and to provide technical assistance to subcontractors. The recommended financing requirements are $1.6 million. The fund is balanced with $1.6 million in revenue.

The ***Special Aviation Fund*** supports the Blue Canyon Airport via federal funding by providing for capital improvements, equipment maintenance and administrative support. This fund is managed by the Department of Public Works. Budgeted expenditures have decreased for FY 2004-05 due to completion of the runway lighting project, and the recommended funding level is consistent with those years when special federal maintenance or equipment funding is not received. The recommended financing requirements are $10,000, which equal to the financing sources this fund is expected to receive from a state grant.

The ***Gold Country Tourism and Promotion Fund*** receives hotel-motel or transient occupancy taxes (TOT) in the unincorporated areas of the County that are west of the summit. Western slope promotional activities that encourage tourism are funded from TOT taxes. Recommended financing requirements are $326,799. The budget is balanced with $209,000 in estimated revenue, and $117,799 of carryover fund balance.

The ***Fish and Game Fund*** is used to support wildlife and fish propagation and conservation efforts. In addition to a General Fund contribution, the fund receives fine revenue from fish and game violations in the County. The recommended budget is $10,610, which is balanced with $2,200 of revenue and $8,410 of estimated fund balance carryover.

The ***Lake Tahoe Tourism and Promotion Fund***, previously referred to as the North Lake Tahoe – TOT Fund, receives 60% of the hotel-motel or transient occupancy taxes (TOT) in the unincorporated areas of the County that are east of the summit. Tahoe area promotional activities that encourage tourism are funded from the TOT taxes under a contract with the North Lake Tahoe Resort Association. In 1995 the Board of Supervisors approved the formation of the North Lake Tahoe Resort Association and appointed a Board of Directors, comprised of representatives from various North Lake Tahoe tourism related industries to recommend and oversee funding allocations for the Tahoe community. Resort Association activities include marketing and promotions, visitor services, public improvements and infrastructure projects. Recommended required financing of $4.1 million is supported by estimated revenue and $2,663 of carryover fund balance.

The ***Open Space Fund*** is used to account for contributions and the acquisition of open space in the County under the Placer Legacy program, in order to conserve Placer County's diversity of landscapes and natural resources. The program supports the economic viability of the County, provides enhancement of property values and furthers the natural resource goals of the Placer County General Plan and associated General Plan of the six cities within Placer County. Recommended funding requirements include $50,000 for under grounding of utilities in Squaw Valley and $1,361,414 for various improvements and maintenance of acquired properties, and for the acquisition of properties currently under negotiation. These costs are offset by a General Fund contribution of $500,000 and estimated interest revenue of $30,000. The fund is balanced with the cancellation of $881,414 of dedicated open space reserves.

The ***Library Fund*** provides public library services that support the educational, recreational and cultural endeavors of citizens within the community. The County Library System serves all of Placer County except for the cities of Roseville and Lincoln, which have their own library systems. The most significant, immediate challenge facing the Library is continuing to provide quality services to a growing population with limited revenue growth. Recently the Library completed its Library Service Plan 2002-2010 to assist in qualifying for State funding and to assist staff to determine future service and branch expansion needs. Recommended financing requirements of $4 million have been offset by $3.7 million of revenue and $338,017 of carryover fund balance. The Library receives an indirect General Fund contribution by providing maintenance and construction of facilities, and by not charging for most county administrative costs. The Library will also receive a direct contribution of $139,000 for librarian salary and benefit support, and $490,679 to assist the phase in for County administrative charges, A-87, to the Library (offsets a new expense to the Library for A-87).

The ***Fire Control Fund*** provides fire protection services through a contract with the California Department of Forestry and Fire Protection and provides a hazardous material response (HAZMAT) capability. Recommended financing requirements of $3.5 million are offset by estimated revenue and carryover fund balance of $224,896. In FY 2004-05 the fund will receive a contribution for fire services from the General Fund of $550,000 and $5,000 from Environmental Health for HAZMAT. The fund also provides the contract support for the Dry Creek Fire CSA and Sunset West CSA fire protection services, which will reimburse the fund $1.5 million for those services. Other financing sources include property tax, public safety sales tax and other miscellaneous revenue.

The ***Debt Service Fund*** accounts for principal, interest and fees on County debt service issued for certificates of participation (COP). The County's current COP issues were used to construct the new juvenile hall and the Finance and Administration Center at DeWitt. The General Fund contributes the net cost of the County's annual debt service to this fund, less reimbursements paid by other funds and revenue received. County debt service costs as a percentage of the County budget are well below those of comparable counties in the state. Recommended financing requirements are $2 million for FY 2004-05.

INTERNAL SERVICE FUNDS

Placer County operates 10 internal service funds that are used to provide services primarily to other County departments. County departments are charged for services they receive. Internal service funds adjust rates as necessary to recover their costs. These funds are not intended to make a cumulative profit, nor should they indefinitely sustain operating losses. The internal service funds range in size of financing requirements from $6.9 million to less than half a million. Total recommended financing uses and reserve additions for the internal service funds for FY 2004-05 is about $38.7 million. Placer County internal services funds are: Telecommunication Services, Countywide Systems, Fleet, Correctional Food Services, Central Services, Special District Services, State Unemployment, General Liability Insurance, Workers Compensation Insurance and Dental and Vision Insurance.

Since internal service funds charge fees to County departments for services received, including these budgets with the County Proposed Budget for operating funds would result in duplication of budgetary figures. As a result, these funds are considered separately from the operating funds and are not included in the State Controller Schedules.

ENTERPRISE FUNDS

Placer County will operate and manage 8 enterprise funds in FY 2004-05. Placer County enterprise funds are: Transit, TART, Eastern Regional Landfill, ERSLA Closure, Solid Waste Management, Property Management, Managed Care, and Community Clinics. Enterprise funds typically provide utility, property management, and health services to the public and charge for the services provided. Enterprise funds are not required to recover full costs, but should remain solvent. Placer County enterprise funds range in size of financing requirements from $5.5 million to less than $200,000. Total recommended financing uses and reserve additions for the enterprise funds for FY 2004-05 is a little more than $26.2 million.

Two positions were added to Solid Waste Management with the Proposed Budget.

BUDGET, FINANCE & DEBT MANAGEMENT POLICIES

Placer County's basic principles, goals and objectives that form the underlying foundation for the budget include[4]:

BUDGET AND FINANCE POLICY

Revenue

- Ongoing costs will be funded with ongoing revenues to promote fiscal stability, predictability, sustainability, and long-range planning.
- The budget will include only realistic and probable revenue estimates, and will not be based upon high levels of anticipated growth or contingent upon the passage of legislation or future Board actions.
- Imposing or adjusting fees or other charges will be periodically evaluated for any service provided by the County where full cost recovery is not currently achieved.
- Prior to applying for and accepting Federal or State grants, departments must identify current and future fiscal implications of either accepting or rejecting the grant and identify if the program is consistent with the County's long-term goals and objectives.

[4] On January 7, 2003 the Board of Supervisors adopted the Budget and Financial Policies for Placer County. Information listed includes most of the policies adopted by the Board.

- State revenues in the Proposed Budget will be budgeted considering the Governor's January Proposed Budget for the upcoming fiscal year.

Expenditures

- The budget must be balanced so that estimated sources of funds equals the estimated uses of funds.
- Annual priority for General Fund funding will be given to capital improvements consistent with the County's Capital Facilities Financing Plan and the Road Maintenance Master Plan.
- Carryover fund balance will be used to fund one-time expenditures, reserves and contingencies and should not be used to finance ongoing operational costs.
- New position requests will be considered through the budget process and not otherwise during the fiscal year unless urgent circumstances exist.
- Partial or fully funded state and/or federal programs, administered by the County, will be implemented at the level of funding provided by the state or federal government. County overmatches for departments with maintenance-of-effort requirements will not increase.
- All requests for new program funding should be accompanied with clear and concise statements of the program's mission, performance objectives and intended measurable outcomes.
- Efficiency and economy in the delivery of County services are top priorities; departments will make productivity improvements within their service delivery areas and reduce discretionary expenditures.
- Automation and technology proposals must measurably demonstrate how cost savings will be achieved or how services will be improved, along with identifying potential sources of funding.
- The General Fund's Appropriation for Contingencies should be budgeted at not less than 1.5% of the operating budget, other funds, at not less than ½ of 1% of operating expenditures.

Capital Budgets

- Capital budgets will expand to include a list of capital construction and road projects with brief descriptions; estimated to-date and total project costs; planned project costs for three future fiscal years; length of time to project completion; and proposed funding sources.
- Capital projects, which are not encumbered or completed during the fiscal year, or multi-year projects, will be re-budgeted or carried over to the next fiscal year.
- Capital projects will not be budgeted unless there are reasonable expectations that resources will be available to pay for them and a financing plan has been developed.
- Where alternative sources of financing are not available or sufficient for full funding, and the project is deemed critical for the provision of services or to meet mandated services levels, debt financing may be used in accordance with the County Debt Policy[5]. Debt will not be used to finance on-going operational costs, including those incurred due to new facilities.
- Project reimbursements to the County Capital Projects Fund shall not exceed actual expenditures, plus 25% of any encumbered contract balances.

[5] Placer County's Debt Management Policy was adopted by the Board of Supervisors on April 8, 2003. Bulleted information includes some, but not all, of the policies adopted by the Board.

County Funds, Budget Policies & Legal Requirements

Reserves & Appropriation for Contingencies

- The General Fund's total General Reserve and Designation for Economic Uncertainties should be accumulated over time until 5% of the annual operating budget reserve level is achieved.
- The General Fund's Reserve for Future Occurrences should be accumulated to a level that would provide for increases in medically indigent/public assistance caseloads during economic downturns.
- The General Fund allocation to the Designation for Fixed Asset Depreciation should be equivalent to the County's annual depreciation expense. Accumulated funds may be used in accordance with the long-term County Capital Financing Plan for facility replacement and construction.
- Smaller funds, or funds with uncertain or expected delays in reimbursement may need to accumulate a contingency reserve larger than 5% for cash flow reasons.
- Reserves for self-insurance funds shall be actuarially determined at least every other year. Reserves should be maintained at the 80% confidence level for net estimated losses.

DEBT MANAGEMENT POLICY

- The County has made an ongoing commitment to maintain the facilities and infrastructure necessary to provide public services, but does not intend to rely upon long-term debt to defer its current obligations.
- The County will attempt to fund capital projects with grants, land use fees including impact fees, or other non-recurring resources. If these funding sources are insufficient the County will look at special or enterprise revenues, develop new funding sources, use general revenues, operating surplus, and/or unrestricted fund balance or capital reserves to fund capital projects. The County may consider leveraging these resources with bonds or certificates of participation.
- The County will minimize debt by deferring capital projects and by dedicating a portion of its resources towards pay-as-you-go capital investment. The County will continue to balance debt and equity by investing a portion of annual revenue in the capital program, providing for reserves and for depreciation.
- The County will maintain a prudent balance of debt and equity in meeting long-term capital needs in the form of pay-as-you-go financing. Debt and equity balance will be considered when planning the use of debt financing to address facility needs and other public infrastructure, and will ensure against incurring a level of fixed debt obligation that denies an appropriate level of future operating flexibility.

COUNTY STRUCTURE & LEGAL REQUIREMENTS

CALIFORNIA CONSTITUTION & GOVERNMENT CODE

Basic provisions for the government of counties are contained in the California Constitution and the California Government Code. A county is the largest political subdivision of the state and is vested by the Legislature with the powers necessary to provide for the health and welfare of the people within its borders. The distinction between a county and a city is that legislative control over counties is more complete than it is over cities. The Legislature may delegate to the counties any of the functions that belong to the state itself (unless specifically restricted by the state Constitution), and the state may take back and resume functions previously delegated to counties.

County Funds, Budget Policies & Legal Requirements

State laws and county ordinances prescribe the manner and form in which the budget is presented. The Office of the State Controller sets forth the Government Code that specifies the content of the budget, budget adoption procedures and dates by which actions must be taken. A county may add or show in more detail required information, providing the financial detail and the classification of items required to be included in the budget are set forth.

Fund and account titles to be used by counties in the preparation of the operating budget are set forth in the publication, *Accounting Standards and Procedures for Counties.* The general operating group of funds are budgeted and accounted for under the modified accrual basis of accounting, and are summarized on Schedule 1 of the budget document. Internal service and enterprise funds are budgeted and accounted for under the full accrual basis of accounting. [As required by the State Controller, Governmental Generally Accepted Accounting Principles (GAAP) and the Governmental Accounting Standards Board (GASB)].

PLACER COUNTY CHARTER & BUDGET PROCESS

The California Constitution recognizes two types of counties: general law counties and charter counties. General law counties adhere to state law as to the number and duties of county elected officials. Placer County, as a charter county, has limited degree of “home rule” authority that may provide for the election, compensation, terms, removal, and salary of the governing board.

Responsibilities and the delegation for preparation, review and approval of the budget are established by statute and ordinance and by policies coordinated through the Board of Supervisors, the County Executive Officer and the Auditor-Controller. Under the County Charter, the County Executive Office is responsible for providing systematic planning of the budget, recommending long-range capital planning, and must recommend an annual budget after reviewing requests of all departments and agencies for which the Board is responsible or which request County funds.

In accordance with provisions of Sections 29000 through 29144 of the California Government Code and other statutory provisions, known as the County Budget Act, the County prepares and legally adopts a balanced Final Budget each fiscal year. Until the adoption of this final balanced budget, the adopted Proposed Budget approved by the Board of Supervisor governs operations.

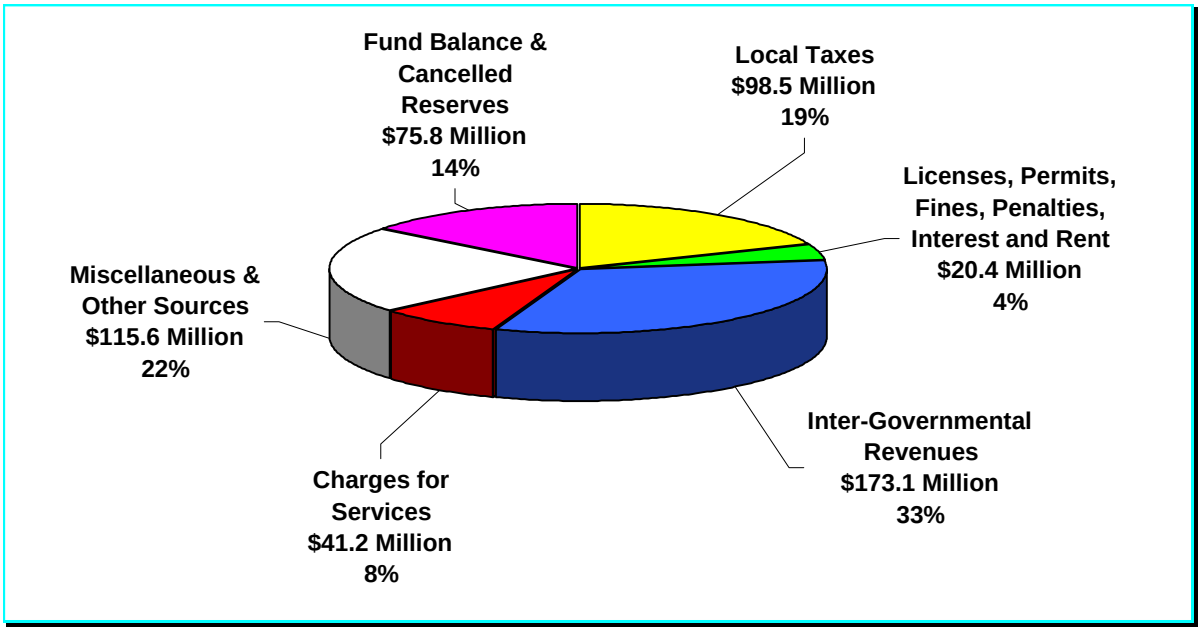
The Proposed Budget is prepared after receiving direction from the Board of Supervisors regarding County priorities and goals to address long-term concerns and issues. Following and incorporating this direction, the County Executive Office prepares budget procedures and forms for use by departments and established target budgets for General Fund budgets. All departments then submit their requested budgets for the upcoming fiscal year. County Executive staff review budget requests, which are balanced against the County’s overall priorities and fiscal resources. A Proposed Budget document with narratives and accompanying schedules is prepared and submitted to the Board of Supervisors by June 30 of each year.

The Board adopts the Proposed Budget, which consists of a balanced budget for operating, enterprise and internal service funds. Reserves and estimated carryover fund balance/retained earnings may be added to estimated revenues to fund the estimated budget expenditures and other uses in each fund. Budget workshops and public hearings, which are open to the public, are conducted on the Proposed Budget to review all appropriations and the sources of financing and to make any adjustments necessitated by County needs and expenditure and revenue changes for the Final Budget. Because the Final Budget must be balanced, any shortfall in revenue requires an equal reduction in appropriations. Encumbrances outstanding at year-end are reported as reservations of fund balances for subsequent year expenditures. The Board of Supervisors must adopt the Final Budget by October 2 of each year.

The Board may make supplemental appropriations through budget revisions during the year, upon a four-fifths vote. Management cannot amend the budget without the Board's approval, except for adjustments between accounts that do not change object or appropriation totals. Amendments and transfers of appropriations between budget units, that increase an appropriation, or that involve the addition of and augmentation to a capital/road project or fixed asset equipment must be approved by the Board. In addition to any budget revisions during the fiscal year, the Board of Supervisors also traditionally approves adjustments to the budget at fiscal year end.

Budgetary control is exercised at the appropriation or budget unit level, except for fixed asset equipment and capital/road projects, which are separately appropriated and for allocated positions, which must be approved by the Board

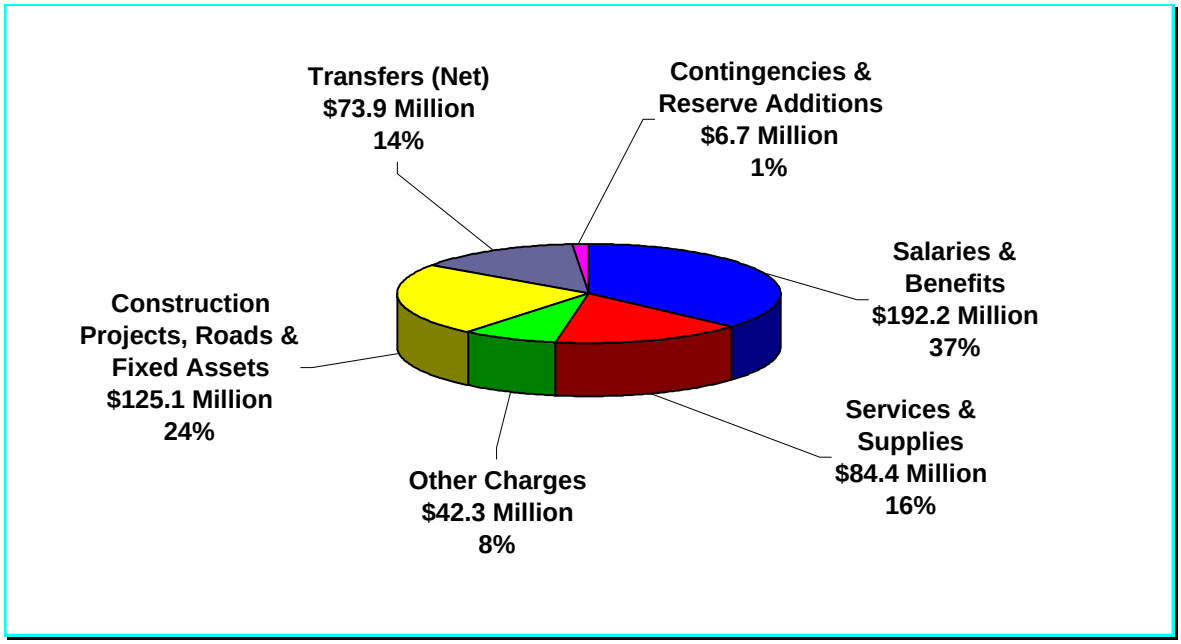
PLACER COUNTY OPERATING AND CAPITAL FUNDS
REVENUE AND SOURCES OF FUNDS
TOTAL $524,691,769



BUDGET CATEGORY	FINAL BUDGET FY 2003-04	%	PROPOSED BUDGET FY 2004-05	%	% CHANGE
LOCAL TAXES	$ 97,490,135	20%	$ 98,510,963	19%	1.0%
LICENSES, PERMITS, FINES, PENALTIES, INTEREST AND RENT	18,509,488	4%	20,400,129	4%	10.2%
INTERGOVERNMENTAL REVENUE	179,507,394	38%	173,113,468	33%	-3.6%
CHARGES FOR SERVICES	37,605,890	8%	41,186,458	8%	9.5%
MISCELLANEOUS AND OTHER SOURCES	74,473,478	16%	115,636,047	22%	55.3%
FUND BALANCE CARRY-OVER / CANCELLATION OF RESERVES	68,661,797	14%	75,844,704	14%	10.5%
TOTAL BUDGET SOURCES	$ 476,248,182	100%	$ 524,691,769	100%	10.2%

Note: Final budget figures includes Board approved technical adjustments for contributions from the General Fund to other Placer County funds, which increases appropriations and revenue by $37.9 million.

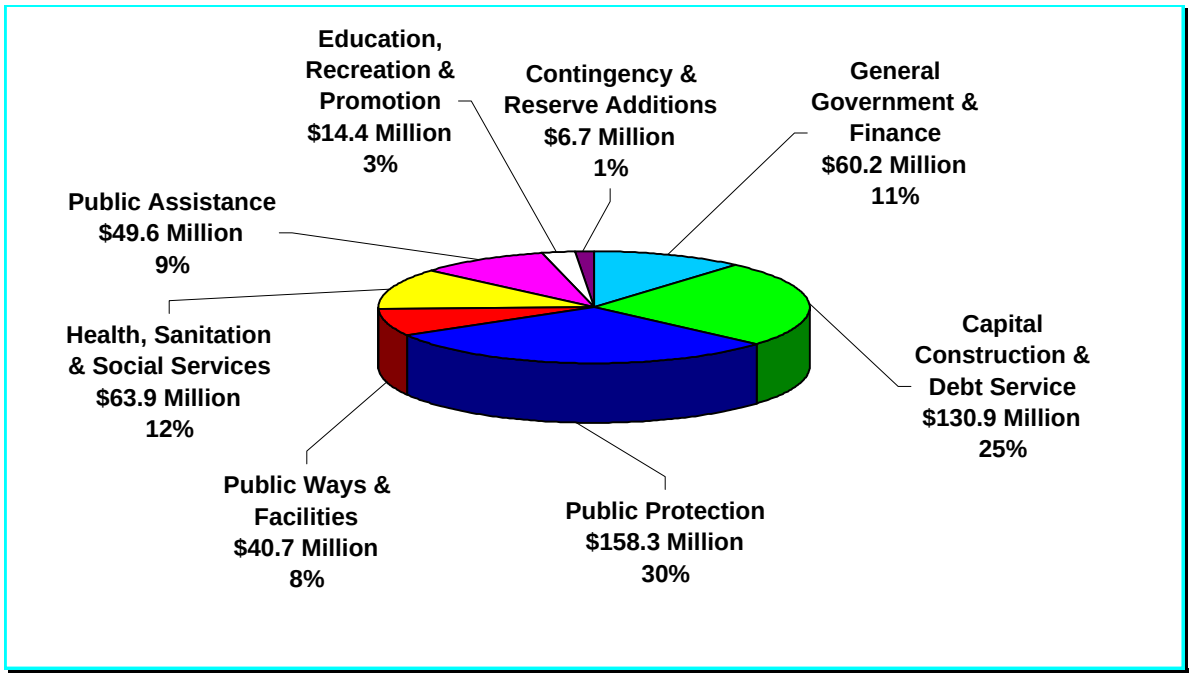
PLACER COUNTY OPERATING AND CAPITAL FUNDS
EXPENDITURES AND USES
TOTAL $524,691,769



BUDGET CATEGORY	FINAL BUDGET FY 2003-04	%	PROPOSED BUDGET FY 2004-05	%	% CHANGE
SALARIES & BENEFITS	$ 180,375,206	38%	$ 192,176,684	37%	6.5%
SERVICES & SUPPLIES	90,391,011	19%	84,426,612	16%	-6.6%
OTHER CHARGES	41,243,288	9%	42,307,495	8%	2.6%
CONSTRUCTION PROJECTS, ROADS & FIXED ASSETS	105,973,141	22%	125,151,699	24%	18.1%
TRANSFERS (NET)	47,475,805	10%	73,869,545	14%	55.6%
APPROPRIATIONS FOR CONTINGENCIES & RESERVE ADDITIONS	10,789,731	2%	6,759,734	1%	-37.4%
TOTAL BUDGET USES	$ 476,248,182	100%	$ 524,691,769	100%	10.2%

Note: Final budget figures includes Board approved technical adjustments for contributions from the General Fund to other Placer County funds, which increases appropriations and revenue by $37.9 million.

PLACER COUNTY OPERATING AND CAPITAL FUNDS
FUNCTIONAL EXPENDITURES AND USES
TOTAL $524,691,769



BUDGET CATEGORY	FINAL BUDGET FY 2003-04	%	PROPOSED BUDGET FY 2004-05	%	% CHANGE
GENERAL GOVERNMENT & FINANCE	$ 55,294,949	12%	$ 60,168,986	11%	8.8%
CAPITAL CONSTRUCTION & DEBT SERVICE	80,369,483	17%	130,948,949	25%	62.9%
PUBLIC PROTECTION	158,902,744	33%	158,278,210	30%	-0.4%
PUBLIC WAYS & FACILITIES (ROADS)	46,049,425	10%	40,738,335	8%	-11.5%
HEALTH, SANITATION & SOCIAL SERVICES	61,120,833	13%	63,862,538	12%	4.5%
PUBLIC ASSISTANCE	50,985,086	11%	49,578,841	9%	-2.8%
EDUCATION, RECREATION SERVICES & PROMOTION	12,735,931	3%	14,356,176	3%	12.7%
APPROPRIATIONS FOR CONTINGENCIES & RESERVE ADDITIONS	10,789,731	2%	6,759,734	1%	-37.4%
TOTAL BUDGET USES	$ 476,248,182	100%	$ 524,691,769	100%	10.2%

Note: Final budget figures includes Board approved technical adjustments for contributions from the General Fund to other Placer County funds, which increases appropriations and revenue by $37.9 million.

Administration & Financial Services

Administrative Services
Assessor
Auditor-Controller
Board of Supervisors
County Clerk-Recorder
County Counsel
County Executive Office
Facility Services
Personnel
Treasurer-Tax Collector

Administration and Financial Services

System Goal -- Placer County builds public trust in government by providing the leadership, workforce, infrastructure, technology, financial and administrative support necessary to produce quality programs and services that make a difference in people's lives and demonstrate good value to taxpayers.

Community Results

✓ Placer County provides quality leadership and oversight to all programs, services and activities.

✓ Placer County demonstrates integrity and accountability in its collection, investment, accounting and management of government funds, and its financial and budget practices help to maintain the County's overall financial health.

✓ Technology is reliable and effectively used to improve workforce efficiency, strengthen internal and external communication, and enhance service delivery to constituents.

✓ Employees are well trained, receive competitive pay and benefits, and are highly satisfied with Placer County as their employer.

✓ Placer County receives recognition for innovation and service excellence; customers are highly satisfied with County services.

✓ County infrastructure is well planned and maintained and meets the needs for effective and efficient service delivery.

Note: Over the next several months system groups, comprised of the departments included in each system, will convene. The purpose of these meetings will be to link program performance indicators with the Board identified community results listed above.

Administration and Financial Services

Community Results (continued)

✓ Voter registration, election processes and document archiving will be of the highest quality, integrity and accuracy.

✓ The County measures and achieves results and provides clear, relevant and meaningful information to elected officials and constituents.

Note: Over the next several months system groups, comprised of the departments included in each system, will convene. The purpose of these meetings will be to link program performance indicators with the Board identified community results listed above.

Administrative Services

Rich Colwell, Director

MISSION STATEMENT

To cost-effectively provide a wide range of administrative, technology related, collection, procurement and print shop services that are essential for customer departments to efficiently deliver quality and timely support to the citizens of Placer County.

Appropriation	Budget 2003-04	Position Allocations	Recommended 2004-05	Position Allocations
Administrative Services	$ -	0	$ 7,878,508	73
Telecommunication Services (Internal Service Fund)*	5,098,182	20	5,080,966	20
Central Services (Internal Service Fund)*	2,001,508	10	2,056,774	10
Revenue Services	1,357,318	15	0	0
Procurement Services	645,904	9	0	0
Information Technology	6,024,932	39	0	0
Administration	389,221	10	0	0
Total:	$ 15,517,065	103	$ 15,016,248	103

CORE FUNCTIONS

Administrative Services

Provides comprehensive information technology (IT) consulting services, including project planning and management for system implementations. Administrative Services is also responsible for IT planning, implementing, administering and maintaining the County's data systems, including servers, data storage, firewall, and security systems.

Provides centralized purchasing services to county departments for the procurement of materials, equipment and services and ensures that county purchasing policies and procedures are followed to maintain consistency in buying practices and compliance with all applicable laws.

Provides centralized billing and collection services to secure funds entitled to Placer County and other government entities.

Provides quality management and administrative support to the Administrative Services Department and effectively communicates and acts as liaison to other departments, outside agencies and the public.

Telecommunication Services (Internal Service Fund)

Provides planning, development and logistical support of all countywide communication systems, including telephone and radio services.

Central Services (Internal Service Fund)

Provides efficient and economical reprographic, mail, and records management services. This includes design and production of offset printing items, quick-copy service for both color and black-and-white copies, convenience-copier service, forms and paper inventory, United States mail service, United Postal Service and interoffice mail service, and coordination and standard-setting for county records storage and retention.

Administrative Services

Rich Colwell, Director

FY 2003-04 Major Accomplishments

- Implemented or made major progress on information technology mission critical systems and upgrades, including Integrated Public Safety, Permits, Payroll/Personnel, On-line Services, Storage Area Network, and Public Safety VHF Radio Frequencies.

- Began implementation of Phase II of the Countywide Radio Network Strategic Plan and continued planning efforts for Phase III.

- Continued to plan, expand, maintain, and improve the countywide IT infrastructure that includes the data, voice, radio, and waste-management monitoring networks.

- Achieved our goal of increasing our "hard dollar" collections. Accomplished a successful electronic transfer of accounts from one department's system to our system, which allows for immediate collection action. Automated several collection procedures, restructured the workflow, and began the reorganizing of the accounting and clerical units.

- Maintained a high level of Central Services customer service and satisfaction while printing more than 11,720,000 impressions, many of which were in full color, including the *Placer's Gold*, and processing over 1,500,000 pieces of United States mail, 2,100 United Postal Service (UPS) parcels, and 550,000 interoffice mail envelopes and delivery.

- Implemented the E-Procurement Program.

- Obtained the County's first-ever Achievement In Excellence Award from The National Purchasing Institute.

FY 2004-05 Planned Accomplishments

- Continue to implement the 2003-2007 Information Technology Strategic Plan and project priorities.

- Implement Phase II of the Countywide Radio Network Strategic Plan and continue planning for Phase III of the plan.

- Continue to plan, expand, maintain, and improve the countywide IT infrastructure that includes the data, voice, radio, and waste-management monitoring networks.

- Continue efforts to increase Revenue Services collection amounts while maintaining a high level of both professionalism and the County Executive Office, customer departments', and public satisfaction.

- Continue to provide Central Services programs at a lower cost and a higher quality than private-sector alternatives.

- Obtain Purchasing Division Achievement In Excellence Award from the National Purchasing Institute for the second year in a row.

Department Comments

The Administrative Services Department has continued to work closely with the County Executive Office (CEO) and customer departments to develop strategic approaches relating to mission-critical information-technology systems, the countywide radio, data and voice networks, and 24-hour, easy-to-use, on-line services for county residents. During the past year the department has implemented several mission critical projects that will provide a wide range of tools for our customer departments in management of key public safety, land use, and general-government functions.

Administrative Services

Rich Colwell, Director

The most challenging aspect for our department over the next year will be to successfully coordinate the efforts of the multidepartmental and multijurisdictional work teams that will benefit from the new technologies available. Our Public Safety Regional Information System and Radio Network projects will both benefit and require the active participation of all of the law-enforcement and fire agencies within the County, as well as several public safety agencies from the state and neighboring counties to be truly successful. Our new land use applications, permit tracking and Geographic Information Systems (GIS), will require a cooperative effort among several Placer County departments as well as coordination with outside agencies. The implementation of the County's first fully integrated payroll/personnel system will require business modifications for every department within the County. Effective "change management" will be our highest departmental project.

The technology and management challenges the department is facing will be matched by the challenges related to the local government budget climate. All public safety and general-government agencies we are supporting will continue to have limited staff resources to assist in coordination of work necessary to successfully implement the new technology. Our ability as a county and region to obtain state and federal grants to fund the radio network will be more difficult with limited staffing and nationwide competition increases. However, with the direction provided by Board adopted strategic plans and a cooperative, inclusive work approach, the department is confident we can continue to progress toward the County's goals, although perhaps a little slower than originally anticipated due to the limited local government fiscal environment.

County Executive Comments And Recommendations

The general fund budgets of the Administrative Services Department are now consolidated into a single budget that includes *Central Administration, Information Technology, Revenue Services* and *Procurement*. The consolidated submitted base budget of the Administrative Services Department meets the CEO target level budget for FY 2004-05. However, the recommended net budget will have an impact on a number of allocated positions within the department, primarily in information technology. The FY 2004-05 budget assumes four vacant positions, three in Information Technology and one in Procurement. The budget plan also assumes the transfer of one position from Information Technology to Telecommunications and leaving the transferred position allocation vacant to generate additional salary and benefit expenditure savings. Although the department has decreased its staffing level and has reduced some expenditure requirements in FY 2004-05, all major projects including the implementation of Automated County On-line Resource Network (ACORN) and Phase II of the Regional Radio Upgrade project remain on track. Not recommended at this time, due to budget constraints within the Transient Occupancy Tax (TOT) Fund, is the department's supplemental request for an additional $27,970 of reimbursement for revenue collection services to that fund. However, a plan has been developed to allow reimbursement of actual collection costs over a five-year period beginning in FY 2004-05. Finally, a review will be conducted during FY 2004-05 to determine if Information Technology should be structured in the model of an internal services fund to more appropriately account for expenses to and reimbursements from its customer departments, however, a more detailed review is necessary to appropriately classify its activities in terms of accounting standards.

The recommended net budget of the *Telecommunication Services Division,* an internal services budget, has decreased slightly from the previous year due to a reduction in expenses for equipment, operating supplies, contract services, training and travel and administrative charges including overhead (A-87). However, these expenditure decreases are partially offset by increases in salaries and payroll benefit charges. Recommended expenditures include full funding for all allocated positions including some changes in specific classification levels to more accurately reflect the changing level of technology and the current work environment. For example, one telecommunications technician position is upgraded to an information technology analyst to better serve customer departments and to maximize resources. Also included in the recommended budget is the department's supplemental request to purchase equipment by canceling a portion of its reserves, held in balance, for this purpose. The recommended equipment is necessary to upgrade the telephone network, to replace obsolete digital cameras and to acquire diagnostic tools to analyze telecommunications equipment. Although the recommended budget is in balance, adjustments may be necessary prior to adoption of the final budget depending on the results of financial operations from FY 2003-04 that effects fund balance (retained earnings) carryover into FY 2004-05.

Administrative Services

Rich Colwell, Director

The recommended net budget of the *Central Services Division*, an internal services budget, has increased slightly over the previous year, however, the increase is offset by expected revenue from fees for copy, printing, mail processing and paper stock purchases to customer departments. Recommended expenditures include full overhead charges (A-87) from the County's General Fund, expenses related to equipment leases and for inventory purchases (paper stock). Also recommended, as a supplemental request of the department, is full funding for one position of central services worker, a position critical to processing mail and as a back-up for other duties of the division. Although the recommended budget is in balance, adjustments may be necessary prior to adoption of the final budget depending on the results of financial operations from FY 2003-04 that effects fund balance (retained earnings) carryover into FY 2004-05.

ADMINISTRATIVE SERVICES
FUND 100 / APPROPRIATION 11210

	Actual 2002-03	Budget 2003-04	Requested 2004-05	Recommended 2004-05	Change %	Adopted 2004-05
Expenditures						
Salaries and Employee Benefits	$ 5,236,438	$ 5,566,820	$ 5,900,502	$ 5,900,502	6%	$ -
Services and Supplies	3,220,244	4,806,223	3,782,095	3,782,095	-21%	-
Capital Assets	75,018	-	30,000	30,000	100%	-
Other Financing Uses	73,091	33,600	47,355	47,355	41%	-
Intra Fund Charges	571,367	582,195	622,809	622,809	7%	-
Gross Budget:	9,176,158	10,988,838	10,382,761	10,382,761	-6%	-
Intra Fund Credits	(2,629,972)	(2,571,463)	(2,532,223)	(2,504,253)	-3%	-
Net Budget:	$ 6,546,186	$ 8,417,375	$ 7,850,538	$ 7,878,508	-6%	$ -
Revenue						
Fines, Forfeits & Penalties	$ 1,142,501	$ 735,100	$ 734,900	$ 734,900	0%	$ -
Revenue from Use of Money & Property	6,089	-	-	-	0%	-
Charges for Services	956,653	907,027	1,051,703	1,051,703	16%	-
Miscellaneous Revenue	60,213	91,553	97,395	97,395	6%	-
Total Revenue:	2,165,456	1,733,680	1,883,998	1,883,998	9%	-
Net County Cost:	$ 4,380,730	$ 6,683,695	$ 5,966,540	$ 5,994,510	-10%	$ -
Allocated Positions	77	73	73	73	0%	-

Note: In FY 2004-05, the appropriations for Information Technology (# 11040), Administrative Services (# 11200), Revenue Services (# 10280), and Procurement (# 10400) were consolidated into the Administrative Services budget. The Actual 2002-03 and Budget 2003-04 include these budgets for comparison purposes.

CORE FUNCTION: ADMINISTRATIVE SERVICES

Information Technology Program

Program Purpose: To provide a comprehensive range of project management and consulting services that includes planning, feasibility studies, and management, within Administrative Services and for other departments, for implementation of critical technology solutions, as well as countywide technology, in order to enhance the County's ability to efficiently provide quality services to the citizens of Placer County. In support of county departments, staff the network customer-service center, administer and maintain secure network systems, and work with project management on the implementation of technology projects.

Total Expenditures: $7,250,730 **Total Staffing:** 39.0

Administrative Services

Rich Colwell, Director

- **Key Intended Outcome**: Departments utilize available and secure systems to support their daily information-technology needs and receive guidance to make effective decisions and implement successful technology.

Information Technology Indicators:	Actual 2002-03	Projected 2003-04	Target 2004-05
% of system availability maintained	98%	99%	98%
# of consultations conducted	N/A	50	35

Program Comments: The percent of system availability maintained indicator will allow managers to evaluate the percentage of time the County's production computer systems are available to customers. Units are hours, based upon 720 hours x 62 servers/month availability. Does not include scheduled time down (for maintenance, etc). Typical causes of unavailability are system abends, device failures and operating system hangs. The number of consultations conducted indicator will allow management to monitor and track the volume of technology changes sought and realized within the County. With this information, management can better manage and predict resource requirements associated with technological changes.

Procurement Services Program

Program Purpose: To provide purchasing services to county departments for the procurement of materials, equipment and service; manage the County's request for process; and maintain consistency in buying practices and compliance with all applicable laws.

Total Expenditures: $639,028 **Total Staffing:** 9.0

- **Key Intended Outcome:** Departments receive products and services that are cost effective and timely.

Centralized Purchasing Services Indicators:	Actual 2002-03	Projected 2003-04	Target 2004-05
# of cost-benefit scenarios prepared/$ attributed to cost savings and cost avoidance events	94 / $707,500	80 / $700,000	70 / $625,000
% of purchase orders issued within two weeks from receipt of requisition	91%	90%	90%

Program Comments: One of Procurement Services' primary goals is to promote competition and obtain favorable pricing for goods and services required of all Placer County departments. Cost savings and cost avoidance events are the result of sound procurement practices and innovative ideas and approaches used to analyze procurement requirements, all directly related to the expertise, experience and qualifications of the procurement staff.

Revenue Services Program

Program Purpose: To provide cost effective billing and collection services using professional collection agents, an accurate billing and receipting system, the Franchise Tax Board's Court-Ordered Debt and Tax Intercept Programs, and other tools that are available to maximize County revenue collections.

Total Expenditures: $1,600,749 **Total Staffing:** 15.0

- **Key Intended Outcome:** Placer County receives outstanding revenues that are due.

Centralized Billing & Collection Services Indicators:	Actual 2002-03	Projected 2003-04	Target 2004-05
Total dollars collected	$16,000,000	$15,000,000	$14,500,000
Total hard dollars collected	$6,100,000	$6,000,000	$6,100,000

Program Comments: Total dollars collected reflects revenue that is collected at Revenue Services and includes all revenues generated by Financial Enforcement Officers, Transient Occupancy Taxes, Animal Control Fines, Franchise and Cable Fees, and the Probation Department collections. Total "hard dollars" are true dollars that are generated by the diligent efforts of the Financial Enforcement Officers in conjunction with the accounting and clerical staff of Revenue Services. These revenues reflect thousands of phone calls, letters, and numerous other collection tools used by the division for collection enforcement.

Administration

Program Purpose: To provide management and oversight to the divisions of the Administrative Services Department; administer department personnel actions, recruitment, and safety; and provide a complete range of department-based accounting services including accounts payable, accounts receivable, payroll, financial reporting, fiscal analysis, and budget administration. One hundred percent of this appropriation is charged out to the core functions and internal service funds listed previously.

Total Expenditures: $892,253 **Total Staffing:** 10.0

PROPRIETARY FUNDS

CENTRAL SERVICES DIVISION
INTERNAL SERVICE FUND
FUND 250305 / APPROPRIATION 06380

	Actual 2002-03	Budget 2003-04	Requested 2004-05	Recommended 2004-05	Change %	Adopted 2004-05
Operating Expenses						
Salaries and Employee Benefits	$ 556,395	$ 639,728	$ 635,655	$ 679,519	6%	$ -
Services and Supplies	1,382,281	1,291,366	1,335,787	1,335,787	3%	-
Other Charges	26,251	25,920	26,468	26,468	2%	-
Other Financing Uses	15,000	15,000	15,000	15,000	0%	-
Total Operating Expenditures:	$ 1,979,927	$ 1,972,014	$ 2,012,910	$ 2,056,774	4%	$ -
Revenue						
Revenue from Use of Money and Property	$ 10,451	$ 10,000	$ 4,852	$ 4,852	-51%	$ -
Charges for Services	1,395,616	1,697,548	1,782,006	1,782,006	5%	-
Miscellaneous Revenue	275,691	264,466	269,916	269,916	2%	-
Total Revenue:	1,681,758	1,972,014	2,056,774	2,056,774	4%	-
Net Income (Loss)	$ (298,169)	$ -	$ 43,864	$ -	0%	$ -
Fixed Assets	$ 17,393	$ 29,494	$ -	$ -	-100%	$ -
Allocated Positions	10	10	10	10	0%	-

Program Purpose: Central Services provides reprographic, mail and records-management services, including design and production of offset printing items, quick-copy service for both color and black-and-white copies, convenience copier service, forms and paper inventory, mail service and county record storage and retention.

TELECOMMUNICATION SERVICES DIVISION
INTERNAL SERVICE FUND
FUND 250100 / APPROPRIATION 02100

	Actual 2002-03	Budget 2003-04	Requested 2004-05	Recommended 2004-05	Change %	Adopted 2004-05
Operating Expenses						
Salaries and Employee Benefits	$ 1,232,235	$ 1,785,791	$ 1,998,543	$ 1,998,543	12%	$ -
Services and Supplies	2,777,146	2,946,514	2,743,663	2,743,663	-7%	-
Other Charges	83,465	233,760	233,760	233,760	0%	-
Other Financing Uses	15,298	22,000	-	-	-100%	-
Total Operating Expenditures:	$ 4,108,144	$ 4,988,065	$ 4,975,966	$ 4,975,966	0%	$ -
Revenue						
Licenses, Permits and Franchises	$ 25,844	$ 25,844	$ 25,844	$ 25,844	0%	$ -
Revenue from Use of Money and Property	27,635	40,000	26,000	26,000	-35%	-
Charges for Services	4,095,587	4,809,939	4,918,121	4,918,121	2%	-
Miscellaneous Revenue	86	-	-	-	0%	-
Other Financing Sources	36,491	159,201	6,000	6,000	-96%	-
Total Revenue:	4,185,643	5,034,984	4,975,965	4,975,965	-1%	-
Net Income (Loss)	$ 77,499	$ 46,919	$ (1)	$ (1)	-100%	$ -
Fixed Assets	$ 451,061	$ 110,117	$ 105,000	$ 105,000	-5%	$ -
Allocated Positions	16	20	20	20	0%	-

Program Purpose: Telecommunication Services provides planning, development and logistical support of all countywide communications systems. The Administrative Services Department is concluding Phase I of the Countywide Radio Strategic Plan and efforts in implementing Phase II are currently underway. In addition, efforts for securing Federal, State and other funding sources to implement the final phase of the Strategic Plan, Phase III, continue in cooperation with the County Executive Office, the Office of Emergency Services and the Placer County Sheriffs Department.

Assessor

Bruce Dear, Assessor

MISSION STATEMENT
To complete all statutorily mandated property tax assessments as a means to fund government services. Complete all assessment responsibilities at the least possible cost to the public, in a timely and responsive manner that reflects quality, integrity, and fairness. Strive to be a source of accurate and timely property information for local government and the community.

ASSESSOR
FUND 100 / APPROPRIATION 10370

	Actual 2002-03	Budget 2003-04	Requested 2004-05	Recommended 2004-05	Change %	Adopted 2004-05
Expenditures						
Salaries and Employee Benefits	$ 5,009,018	$ 5,751,678	$ 6,710,438	$ 6,682,310	16%	$ -
Services and Supplies	691,749	651,491	592,974	558,274	-14%	-
Capital Assets	21,937	-	-	-	0%	-
Intra Fund Charges	34,054	16,507	17,331	17,331	5%	-
Gross Budget:	5,756,758	6,419,676	7,320,743	7,257,915	13%	-
Intra Fund Credits	(50,171)	(114,260)	(104,200)	(69,500)	-39%	-
Net Budget:	$ 5,706,587	$ 6,305,416	$ 7,216,543	$ 7,188,415	14%	$ -
Revenue						
Intergovernmental Revenue	$ 628,047	$ 628,047	$ 628,047	$ 628,047	0%	$ -
Charges for Services	2,009,119	1,783,000	2,505,161	2,505,161	41%	-
Miscellaneous Revenue	56,319	60,900	61,850	61,850	2%	-
Total Revenue:	2,693,485	2,471,947	3,195,058	3,195,058	29%	-
Net County Cost:	$ 3,013,102	$ 3,833,469	$ 4,021,485	$ 3,993,357	4%	$ -
Allocated Positions	85	85	85	85	0%	-

CORE FUNCTION

Assessor Services

Complete annual and supplemental assessment rolls for all property in the County that is subject to local assessment. Perform business property audits to ensure compliance and equalization of business-property assessments. Provide property information for local government, property owners and the business community.

FY 2003-04 Major Accomplishments

- Completed approximately 42,500 reappraisable events for enrollment on the 2004 property assessment roll.
- Mapped more than 6,700 new property assessment parcels, as density of property ownership increased significantly for a fifth consecutive year.
- Completed a larger, more complex workload with no increase in labor hours, as a result of dedicated teamwork and assessment process efficiencies.
- Added approximately $3.8 billion of additional property value to the annual assessment roll due to the high level of new construction activity combined with escalating property values.

- Completed modification of the “Change of Ownership” document processing procedures, which produced a dramatic gain in production while still maintaining quality control.
- Completed electronic integration of Roseville parcels and validated completion of countywide base parcel map.
- Expanded the department web site content to provide major customer service enhancements.

FY 2004-05 Planned Accomplishments

- Complete approximately 43,500 reappraisable events for enrollment on the 2005 assessment roll.
- Complete expanded workload without any significant increase in labor hours based on appraisal process improvements
- Continue enhancement of public service via web-based public assessment inquiry, on-line availability to assessment related forms, and evaluation of electronic property assessment form filing.
- Provide timely maintenance and update of the electronic base-map layers maintained by the Assessor for the County Geographic Information Systems (GIS), in a year where volume of new parcels created is again expected to exceed the 6,000 mark.
- Continue conversion of paper to imaged documents for better integration with the Property Assessment System to maximize use of physical space (office), computer systems utilization and staff efficiency.
- Reduce backlog of mandatory audits and assessment appeals.
- Maintain responsive customer service to property owners, business customers and government agencies.

Department Comments

The Assessor workload continues to grow as a result of prolific countywide property development. Revenue impact to the County has been extremely positive. Real estate values continue to increase at a rate far in excess of inflation; fueled by a demand that exceeds supply, compounded by low interest rates. As the complexity and average value per assessment event continues to increase so does the sophistication of the property owners. Assessor staff continue to interact with increased numbers of estate planners, tax attorneys, Certified Public Accountants (CPA) and Tax Agents as opposed to working directly with property owners.

Staffing remains a key department issue as workload has grown in size and complexity. Forty-five percent of our permanent staff was hired within the past four years. Many new staff members were hired at an entry level because we were unable to recruit more experienced candidates. Twenty percent of current permanent staff, including the most experienced managers, are projected to retire within the next twenty-four months. The ability to fill staffing vacancies timely, and with well qualified candidates, will be the key to successfully completing our mission over the next twelve to twenty-four months.

The Assessor provides statewide leadership in the assessment of all business property as Chair of the California Assessors’ Association (CAA) Business Property Committee. The Assessor also serves as a member of the CAA Executive Committee.

The department will continue to put a high priority on responsive customer service as we adjust resources to accommodate any budget limitations.

With a results oriented management model, the Assessor Department has the leadership, teamwork and innovative spirit to readily accept the challenges of FY 2004–05.

Assessor

Bruce Dear, Assessor

County Executive Comments And Recommendations

Salaries and benefits in the Assessor's budget have increased as a result of a market study of the appraiser classification series and various position reclassifications within the department. The Assessor Department receives revenues from a number of sources including supplemental property taxes and tax administration fees. These revenues have increased sufficiently to offset most of the salary and benefit increases.

Department requested funding considerations for final budget:

- Classification study adjustment for management salaries ($60,000)

CORE FUNCTION: ASSESSOR

Property Assessment Program

Program Purpose: To annually determine the assessed value of all taxable real and personal property, as specified by state and federal statutes,

Total Expenditures: $6,288,518 **Total Staffing:** 73.0

- **Key Intended Outcome:** Produce a complete, accurate and timely assessment roll.

Property Assessment Indicators:	Actual 2002-03	Projected 2003-04	Target 2004-05
# of appraisals completed due to property transfers	20,916	20,039	20,559
# of labor hours per appraisal for appraisals completed due to property transfers	.86	.89	.87
# of appraisals completed due to new construction	15,262	15,262	16,069
# of labor hours per appraisal for appraisals completed for new construction	1.79	1.76	1.70
# of unsecured appraisals (e.g. airplanes, boats, businesses etc.)	12,441	15,683	15,997
# of labor hours per appraisal for assessments of unsecured properties (e.g. airplanes, boats, businesses, etc.)	.66	.53	.52
# of labor hours per new assessment parcels mapped	1.2	.90	.82
# of supplemental assessments	33,302	34,967	35,841
# of assessment appeals per 1,000 assessments	2.28	2.10	2.50
# of labor hours per assessment appeal	8.91	9.22	11.00
# of labor hours per homeowner exemptions	.38	.29	.27
# of labor hours per other exemptions	1.73	2.85	2.63

Assessor

Bruce Dear, Assessor

Program Comments: Real estate development and re-sale activity remains strong, so there is no doubt that the department will face increases in workload again this year. Since there will be no growth in staff and no funding for temporary help, we face the prospect of asking employees to produce more work using fewer labor hours. Our situation is further complicated by the anticipated retirement of senior staff members.

Audit Program

Program Purpose: Audit the records of locally assessable business property, to verify accuracy of assessment for compliance and equalization purposes.

Total Expenditures: $424,603 **Total Staffing:** 4.9

- **Key Intended Outcome:** Complete all mandatory audits and some non-mandatory audits.

Audit Indicators:	Actual 2002-03	Projected 2003-04	Target 2004-05
# of mandatory audits completed	100	109	112
# of labor hours per mandatory audit	37.05	27.43	32.26
# of non-mandatory audits completed	1	3	3
# of labor hours per non-mandatory audit	16.15	19.72	21.23

Program Comments: Mandatory audits will again increase in number and level of complexity. Property owner representatives are typically experienced tax managers, CPAs or attorneys. Assessor Department auditors as a group are new employees with very little experience and the division manager position is currently vacant.

Public Information & Geographic Information System Program

Program Purpose: To provide county property owners with assessment guidelines, information and assistance. Provide property system data to other government entities and businesses. Maintain base countywide GIS parcel level property information.

Total Expenditures: $607,622 **Total Staffing:** 7.1

- **Key Intended Outcome:** Property information is available to county departments, businesses and the public.

Public Information & GIS Indicators:	Actual 2002-03	Projected 2003-04	Target 2004-05
# of customer data requests responded to per month	23	13	13
# of customer telephone calls responded to per week	1,040	917	950
# of Internet page hits per week	N/A	380	400
# of public written and email inquiries per week	15	10	12
# of labor hours for GIS base-map upgrades	4,264	2,078	2,080
# of labor hours for professional-level public information	5,215	4,508	4,500

Assessor

Bruce Dear, Assessor

Program Comments: The department's expanded website has allowed us to increase customer access to key forms and information. The website is on pace to reach an impressive 19,760 hits during its first year of operation. This new tool has relieved the telephone and in person contacts slightly, but the public service personnel still answer over 900 calls per week and serve a number of drop-in visitors each day. The department also provides upgrades to the GIS base-map as parcels are split and reconfigured.

Auditor-Controller

Katherine Martinis, Auditor-Controller

MISSION STATEMENT
To maintain the financial integrity of the County by providing county departments, special districts, and the citizens of Placer County with clear, accurate and responsive financial services and by providing an environment that promotes the safeguarding of county assets.

Appropriation	Budget 2003-04	Position Allocations	Recommended 2004-05	Position Allocations
Auditor-Controller	$ 3,437,565	44	$ 3,661,933	44
Debt Service	2,717,935	0	2,055,695	0
Total:	$ 6,155,500	44	$ 5,717,628	44

CORE FUNCTIONS

Auditor-Controller

To enhance the public's trust by acting as guardian of funds administered for the County, cities, schools and special districts, and provide an independent source of financial information and analysis.

Debt Service

To provide funding for repayment of long-term lease payment obligations, as well as the associated costs for the administering trustee bank and for required annual disclosure statements.

FY 2003-04 Major Accomplishments

- Worked with the Treasury, Assessor, Health and Human Services, Sheriff, County Executive, and Administrative Services to implement a new classification structure that tracks current and year-to-date costs in support of the Governing for Results Initiative.
- Developed financial reports to measure the Governing for Results Initiative.
- Earned the Certificate of Achievement for Excellence in Financial Reporting by the Government Finance Officers Association (GFOA) for the Comprehensive Annual Financial Report (CAFR) for the year ending June 30, 2002.
- Prepared timely, and with in-house staff, the CAFR for the fiscal year ended June 30, 2003.
- Published the CAFR and Final Budget on the County's web page.
- Internal Audit Unit recovered $102,000 in overpaid general liability costs.
- General governmental accounting training developed and presented to county departments.
- Developed and presented accounting process training (Performance Accounting) to other county departments on accounts payable, cost plan, contract management, journal preparation and project billing.

Auditor-Controller

Katherine Martinis, Auditor-Controller

FY 2004-05 Planned Accomplishments

- Continue to work with departments and the County Executive Office to develop the new classification structure to enhance cost tracking practices in support of the Governing for Results Initiative.
- Distribute financial reports countywide to departments in support of the Governing for Results Initiative.
- Earn the Certificate of Achievement for Excellence in Financial Reporting for the CAFR for the fiscal year ended June 30, 2003.
- Develop and refine new work processes to ensure effective operations following implementation of the Automated County Online Resource Network (ACORN) system.
- Internal Audits will reduce liabilities, protect resources and enhance revenues while working with departments to find operational efficiencies.
- Develop and publish a comprehensive financial accounting manual.
- Continue in-house and timely preparation and publication of the CAFR for the fiscal year ended June 30, 2004.

Department Comments

Once again, this office is proud to have been awarded the GFOA Certificate of Achievement for the second year in a row. While this is a major achievement, we will not be satisfied with the one accomplishment, but will continue to respond to our customers to provide quality service while transitioning to new systems and processes with fewer resources and staff.

This year, we expect to implement a new payroll system, providing state of the art payroll information and offering self-service capabilities to staff. The Internal Audits Unit will be fully operational, performing countywide reviews and assessments of the internal-control structure to identify and maximize county revenues and strengthen fiscal operations.

This year, we also expect to continue to develop and report the new classification structure for the Governing for Results Initiative to departments, while training departments on the many components of the County accounting systems in Performance Accounting and PeopleSoft.

County Executive Comments And Recommendations

The Auditor-Controller salaries and benefits have increased due to standard merit and benefit increases. The department has minimized the impact of these increases by under filling the senior administrative services officer position with a trainee and by reducing the budget in other areas. One account clerk position has been replaced by a managing accountant auditor for Internal Audits. This position is expected to generate revenue and produce savings for the County by reviewing and improving some of the accounting processes and internal controls.

The Auditor-Controller receives revenues for services, tax administration, and reimbursements from the Countywide Systems Fund for payroll-system maintenance. The State of California has indicated that payment to local governments for state mandate claims (SB-90) will be deferred ($6,090), and while the County will invoice the state for these activities we do not expect to receive those funds in FY 2004-05. New revenue has been included for the collection of fees required by SB1049, the Statewide Fire Assessment Fee ($35,000).

AUDITOR-CONTROLLER
FUND 100 / 10250

	Actual 2002-03	Budget 2003-04	Requested 2004-05	Recommended 2004-05	Change %	Adopted 2004-05
Expenditures						
Salaries and Employee Benefits	$ 2,514,154	$ 3,124,873	$ 3,386,523	$ 3,436,595	10%	$ -
Services and Supplies	370,999	423,132	372,778	333,628	-21%	-
Intra Fund Charges	2,968	6,710	6,710	6,710	0%	-
Gross Budget:	2,888,121	3,554,715	3,766,011	3,776,933	6%	-
Intra Fund Credits	(113,547)	(117,150)	(119,550)	(115,000)	-2%	-
Net Budget:	$ 2,774,574	$ 3,437,565	$ 3,646,461	$ 3,661,933	7%	$ -
Revenue						
Fines, Forfeits and Penalties	$ 1,810	$ 1,000	$ -	$ -	-100%	$ -
Revenue from Use of Money and Property	1,118	1,000	500	500	-50%	-
Intergovernmental Revenue	48,071	3,000	45,000	35,000	1067%	-
Charges for Services	728,551	744,807	908,600	918,000	23%	-
Miscellaneous Revenue	86	-	-	-	0%	-
Other Financing Sources	36,566	59,325	40,000	80,000	35%	-
Total Revenue:	816,202	809,132	994,100	1,033,500	28%	-
Net County Cost:	$ 1,958,372	$ 2,628,433	$ 2,652,361	$ 2,628,433	0%	$ -
Allocated Positions	44	44	44	44	0%	-

CORE FUNCTION: AUDITOR-CONTROLLER

Accounts Payable Program

Program Purpose: To pre-audit all claims for payments submitted by county departments and to process payments for special districts to ensure that county bills are paid on time and accurately.

Total Expenditures: $828,522 **Total Staffing:** 15.0

- **Key Intended Outcome:** Accurate and timely payment of county obligations.

Accounts Payable Indicators:	Actual 2002-03	Projected 2003-04	Target 2004-05
# of vendor payments issued	65,000	69,700	74,000
$ cost per vendor payment issued	$10.38	$11.46	$11.12
#/% of vendor payments reissued due to error	50 / 0.0007%	52 / 0.0001%	0 / 0%
#/% of 1099 reissued due to error	0 / 0%	0 / 0%	0 / 0%

Program Comments: To disclose cost to produce payable warrants. Costs reflect process of vendoring, payable document processing, wire transfers, imaging, scanning, printing, stuffing, distribution and reconciliation.

Financial Reporting Program

Program Purpose: To maintain accounting records for the County and those districts that keeps funds in the County treasury and to prepare various reports for the public, Board of Supervisors and county departments in order to provide assurance that the financial position is presented fairly and accurately.

Total Expenditures: $1,054,483 **Total Staffing:** 7.5

- **Key Intended Outcome:** Fair and accurate presentation of financial information.

Financial Reporting Indicators:	Actual 2002-03	Projected 2003-04	Target 2004-05
# of audit findings	0	0	0
Clean audit opinion of the CAFR from the external audit team	Yes	Yes	Yes
Receipt of the GFOA Certificate of Achievement Award	Yes	Yes	Yes

Program Comments: To improve the quality and accessibility of the County's financial information for the public.

Internal Audits Program

Program Purpose: To conduct independent audits, reviews and analyses to assist county management to improve efficiency and effectiveness of programs and functions, to safeguard county assets, and to meet financial reporting requirements.

Total Expenditures: $301,282 **Total Staffing:** 3.5

- **Key Intended Outcome:** Ensure compliance with policies and procedures and to minimize losses from fraud or misappropriation.

Internal Audits Indicators:	Actual 2002-03	Projected 2003-04	Target 2004-05
# of audits performed	2	5	7
# of internal control deficiencies identified	17	5	7
# of internal control deficiencies corrected	4	5	7
$ cost savings/revenue enhancements identified	$17,030	$102,000	$150,000

Program Comments: Maximize county revenues and strengthen fiscal operation to generate increases in resources with implementation of audit recommendations. Conduct operation, management and financial audits to help departments identify cost effective and/or efficient business strategies as well as the conservation of tax dollars.

Payroll Services Program

Program Purpose: To provide timely and accurate preparation, distribution and reporting of payroll to county departments and special districts in order to ensure accurate paychecks and compliance with reporting requirements.

Total Expenditures: $1,167,463 **Total Staffing:** 12.0

- **Key Intended Outcome:** Accurate paychecks and compliance with state and federal reporting requirements.

Payroll Services Indicators:	Actual 2002-03	Projected 2003-04	Target 2004-05
#/% of W2s reissued due to errors	0 / 0%	0 / 0%	0 / 0%
#/% of payroll check re-issued due to errors	0 / 0%	0 / 0%	0 / 0%
# of payroll checks issued	78,181	78,000	78,000
$ cost per payroll check issued	$8.20	$12.48	$14.87

Program Comments: To disclose costs to produce payroll warrants. Costs per warrant reflect the costs of implementing the new payroll system. Costs per warrant should decrease over time as the new system becomes fully operational.

Property Tax Services Program

Program Purpose: To calculate property-tax rate and process changes to the property-tax roll in order to accurately apportion and distribute property-tax revenue to the County, cities, schools and special districts.

Total Expenditures: $414,261 **Total Staffing:** 6.0

- **Key Intended Outcome:** Property tax is distributed accurately and on time.

Property Tax Services Indicators:	Actual 2002-03	Projected 2003-04	Target 2004-05
# of entities receiving tax distribution	330	330	330
% distributed within statutorily mandated time frames	100%	100%	100%
% of taxes distributed without error	99%	100%	100%

Program Comments: Indicators reflect entities and distribution basis for taxes in accordance with Senate & Assembly bills, debt service accounting, taxing entities, and 1915 Act Bonds.

DEBT SERVICE
FUND 190 / APPROPRIATION 89360

	Actual 2002-03	Budget 2003-04	Requested 2004-05	Recommended 2004-05	Change %	Adopted 2004-05
Expenditures						
Services and Supplies	$ 16,987	$ 14,227	$ 12,920	$ 12,920	-9%	$ -
Other Charges	2,009,968	2,698,708	2,035,000	2,035,000	-25%	-
Intra Fund Charges	-	5,000	7,775	7,775	56%	-
Gross Budget:	2,026,955	2,717,935	2,055,695	2,055,695	-24%	-
Intra Fund Credits	(866,361)	-	-	-	0%	-
Net Budget:	$ 1,160,594	$ 2,717,935	$ 2,055,695	$ 2,055,695	-24%	$ -
Revenue						
Revenue from Use of Money and Property	$ 142,980	$ 121,112	$ 126,582	$ 126,582	5%	$ -
Other Financing Sources	1,075,555	1,860,464	1,929,113	1,929,113	4%	-
Total Revenue:	1,218,535	1,981,576	2,055,695	2,055,695	4%	-
Net County Cost:	$ (57,941)	$ 736,359	$ -	$ -	-100%	$ -
Allocated Positions	-	-	-	-	0%	-

In 1994, Placer County borrowed $4.58 million from the North Lake Tahoe Financing Authority through a lease-purchase agreement financed by certificates of participation, for the construction of a new jail kitchen and certain energy-conservation improvements. In February 1997, the County borrowed an additional $15 million from the North Lake Tahoe Financing Authority to construct a new Administrative and Emergency Services Building. Both borrowings were for 27½ years, with October 1, 2021 the final repayment date for the jail kitchen and June 1, 2024 for the administrative building. In May 1998, the County borrowed $13.2 million to construct the new Juvenile Detention Facility and refinanced the 1994 jail kitchen due to lower interest rates, with retirement of the 1994 issue. The Juvenile Hall portion of the new borrowing was for 27 years with the final payment due July 2025.

Placer County has no outstanding general-obligation bonded debt. Certificates of Participation (COPs) funded the debt issues referenced above, which were used to construct the three county facilities indicated. COPs are lease-purchase financings, which use a third party nonprofit or governmental entity (the North Lake Tahoe Financing Authority, in the subject financings) as the lessor. Unlike general obligation debt, property taxes are not increased to pay the principal and interest on COPs. Instead, the lease principal and interest are paid through use of the ongoing, regular revenues of the issuer and/or with special revenues, such as certain trust funds, that may be used for capital outlay. COPs are also different from revenue bonds. Revenue bonds typically finance utility-type facilities or infrastructure, such as a water-or sewage-treatment facility, and are typically repaid from pledged revenues from services, such as water or sewer fees. The County has issued revenue bonds for the Eastern Regional Landfill, the repayment of which is funded from various landfill and related revenues in that budget (02890). In addition, the County has issued certain conduit and special assessment debt, which is secured directly by the underlying land and improvements.

Board of Supervisors

John Marin, Administrative Officer

MISSION STATEMENT
To act as the legislative arm of county government and is committed to providing responsive leadership, effective oversight of county services, and involving citizens and communities in processes that determine and enhance Placer County's future.

Appropriation	Budget 2003-04	Position Allocations	Recommended 2004-05	Position Allocations
Board of Supervisors	$ 1,374,424	15	$ 1,376,890	15
Clerk of the Board of Supervisors	483,414	7	473,900	7
Total:	$ 1,857,838	22	$ 1,850,790	22

CORE FUNCTIONS

Board of Supervisors

Support the governing activities of the five elected Placer County supervisors by acting as their liaison with the public and county departments, represent them at various meetings, interface with other legislative agencies and respond to constituent inquiries.

Clerk of the Board of Supervisors

Support the five elected Placer County supervisors by preparing agendas, recording minutes and retaining records for Board meeting and public hearings. The Clerk of the Board also provides information referral and reception services to the public.

FY 2003-04 Major Accomplishments

- Provided increased training and increase effectiveness of 13 Municipal Advisory Councils (MAC) by updating the MAC handbook to be reviewed by all new MAC members.
- Provide additional information on revenue sharing to the public on the Board of Supervisors (BOS) web site and adopt guidelines for revenue sharing requests.
- Represented Placer County at various legislative conferences to ensure that Placer County concerns are voiced.
- Awarded and honored extraordinary acts of heroism and community involvement by Placer County residents with commemorative coins.
- Supported the stop light installation at Horseshoe Bar and Auburn Folsom Roads in response to constituent safety needs.
- Supported the opening of the new Squaw Valley Park and continue to oversee the construction of the Granite Bay Park.
- Adopted the Idling Ordinance, Smog Policies, and the Noise Ordinance.

- Presided over the Winchester Perimeter Trail dedication and the Bell Road Widening Project.
- Implemented the Teleminder Emergency Telephone Notification System and the 24-Hour County Services Hotline.
- Acquired over 3,000 acres in Placer Legacy acquisitions including: Schallenberger Ridge, Motamedi Lakeshore Land at Lake Tahoe, Spears Ranch, Grey Ranch, Lakeview Farms in Lincoln, and the Towle Property.
- Successfully lobbied for Legislative priorities in Washington D.C. securing a combined total of $3,700,000 in federal funding for the Wastewater Treatment Plant, law enforcement communications upgrades, Children's Health Center/Emergency Shelter, and the Lincoln Bypass.
- Instrumental in developing build out vision for Western Placer County and participated in development of the West Roseville Specific Plan.
- Assisted in restoration of Fruitvale Hall including maintaining relations with the Bulgarian Ambassador.
- Worked to expedite construction of the Highway 65 Bypass, and specifically worked to use Placer Legacy to resolve Environmental Protection Agency (EPA's) growth inducing allegation.
- Partner in establishing Lincoln High School's Fish Raising Project.

FY 2004-05 Planned Accomplishments

- Retain current level of service to Placer County residents.
- Provide better training and increase effectiveness of 13 Municipal Advisory Councils (MAC) by creating a video-training program to be reviewed by all new MAC members.
- Implementing a scanning program in the Clerk of the Board's division to provide easier access to Board of Supervisors' agendas, staff reports, and backup information.

Department Comments

The Board of Supervisors Office will continue to provide the necessary resources to support 13 Municipal Advisory Councils and over 50 committees and commissions. To provide the best available information to the Board of Supervisors, staff support includes written reports, updates, follow-up and responses to correspondence.

County Executive Comments And Recommendations

Recommended expenditures remain consistent with the prior year budget for both the Board of Supervisors ($1,376,890) and Clerk of the Board ($470,150). The Clerk of the Board receives fees for the preparation of written findings of fact, a share of administrative fees from special districts and cities for property tax administration, and other miscellaneous revenue ($3,750). The State of California has indicated that payment to local governments reimbursement of state-mandate claims (SB-90) related to the Open Meetings Act will be deferred, and, while the County will invoice the state for these activities, we do not expect to receive reimbursement in FY 2004-05.

Department requested funding considerations for final budget:

- Tahoe field deputy contract ($70,000)

BOARD OF SUPERVISORS
FUND 100 / APPROPRIATION 10010

	Actual 2002-03	Budget 2003-04	Requested 2004-05	Recommended 2004-05	Change %	Adopted 2004-05
Expenditures						
Salaries and Employee Benefits	$ 975,544	$ 1,102,861	$ 1,249,837	$ 1,182,281	7%	$ -
Services and Supplies	217,451	262,063	207,500	194,609	-26%	-
Intra Fund Charges	1,956	-	-	-	0%	-
Gross Budget:	1,194,951	1,374,424	1,457,337	1,376,890	0%	-
Intra Fund Credits	-	-	-	-	0%	-
Net Budget:	$ 1,194,951	$ 1,374,424	$ 1,457,337	$ 1,376,890	0%	$ -
Net County Cost:	$ 1,194,951	$ 1,374,424	$ 1,457,337	$ 1,376,890	0%	$ -
Allocated Positions	15	15	15	15	0%	-

CORE FUNCTION: BOARD OF SUPERVISORS

County Governance & Community Outreach Program

Program Purpose: To meet with constituents, conduct community forums, attend MAC meetings, and preside over formal Board of Supervisors' hearings to solicit community input that leads to well-informed and effective governing.

Total Expenditures: $1,457,337 **Total Staffing:** 15.0

- **Key Intended Outcome:** Constituents and communities are involved in governing Placer County.

County Governance & Community Outreach Indicators:	Actual 2002-03	Projected 2003-04	Target 2004-05
# of Board of Supervisors meetings held annually	28	N/A	28
# of items considered by the Board of Supervisors annually	4,000	N/A	4,000
# of MAC meetings where the board is represented	125	N/A	125
% of MAC meetings attended	100%	N/A	100%
# of other community meetings where the Board of Supervisors are represented	21	N/A	21
# of constituent in-office appointments annually	648	N/A	648

CLERK OF THE BOARD
FUND 100 / APPROPRIATION 10020

	Actual 2002-03	Budget 2003-04	Requested 2004-05	Recommended 2004-05	Change %	Adopted 2004-05
Expenditures						
Salaries and Employee Benefits	$ 315,326	$ 366,564	$ 378,280	$ 365,400	0%	$ -
Services and Supplies	57,020	116,850	107,250	108,500	-7%	-
Gross Budget:	372,466	483,414	485,530	473,900	-2%	-
Intra Fund Credits	(1,350)	-	-	-	0%	-
Net Budget:	$ 371,116	$ 483,414	$ 485,530	$ 473,900	-2%	$ -
Revenue						
Intergovernmental Revenue	$ -	$ 2,345	$ -	$ 2,500	7%	$ -
Charges for Services	435	10,800	-	1,250	-88%	-
Total Revenue:	435	13,145	-	3,750	-71%	-
Net County Cost:	$ 370,681	$ 470,269	$ 485,530	$ 470,150	0%	$ -
Allocated Positions	7	7	7	7	0%	-

CORE FUNCTION: CLERK OF THE BOARD OF SUPERVISORS

Clerk Services Program

Program Purpose: To develop agendas, record minutes and retain records for Board of Supervisors' hearings and the Assessment Appeals Board meetings to ensure that accurate records of actions taken are retained and accessible to the public. In addition, the clerk also provides information-referral and reception services to the public.

Total Expenditures: $485,530 **Total Staffing:** 7.0

- **Key Intended Outcome:** Information is retained and readily accessible to the public.

Clerk Services Indicators:	Actual 2002-03	Projected 2003-04	Target 2004-05
# of Board of Supervisors meetings supported annually	28	N/A	28
# of agenda items coordinated and collected annually	4,000	N/A	4,000
# of agenda pages compiled per year	12,180	N/A	12,180
# of county telephone switchboard calls per year	62,500	N/A	62,500

County Clerk-Recorder

Jim McCauley, County Clerk-Recorder-Registrar of Voters

MISSION STATEMENT
To provide courteous, prompt and professional recording and elections services as required by state and federal law to the citizens and public agencies of the County with the utmost integrity, fairness, consistency, legal compliance and cost-effectiveness, using both the department's trained and committed staff and technology to advance operations.

COUNTY CLERK-RECORDER
FUND 100 / 22300

	Actual 2002-03	Budget 2003-04	Requested 2004-05	Recommended 2004-05	Change %	Adopted 2004-05
Expenditures						
Salaries and Employee Benefits	$ 2,761,094	$ 3,413,456	$ 3,708,368	$ 3,708,368	9%	$ -
Services and Supplies	1,537,439	2,685,270	2,329,485	2,329,485	-13%	-
Other Charges	262,044	262,044	262,045	262,045	0%	-
Capital Assets	237,270	1,425,327	1,396,000	1,396,000	-2%	-
Intra Fund Charges	239,849	286,323	250,023	250,023	-13%	-
Gross Budget:	5,037,696	8,072,420	7,945,921	7,945,921	-2%	-
Intra Fund Credits	(90)	-	-	-	0%	-
Net Budget:	$ 5,037,606	$ 8,072,420	$ 7,945,921	$ 7,945,921	-2%	$ -
Revenue						
Taxes	$ 3,818,435	$ 3,200,000	$ 3,200,000	$ 3,200,000	0%	$ -
Revenue from Use of Money and Property	1,361	-	-	-	0%	-
Intergovernmental Revenue	-	1,313,244	1,340,885	1,340,885	2%	-
Charges for Services	3,469,928	3,013,458	3,516,614	3,516,614	17%	-
Miscellaneous Revenue	26,258	-	-	-	0%	-
Total Revenue:	7,315,982	7,526,702	8,057,499	8,057,499	7%	-
Net County Cost:	$ (2,278,376)	$ 545,718	$ (111,578)	$ (111,578)	-120%	$ -
Allocated Positions	51	55	55	55	0%	-

CORE FUNCTIONS

Clerk-Recorder

The department is charged with the recording and indexing of property and vital records in the County, including the issuance of certified copies of official documents, and maintaining specified registrations. These services are provided to the public and to title companies and other agencies involved in property transactions.

Elections

The department is also responsible for conducting voter registration and outreach, federal, state and local elections, and for providing related services for citizens, candidates and public officials in the County, including for cities, school and special districts.

County Clerk-Recorder

Jim McCauley, County Clerk-Recorder-Registrar of Voters

FY 2003-04 Major Accomplishments

- Received and indexed over 214,000 recordings in 2003—the largest number ever for Placer County—and indexed and issued over 53,000 vital records and the County Clerk's copies.

- Began conversion of existing and newly recorded maps to digital format to improve storage, access, and reproduction quality for the public and continued important conservation efforts and computerized indexing of older records.

- Developed draft legislation to allow electronic recording throughout the state; established restricted access to certified birth and death copies and veterans' DD-214 records, in accordance with new state laws, to help prevent identity theft, and completed participation in the Attorney General's Public Safety Official's Information Task Force.

- Conducted the October 2003 Gubernatorial Special Recall Election with the 3rd highest voter participation rate in the state; completed the semifinal official canvass (election night ballot counting) just over three hours after the polls closed; received a 2003 California State Association of Counties (CSAC) merit award for the High School Voter Outreach program; implemented Internet access to campaign financing disclosure forms; and distributed annual conflict-of-interest filing forms to more than 875 Placer County officeholders and public officials.

- Completed operational plans for a successful March 2004 Presidential Primary involving more than 165,000 registered voters—adding over 16,300 registered voters to the voter rolls since the March 2002 Gubernatorial Primary Election—nearly 230 polling places, and over 1,200 poll and other election workers.

- Completed and scheduled presentation of the County's voting modernization plan to the State of California for incorporating touch screen devices that accommodate voters with specific needs, along with securing funding for the County's existing optical scan voting system.

FY 2004-05 Planned Accomplishments

- Record and index an estimated 175,000 documents in 2004 while continuing to meet quality and timeliness standards; index and issue an estimated 54,000 vital records and the County Clerk's documents and copies, and maintain strict access control over birth, death, and recorded military records in accordance with state laws.

- Begin implementation of electronic recording with both governmental agencies and private entities, assuming successful legislative approval; continue active participation in other Clerk-Recorder-Elections legislative efforts, and continue implementation of legislated privacy requirements.

- Conduct a successful November 2004 Presidential Election for an estimated 174,000 registered voters; rank among the top ten of all California counties in the percentage both of eligible voters registered to vote and registrants actually voting in the election; tabulate 99% of all non-absentee and non-provisional votes cast at precincts within three hours of the polls closing; test new touch screen voting devices for voters with special needs; receive state bond funding for the new voting technology as well as for the optical scan system already in place; and continue implementation of the new federal Help America Vote Act.

- Provide an estimated 285 candidates on the November 2004 ballot with informative workshops, efficient filing services, and campaign disclosure reminders, and provide public access to the financial disclosure statements and conflict-of-interest filings of more than 875 Placer County officeholders and other public officials, and for political campaigns and committees.

- Continue to fund all ongoing Clerk-Recorder-Elections expenditures from the revenues and fees collected by the department, with no net county cost for operations.

County Clerk-Recorder

Jim McCauley, County Clerk-Recorder-Registrar of Voters

Department Comments

Placer County ranks at the top in terms of percentage population growth in California. This population driven demand for housing, coupled with record levels of mortgage refinancings due to low interest rates, led to the highest number of recordings ever for the County Clerk-Recorder at 214,264 for 2003, with the number of recordings increasing 91% over the last five years. Similar increases in workload can be found in the Election Division's function, where the number of registered voters in Placer County grew to 165,429 for the March 2004 Presidential Primary Election. The department anticipates that significant workload growth for both the Clerk-Recorder and Election Division's functions will continue throughout FY 2004-05. The department is preparing to conduct the next Presidential General Election in November 2004, which like the March 2004 Presidential Primary, is expected to be subjected to the highest levels of public scrutiny. In FY 2004-05, the department also expects to begin implementation of touch screen voting devices for voters with special needs, as part of its voting modernization plan under Prop. 41. Additionally, the County Clerk-Recorder is continuing to work on legislation that would allow electronic recording in Placer County and statewide, which would greatly increase the timeliness of recording, while saving money in postage and mail processing.

Despite the challenges of workload growth and the new initiatives ahead, the department's FY 2004-05 net expenditure budget is submitted at a decrease of $126,499 or 1.57% from the FY 2003-04 adopted final budget. This net decrease is due to overall economies in expenditures, keeping one position unfunded for salary savings, and reductions in periodic computer replacements; these decreases are partially offset by employee salary and benefit increases for funded positions. Revenues have increased significantly and fully offset the submitted budget. $750,000 in reimbursements for city, school and special district election costs, which are only collectible biennially for even-year November elections, are included. The submitted budget provides for estimated costs of $1.3 million for touch screen voting devices, which are required under the federal Help America Vote Act (HAVA) and state law to be available in every county polling place not later January 1, 2006. State bond fund reimbursements should assist with approximately $878,840 of the total costs, along with savings of $262,045 from the current lease budget, once the existing lease for the AccuVote optical scan system is paid off from state bond funds, as required. The net county cost for the touch screen equipment is estimated at $159,115, which is included in the submitted budget, funded from general revenues collected by the department. (The actual accounting for the new equipment purchases, liquidation of the existing AccuVote lease and receipt of state bond funds will be complex and require separate budget revisions and contracts before the Board of Supervisors.)

In summary, the FY 2004-05 requested budget should allow the department to address expected workload and cost increases for both the Clerk-Recorder and Election Division operations without requiring major service or staffing reductions, due to the level of anticipated revenues to be collected by the department. Additionally, the budget provides funding for the upcoming November 2004 Presidential Election and at least two scheduled special elections, acquisition of federally mandated touch screen voting devices, maintenance of (trust-reimbursed) conservation efforts for preserving the County's historical records, provision of effective voter and candidate services and outreach programs, and continued efforts toward initiating electronic recording and enhanced privacy protections. Staff resources for the countywide imaging program for FY 2004-05 have been reduced, however, due to implementation and support requirements of the Elections and Clerk-Recorder systems.

County Executive Comments And Recommendations

The County Clerk/Recorder-Registrars' proposed budget presents net county cost at negative $111,578, for a positive shift of $345,213. There are no recommended changes from the department's request.

Along with other minor line item adjustments, expenditures increased over the base budget, mostly due to the addition of touch screen election equipment ($1.4 million), which is accompanied by an associated state revenue increase ($1.1 million) with overall revenue increasing by $1.6 million. Salary and benefit expenditures exceeded the baseline by $295,000 or 8.64%. Although the department experienced minor management and staff reorganizations during FY 2003-04, the number of allocated staff positions remains at 55.

There is no consideration in the budget for financial recovery from the State of California for the special election to recall the Governor, as that reality appears increasingly unlikely. Also, possible revenue increases resulting from an anticipated Recorder Fee Study are not reflected at this time.

CORE FUNCTION: CLERK-RECORDER

Recording & Indexing Program

Program Purpose: To provide reliable, current, complete and accessible information to the public, lenders, agencies and other parties regarding ownership and condition of title to real property within the County, and to secure and provide copies of such other records as may be required by law to be recorded.

Total Expenditures: $3,203,858 **Total Staffing:** 32.0

- **Key Intended Outcome:** Documents affecting real property are promptly and accurately recorded and indexed for use by the public, lenders, insurers, and other agencies and parties.

Recording & Indexing Indicators:	Actual 2002-03	Projected 2003-04	Target 2004-05
% of property documents presented for recording that are indexed and verified within one business day of over-the-counter acceptance	99.5%	98%	99.5%
% of property documents presented for recording that are indexed within three business days of mail receipt	73%	67%	75%

Program Comments: The volume of Clerk-Recorder transactions increased 25% in one year from 171,722 recordings in 2002 to 214,264 in 2003, averaging over 17,850 recordings received, examined, cashiered, indexed, and scanned (images stored) monthly for immediate use by the public, businesses, and agencies and for archival preservation as permanent county records.

Clerk's/Vital Records Indexing & Copying Program

Program Purpose: To provide the public with accurate and current information regarding births, deaths, and marriages within the County, including certified copies of such documents upon request, while protecting the records from fraudulent use.

Total Expenditures: $800,965 **Total Staffing:** 8.0

- **Key Intended Outcome:** Vital records are promptly filed or registered and indexed and copies issued for use by the public; fraudulent use of vital records is prevented; public access to indexes and copies are by application only when required by law; and public vital indexes comply with the law.

Vital Records Indexing & Copying Indicators:	Actual 2002-03	Projected 2003-04	Target 2004-05
% of documents and copy requests received that are indexed or issued within three business days of over-the-counter acceptance	99%	95%	95%
% of documents and copy requests received that are indexed or issued within five business days of mail receipt	73%	67%	75%
% of public access to birth, death, and veterans indexes and copies of these records that are by application only (effective 07/01/03 for birth/death and 1/1/04 for DD-214's)	N/A	99.5%	99.5%

Program Comments: Privacy concerns continue to shape legislation related to access to Clerk-Recorder records. The total volume of the County Clerk's transactions increased 7.5% from 49,748 in 2002 to 53,483 in 2003, averaging over 4,450 documents received and copies issued monthly.

Countywide Imaging Program

Program Purpose: To support integration of imaged documents into critical county business processes to provide the public and Placer County employees with more timely, comprehensive and accurate information and services.

Total Expenditures: $50,060 **Total Staffing:** 0.50

- **Key Intended Outcome:** Imaged documents will be integrated into critical county business processes—with technical support by the County Clerk-Recorder—to provide the public and Placer County employees with timely, comprehensive and accurate information and services.

Countywide Imaging Indicators:	Actual 2002-03	Projected 2003-04	Target 2004-05
% of departments integrating imaged documents into critical business processes	9%	18%	22%

Program Comments: County departments need support with setting up imaging indexes, converting existing records and effectively integrating imaging into business processes. The County-Clerk-Recorder may request additional staffing in future years to assist departments with these initial efforts and to assure appropriate archival imaging and storage for permanent records. It is expected that existing staff will be able to assist one additional county department in FY 2004-05 with new imaging efforts.

CORE FUNCTION: ELECTIONS (REGISTRAR OF VOTERS)

Voter Registration & Outreach Program

Program Purpose: To encourage voter registration through outreach programs and timely and accurate registration processes that will provide all eligible adult residents of the County with maximum opportunities to participate as citizens by voting in elections.

Total Expenditures: $486,680 **Total Staffing:** 4.25

- **Key Intended Outcome:** Voter registration is increased and sustained.

Voter Registration & Outreach Indicators:	Actual 2002-03	Projected 2003-04	Target 2004-05
% of all eligible voters registered to vote in Placer County	80.0%	80.5%	81.0%
% of all eligible voters registered to vote in the state of California	71.3%	70.4%	71.0%
Placer County's rank compared to other California counties in the percentage of eligible voters registered to vote	9th highest in the state	8th highest in the state	8th highest in the state

Program Comments: Placer County has among the highest percentage in the state of eligible voters registered to vote due to the department's voter outreach programs, its convenient and service-oriented voter registration efforts, and to the County's demographics (percentage of older citizens.) The County had 165,429 registered voters for the March 2004 Presidential Primary Election; this number is expected to increase to 174,000 registered voters for the November 2004 Presidential General Election.

Conducting Elections Program

Program Purpose: To maintain the integrity of the elections process for voters and citizens by conducting fair, convenient, and legally compliant elections, and to provide timely and accurate summary voting information to the media, the interested public, and the Secretary of State's Office.

Total Expenditures: $3,175,332 **Total Staffing:** 8.25

- **Key Intended Outcome:** Placer County elections are fair and legally compliant, and vote counting is timely and accurate.

Conducting Elections Indicators:	Actual 2002-03	Projected 2003-04	Target 2004-05
% of registered voters in Placer County who vote in statewide elections	64%	68%	68%
% of registered voters in California who vote in statewide elections	51%	53%	52%
% of the semifinal official canvass (election-night counting) completed within three hours of the close of polls	100%	97.5%	99%
Completion and filing of the official canvass and statement of results within 30 days following each election	100%	100%	100%

Program Comments: The department's outreach efforts, Placer County demographics and an interested electorate all contribute to a higher than average election participation by the County's registered voters. Re. Election night vote counting, the County currently transmits vote counts from regional receiving centers—to which individual precincts bring their ballot tabulations and election materials after the polls close—into the County's "Election Central" for timely election night compiling and reporting. In the March 2004 Presidential Primary Election, election night counting was completed before 11 p.m.

Candidate/Public Official Services Program

Program Purpose: To encourage voter participation by increasing the number of candidates running for office through provision of various candidate services and to assure full compliance with the Fair Political Practices Act by candidates and public officials within the County.

Total Expenditures: $229,026 **Total Staffing:** 2.0

- **Key Intended Outcome:** Voters have choices of eligible candidates to vote for and Placer County candidates and public officials comply with reporting and filing requirements.

Candidate/Public Official Services Indicators:	Actual 2002-03	Projected 2003-04	Target 2004-05
% of city, special and school district elections with more than one candidate per race	48%	N/A (No General Election)	50%
% of candidate campaign statements and public official conflict-of-interest reports filed timely with the County Clerk	96%	95%	95%

Program Comments: The department is committed to supporting candidates for local races through candidate workshops and knowledgeable staff assistance to further participative, electoral democracy in the County. Similarly, timely campaign statements and conflict-of-interest filings help ensure ethical and legally compliant elections and governance. The County is responsible for processing and maintaining over 875 annual conflict-of-interest reports as well as numerous political and committee campaign filings.

County Counsel

Anthony J. La Bouff, County Counsel

MISSION STATEMENT
To provide high-quality legal advice, representation and counsel to the Board of Supervisors, county officers and departments, various boards and commissions, and special districts in order to assist those making decisions for the public good and to vigorously represent the County in litigation.

COUNTY COUNSEL
FUND 100 / APPROPRIATION 10450

	Actual 2002-03	Budget 2003-04	Requested 2004-05	Recommended 2004-05	Change %	Adopted 2004-05
Expenditures						
Salaries and Employee Benefits	$ 1,939,232	$ 2,442,598	$ 2,543,413	$ 2,543,413	4%	$ -
Services and Supplies	250,411	419,750	492,596	492,596	17%	-
Intra Fund Charges	530	1,523	500	500	-67%	-
Gross Budget:	2,190,173	2,863,871	3,036,509	3,036,509	6%	-
Intra Fund Credits	(673,900)	(821,280)	(989,632)	(861,634)	5%	-
Net Budget:	$ 1,516,273	$ 2,042,591	$ 2,046,877	$ 2,174,875	6%	$ -
Revenue						
Charges for Services	$ 678,533	$ 542,630	$ 611,509	$ 611,510	13%	$ -
Miscellaneous Revenue	2,871	-	-	-	0%	-
Total Revenue:	681,404	542,630	611,509	611,510	13%	-
Net County Cost:	$ 834,869	$ 1,499,961	$ 1,435,368	$ 1,563,365	4%	$ -
Allocated Positions	22	22	22	22	0%	-

CORE FUNCTIONS

County Counsel Services

Provides legal advice to the Board of Supervisors, county officers and departments, various boards and commissions, and special districts by attending and participating in meetings and hearings, by responding to questions with legal opinions both orally and in writing, by reviewing contracts and other documents required for county business, and by assisting in the preparation of resolutions and ordinances.

The office provides effective legal counsel and advocacy in representing the County in litigation including tort, contract and writ actions, as well as child and adult protective services, mental health, public guardian and public administrator matters.

FY 2003-04 Major Accomplishments

- Counseled the Personnel Department and the County Executive Office in the development of county processes for addressing the Americans with Disabilities Act (ADA) and other workplace issues to ensure compliance with applicable federal and state law.
- Participated in the implementation of the Placer Legacy Program, preparation of a proposed Habitat Conservation Plan and Natural Communities Conservation Plan (HCP/NCCP), and assisted in various activities for the acquisition of open space and conservation easements, including the closing of the County's acquisition of the Spears Ranch.

- Assisted the County Executive Office, the Auditor-Controller and the Facility Services Department in addressing issues related to the Trial Court Funding Act and the Trial Court Facilities Act, including the collection and distribution of court and county fees and preparation for the anticipated transfer of county court facilities,
- Assisted the Department of Public Works in various agreements necessary for the Morgan Creek Project and its related Community Facilities District (CFD), and assisted the Planning Department in its preparation of Community Plans in Martis Valley, Foresthill, and the General Plan update of the housing element,
- Provided guidance and assistance to Health and Human Services to assist the department in the implementation of the federal Health Insurance Portability and Accountability Act (HIPAA) for compliance with the law, and Environmental Health on the update of its On-Site Sewage Ordinance.
- Assisted the Personnel Director and the County Executive Officer in labor-relation issues, disputes and negotiations by representing the County in grievance and disciplinary matters, and participating in negotiations with the Deputy Sheriff's Association and on behalf of the In-Home Supportive Services Public Authority.
- Represented the County and county employees in tort litigation, including obtaining a favorable judgment after a jury trial in Sporea v. County and summary dismissals in a number of cases brought against county law-enforcement departments over the enforcement of criminal laws.
- Defense of Board of Supervisors' decisions in a number of land use writ actions, and assisted in improvements to the administrative processes in planning and code enforcement, and participated in the drafting and implementation of a County Noise Ordinance.
- Assisted the Department of Facility Services on a number of legal issues involved with the planning and development of the DeWitt Master Plan, the Land Development Center, the Auburn Justice Center and the South Placer Justice Center, and with closing acquisitions in the Epperle and Motamedi transactions.
- Represented the Department of Health and Human Services in 384 new Child Protective Services proceedings and 612 ongoing dependency cases, as well as increasing numbers of public administrator and public guardian matters.

FY 2004-05 Planned Accomplishments

- Maintain the highest quality of services while providing timely responses to requests for legal services and effective representation to meet the County's changing needs.
- Continue to vigorously defend and prosecute actions on behalf of the County, its departments, officers and employees in tort, non-tort and social services litigation, and to increase training on legal issues.
- Assist in the further implementation of the HIPPA to assure privacy, security, confidentiality in county processes, and refine protocols and continue training for county employees.
- Develop a mechanism for coordination of land use issues so that legal advice can be provided at the earliest opportunity.
- Assist in the preparation of a habitat conservation plan and a natural communities conservation plan and in the development of the governing structure and funding mechanism for the Placer Legacy Program.
- Expand training on Brown Act and Public Records Act to Placer County staff, special districts and the Grand Jury.
- Increase the frequency on ongoing training of social workers and have attorneys meet with social-worker teams on a quarterly basis to resolve issues before court intervention.
- Purchase and implement a case-management system to improve both the efficiency and the accountability of legal services provided by the department.

County Counsel

Anthony J. La Bouff, County Counsel

Department Comments

The legal environment in which we practice has become more complex with the passing of each fiscal year. The mandates of statutory law and the interpretation of those laws by the Courts have dramatically increased over the past 10 years. We expect this trend to continue into the future. The greatest challenge that we face is in continuing to improve the efficiency of our services so that we can meet our responsibilities within the constraints of the budget, particularly in difficult budget years. We continue to believe that the legal services provided by our office are of the highest quality and delivered on a much more cost effective basis than legal services available through outside providers.

County Executive Comments And Recommendations

The recommended net budget represents a modest increase over the previous year even with recommended increases in reimbursements from the General Liability Fund (for tort-related litigation services), from the Health and Human Services budget (children and adult services, social services, and administration) and from other general fund customer departments including Facility Services and Public Works. Counsel is also exploring possibilities to gain some level of reimbursement from bail bond system administration activities. Not included in the recommended budget, due to countywide budget constraints, is County Counsel's request for additional reimbursements to reflect the actual level of service and costs to its client departments. All allocated positions of the department are fully funded and occupied, and recommended expenditures for salaries and benefits and for operating supplies and equipment are sufficient to maintain current service levels.

CORE FUNCTION: COUNTY COUNSEL

Advisory Legal Services Program

Program Purpose: To provide timely and accurate legal advice to the Board of Supervisors, the County Executive Office, county boards and commissions, county officers and departments and special districts in response to oral and written requests in order to assist those making decisions for the public good.

Total Expenditures: $1,504,452 **Total Staffing:** 10.9

- **Key Intended Outcome:** County departments, officer and employees are provided timely and effective legal advice to support the County's decision-making.

Advisory Legal Services Indicators:	Actual 2002-03	Projected 2003-04	Target 2004-05
# of hours of legal services for the Land Use Services System	3,248	3,248	3,628
# of hours of legal services for the Health and Human Support Services System	1,530	1,530	1,824
# of hours of legal services for the Public Protection Services System	940	940	664
# of hours of legal services for the Administration and Financial Services System	2,872	2,872	3,616
# of hours of legal services for the Community and Cultural Services System	850	850	1,248
% of clients who rate quality and timeliness of services provided as excellent	N/A	85%	95%

Program Comments: The County continues to experience growing demand for legal services in area of land use and development. This increasing demand is expected for the foreseeable future, particularly in light of the development activities in South Placer County. It will be a challenge to meet these needs without a corresponding increase in resources.

Litigation Program

Program Purpose: To provide effective legal counsel to county agencies and employees, in tort, contract and writ actions and in child and adult protective services, mental health, public guardian and public administrator matters, in order to provide successful defense of actions that minimize settlements amounts and judgments, successful prosecution of actions to recover county funds or enforce county ordinances and effective advocacy to protect children and vulnerable adults.

Total Expenditures: $1,532,057 **Total Staffing:** 11.1

- **Key Intended Outcome:** Successful defense of actions that minimize settlement amounts and judgments, and successful prosecution of actions to recover county funds or enforce county ordinances and the protection of children and vulnerable adults.

Litigation Indicators:	Actual 2002-03	Projected 2003-04	Target 2004-05
# of tort cases	51	51	49
# of non-tort cases	41	41	47
# of bail bond cases	N/A	N/A	120
# of new child-protection services non-court cases	384	384	192
# of ongoing child-protection services court cases	612	612	460
# of conservatorship/public guardian cases (monthly)	181	181	167
# of public-administrator cases	60	60	51
% of client who rate quality and effectiveness of services provided as excellent	N/A	85%	95%

Program Comments: The number of non tort cases continues to increase, particularly land use writ actions. While many of these cases are handled by developers' counsel pursuant to indemnity agreements, county projects are increasingly the subject of litigation. County also continues to experience increasing caseloads in child protection services cases. In addition, the increasing workload in public administrator matters has been absorbed by this office. It will be challenging to meet these increasing demands without additional resources.

County Executive Office

Jan Christofferson, County Executive Officer

MISSION STATEMENT
To support and implement Board policies and priorities, provide organizational direction and leadership, coordinate strategic and regional planning efforts, and ensure efficient and effective management of county workforce and activities.

Appropriation	Budget 2003-04	Position Allocations	Recommended 2004-05	Position Allocations
County Executive	$ 3,872,653	30	$ 3,858,939	30
Economic Development	982,702	3	913,864	3
Organizational Development Division	729,597	7	729,597	7
General Liability Insurance*	4,181,137	5	4,221,461	5
Workers Compensation Fund*	7,005,591	4	6,918,912	4
Total:	$ 16,771,680	49	$ 16,642,773	49

* Amounts include total operating expenses and fixed assets

CORE FUNCTIONS

Executive Management

To support the County Executive Officer's responsibility for effective and efficient administration of county government, Executive Management staff prepare administrative, fiscal, and operational policy recommendations for the Board of Supervisors (BOS) as appropriate, support and guide department staff in implementing Board policies and priorities, represent BOS interests in a variety of intergovernmental and regional settings, and manage the County's workforce and resources.

Economic Development

Attracts new investment to the County and expands the current economic base by creating new primary wage earning jobs; providing opportunities for all wage earners regardless of skill level or educational background; supports existing business through training opportunities; and encourages tourism and commercial filming and redevelopment in core business areas.

Organizational Development

Provide educational and career development for employees, conduct facilitation, mediation and specialized training for county departments and other government agencies, coordinate employee recognition and reward programs, and identify opportunities for employees to contribute to Placer County communities and constituents.

Risk Management (Internal Service Funds)

Risk Management is comprised of two programs: General Liability, and Workers Compensation. General Liability administers and controls claim costs by reducing and avoiding risks; obtaining insurance and maintaining an adequate reserve to pay for all liability claims and related costs. Workers Compensation administers and controls claim costs by promoting worker health, promoting safe operations and activities, managing worker injury claims, and maintaining adequate reserves to pay claims and related costs.

County Executive Office

Jan Christofferson, County Executive Officer

FY 2003-04 Major Accomplishments

EXECUTIVE MANAGEMENT

- Governing for Results: Assisted BOS in identifying Placer County goals, objectives and priorities, and further tied those to outcomes and performance measures. Provided consultant assistance and training to departments, integrated performance measurement into the County's budget process and format. Instituted quarterly budget and performance measurement reviews with county departments.

- Workforce Planning: Initiated a comprehensive workforce planning analysis including a retirement survey, demographic profile, and best practices. Completed strategy development to accommodate dramatic changes in county demographics, and conducted succession planning to prepare for a large number of retirees from our workforce.

- Disciplinary Process Review: Implemented a streamlined disciplinary process where a multi-departmental committee reviews and processes routine matters.

- Cost Allocation Plan Compliance: In FY 2003-04 began an incremental expansion of the County's reimbursement of its internal services to all departments, in accordance with County's Cost Allocation Plan practices.

- Noise Ordinance: Established a task force, obtained consultant support, coordinated departmental input and roles, held public hearings, obtained BOS approval for the program, and engaged in implementation of the process.

- Land Development: Completed a review of the West Roseville Specific Plan and Tax Exchange Agreement; completed the Rocklin Ranchos Tax Exchange Agreement; negotiated benefits related to the extension of The City of Lincoln's redevelopment plan; and developed internal monitoring protocols for the Teichert and the Bickford development agreements. Continued to resolve development concerns and coordinate countywide departmental efforts through bi-weekly Development Issues Committee meetings. Coordinated the study and implementation of the automated permit system. Provided direction and coordination to departments in Board Visioning process for Western Placer County.

- Department Head Appointments: Coordinated the recruitment, selection, and appointment of several new department heads due to retirements; as well as, working with the Auditor-Controller to assure transitional duties such as audits and reviews of internal controls were completed.

- Probation Department Assessment: Contracted with the State Board of Corrections (BOC) for a comprehensive organizational analysis (staffing, facilities, management structure, department policies, training, and other functions), the outcome of which yielded over $500,000 in savings when implemented by the new chief probation officer. Transitioned the interim department head to a regular appointment; arranged for internal audit that resulted in enhanced internal controls.

- County Budget: Recommended a proposed budget to BOS with no net increase in allocated positions, where the average increase over the last ten years had been approximately 70 per year, to accommodate a $16 million reduction in revenues. Developed and implemented an accelerated budget calendar. Automated the department budget submittal and Executive Office budget review processes.

- Cost Saving Measures: Coordinated in the development and implementation of a voluntary furlough program and countywide hiring freeze.

- Courts/Public Defender: Completed a comprehensive review of the Public Defender accounting practices that resulted in greater internal control, timely and accurate payments to vendors, and improved policies.

- North Lake Tahoe Resort Association (NLTRA): Assisted NLTRA management with operational, financial, and administrative challenges, as well as cash management concerns. Initiated the revision of the Tourism Development Master Plan and assisted in the restructuring of key committees.

- Public Policy: Provided staff support to BOS in numerous major public policy areas such as affordable housing, air quality, homelessness, land use planning, etc.

- Payroll/Personnel System: Worked with Personnel, Auditor-Controller and Management Information Service departments to prepare for implementation a new, integrated County Payroll/Personnel System to replace the current 30-year-old system.

- Trial Court Facilities: Successfully worked in cooperation with the Placer County Superior Courts and the State's Administrative Office of the Courts (AOC) in developing a court facility memorandum of understanding (MOU) between Placer County and the State of California. In cooperation with the Auditor Controller, and Facility Services and County Counsel departments, led the SB 1732 Trial Court Facilities Working Group from Placer County to prepare for negotiations with the Judicial Council and the Administrative Office of the Courts.

- Placer County Web Site: Redesigned with public launch scheduled for July 2004. The web site currently served approximately 50,000 visitors per month, and provides more than 4,500 pages of information, applications, and other forms.

- Multi-Hazard Plans: Updated the County's multi-hazard plans for providing extensive public information during a major emergency. Wrote draft plans for emergency public information regarding West Nile Virus, smallpox, and working on crisis communication plan for major emergencies.

- Emergency Public Information Support: Provided major emergency public information support for training exercises, including drills simulating terrorist attacks. Drills were conducted in conjunction with Lincoln; local hospitals; Sierra College; Placer County Water Agency; regional fire fighting services; and with more than two dozen law, fire, health and EMS agencies.

ECONOMIC DEVELOPMENT

- Award of Excellence: Received the Award of Excellence from California Association for Local Economic Development (CALED) for Electronic Marketing Program and email newsletter that reaches over 3,000 businesses each month.

- Placer County Job Growth: Identified as leading the nation for two years in job growth.

- Universities: Assist in the planning process to determine the location of, and development for, a number of universities that are looking at possible expansion into Placer County.

- Marketing: Successfully implemented Organization and Marketing Plan for 2003.

- Database: Increased our business contact database by 100%.

- Public Assistance: Placer County has retained the status as the California county with the lowest percentage of population receiving public assistance in the State of California.

ORGANIZATIONAL DEVELOPMENT

- Management Training: Coordinated an Executive Speaker Series to help foster a learning culture by bringing noted subject matter experts to managers of Placer County.

- Survey: Completed the countywide training survey to act as a guide to review training curriculum and explore options for future training and development classes and certificate programs.

- Employee Suggestions: Implemented the employee suggestion program entitled Suggestion Awards for Visionary Employees (SAVE$) providing another avenue for employees to communicate innovative ideas for tangible and quantifiable monetary savings or increased revenues for improved government services.

- On-line Services: Designed and published an on-line Catalogue of Services improving employee awareness of the Organizational Development Division's services and revised the class evaluation form enhancing student's feedback on class curriculum and instructor presentation.

- Staff Support: Provided expanded support to other county departments and the community through staff involvement in facilitations, mediations, and volunteer activities.
- Ethics Training: Provided comprehensive ethics training for the Placer County management team.

RISK MANAGEMENT (INTERNAL SERVICE FUNDS)

- Actuarial Review: Conducted a comprehensive review of both the workers compensation and General Liability Programs activities and practices. Completed actuarial studies for both self-insurance funds to bring the programs into compliance with state rules and up to date with funding requirements for the accrued liability.

- Claims: Large backlog of workers compensations claims have been reviewed, settled, and closed.

- Department of Transportation Program: Successfully implemented random drug and alcohol testing program that met requirements for the State Department of Transportation's criteria.

- Rates: Successfully modified the basis of workers compensation rates from a 100% pure rate to a platform of 70% actual experience and 30% pure rate formula so that the proportionate burden of rates falls on appropriations receiving the most benefit, as mandated by the State Controllers Office.

- Refund Recovery: Recovered nearly $396,000 in workers compensation insurance refunds from our excess insurance carrier and third party liability carriers.

- Department Participation: Provided informational and training sessions for department heads and their managers to demonstrate the economic impact to their budgets of strong return-to-work and loss prevention and safety programs. Encouraged and supported the department's management to identify positions that would be appropriation for employees that needed accommodation in order to return to work.

- Legislation: Participated in the California State Association of Counties (CSAC) lobbying efforts to assist the Governor with implementation of workers compensation reform legislation.

FY 2004-05 Planned Accomplishments

EXECUTIVE MANAGEMENT

- Labor: Provide for, protect, and maintain Placer County's workforce within current budget and political constraints.

- Regional Issues: Continue participation in regional coordination efforts regarding homeless issues; continue to work with community stakeholders in developing and implementing a Placer County plan that would address homelessness on a regional basis.

- NLTRA: Continue to work with the NLTRA management team for completion of the Tourism Development Master Plan II.
- HHS Facilities: Plan and develop a HHS facilities master plan.
- Animal Shelter: Develop a strategy to provide the funding necessary to build a new Animal Shelter, including full city participation in shelter construction and operation as well as enforcement costs.
- Regional Agreements: Complete annexation reviews and tax exchange agreements for the City of Lincoln.
- Fees: Complete the comprehensive fee review for land development departments for submittal to BOS.
- Relicensing Work Plan: Develop a relicensing work plan and funding agreement with the Placer County Water Agency (PCWA).
- University: Continue to coordinate countywide departmental efforts regarding university projects and proposals.
- Land Development: Implement a strategy for continuous improvement in land development departments, including integration with operational improvements and new facility. Continue implementation of Land Development Strategies for Continuous Improvement by implementing the action plan that resulted from the critical process improvement study and further facilitating the Automated Permitting Systems project.
- Governing for Results: Continue to lead the Governing for Results Initiative with the goal of demonstrating the value created by county operations and measuring progress toward achievement of BOS goals.
- Performance Reviews: Continue quarterly management reviews with departments to monitor expenditures, revenues, and the development of performance measurement data and strategic planning efforts.
- Criminal Justice: Continue working with the Criminal Justice Policy Committee to strengthen planning, communication and operational effectiveness among the public safety departments.
- Legislation: Provide advocacy support to BOS, other county elected officials and county departments to further advance BOS priorities and to articulate the County's interests at local, regional, state and federal levels. Continue to advocate locally, statewide, and federally to develop the County's Annual Legislative/Regulatory Platform, build upon and strengthen intergovernmental relationships, and represent Placer County interests.
- County Budget: Plan, develop and implement a budget and economic status report that would be presented to BOS on a regular basis.

ECONOMIC DEVELOPMENT

- Marketing: Implement the Organization & Marketing Plan for 2004.
- Awards: Retain certification from the International Economic Development Council (IEDC).
- Online Services: Update the Placer County CD ROM and video streaming from website.
- Business Relations: Continue working to establish business associations in Tahoe City, Kings Beach/Tahoe Vista and Bowman with Redevelopment Agency.
- University Cooperation: Coordinate with the California State University of Sacramento and other interested universities in the location of Placer County campuses.

Administration & Financial Services

County Executive Office

Jan Christofferson, County Executive Officer

ORGANIZATIONAL DEVELOPMENT

- Employee Certification: Develop competency-based certificate programs for broad groups of similar job classifications, such as the Administrative Certificate Program, to ensure job-related skill development training for Placer County employees.

- Training: Increase availability of high school and college student intern candidates providing Placer County departments with a more diverse workforce and providing the student interns with an introduction to government agency employment.

- Teleconferences: Explore teleconferencing classes to Tahoe area providing more training opportunities for Tahoe-based employees.

- Employee Suggestions: Increase Placer County employees' awareness and participation in the newly implemented employee suggestion program, Suggestion Awards for Visionary Employees (SAVE$) encouraging innovative ideas that result in monetary benefits to the County.

RISK MANAGEMENT (INTERNAL SERVICE FUNDS)

- Claims: Reduce general liability claims expenses by an additional 5% countywide by instituting a pro-active risk reduction strategy that promotes safety, training and accident investigations. Reduce the number of new reported workers compensation and general liability claims by 5%.

- Reserves: Continue to build general liability and workers compensation liability to meet the 75-80% confidence level reported in the annual actuarial report.

- Medical Review Program: Develop and implement workers compensation, Medical Review Program to expedite appropriate treatment to injured employees and help contain associated costs.

- Safety: Develop and implement additional safety training opportunities in the area of blood-borne pathogens and back lifting techniques for county employees.

- Fraud: Increase the number of workers compensation fraud cases identified, and reported such to both the Department of Insurance and the District Attorney's Office for prosecution.

- Old Claims: Decrease the County estimated future liabilities amount through settlement of claims and the closing of older year claims that were initiated between the years 1979 and 1995.

Department Comments

During FY 2004-05, the County Executive Office (CEO) will confront the same dilemma facing all county and city managers in California: how to insure that our growing county and communities will continue to receive quality services despite limited resources and the financial impacts from the State of California's budget on Placer County. This office will respond to this challenge by working collaboratively with the Board of Supervisors, department management and staff, and community and regional partners to define and achieve outcomes that meet the needs of our communities and residents. Proposed expenditures for this office have been maintained at FY 2003-04 levels for the second year in a row by making reductions in various program areas, such as the E-government initiative, various professional services contract funding and leaving several positions vacant and unfunded. However, the submitted budget provides the resources necessary to maintain our focus on core functions and programs for meeting the many challenges that lie ahead. Through the Governing for Results Initiative, the County will continue to strengthen its ability to monitor, evaluate, and improve its programs and services along with strengthening its ability to clearly demonstrate that public tax dollars are spent in achievement of tangible results.

County Executive Office

Jan Christofferson, County Executive Officer

Over the next several months, CEO staff will continue to work closely with departments to assess ongoing state budget impacts as they unfold, identify program efficiencies and possible reductions.

County Executive Office Comments and Recommendations

The net budget for the *County Executive Office* is below FY 2003-04 levels, which is primarily the result of leaving vacant and/or not funding two positions (an administrative technician and principal management analyst). Leaving these positions vacant will increase the workload of current staff and potentially impact our ability to provide the same level of service to county departments and the Board of Supervisors. The two operating budgets for CEO were consolidated in FY 2003-04 (CEO Special Services closed / appropriation 10150), and during the current fiscal year, three positions were transferred to this appropriation to centralize the fiscal operations of the County Executive Department. The principal management analyst position that manages the North Lake Tahoe Resort Association Contract (NLTRA) is only partially funded, however additional funding is requested with final budget.

Department requested funding considerations for final budget:

- Restore full year funding for a principal management analyst ($72,216)

Funding for *Economic Development* is also recommended at FY 2003-04 levels. To accomplish this, reductions in funding for other areas of the budget have been made to offset increases in salaries and benefits. The result of these funding constraints may be a reduction in the frequency of newsletters releases and an inability to participate in co-operative marketing projects with other local governments. This budget receives revenues from transient occupancy tax (TOT) of $205,000 to offset part of the costs of the agreement with Placer County Visitors' Center. Economic Development also receives funding from NLTRA ($29,400) to assist with funding of the Film Promotions Program, and is reimbursed by the County's Redevelopment Agency for staff time dedicated to redevelopment projects in the North Tahoe, Sunset and North Auburn redevelopment project areas, and for office space and administration costs for Redevelopment Agency staff housed with the Economic Development Division ($85,060).

Department requested funding considerations for final budget:

- Restore full year funding for newsletter, CDs, and marketing efforts ($22,000)

Funding for *Organizational Development* is recommended at the FY 2003-04 level, and will provide for training opportunities and countywide events such as the Combined Giving Campaign. This appropriation receives reimbursements from non-General Fund departments through the Employee Benefits budget.

Bickmore Risk Services reviewed Placer County's *General Liability Insurance Internal Service Fund* and recommended an increase in the accrued loss contingency liability for fiscal year ending June 30, 2004. Funding to book this accrual is available within the General Liability reserves and current budget. The costs associated with this program such as legal fees, professional service contacts and special insurance premiums continue to rise, and while general liability rates charged to departments were raised slightly with the development of this proposed budget. Pending current year-end close and the release of the State of California's FY 2004-05 Proposed Budget, reimbursement received by General Liability through charges to county departments is recommended at $3.47 million. This budget will also be reimbursed by the General Fund for non-tort costs ($350,000), will earn interest revenue ($220,000) and is expected to receive other revenue and reimbursements ($175,712). Funding in the recommended budget is included to provide funding for next year's liability accrual ($312,657). The General Liability budget is "balanced", and carryover funds from the current year will be placed in the designation for contingency reserve.

Bickmore Risk Services also reviewed Placer County's *Workers Compensation Insurance Internal Service Fund* and recommended an increase in the accrued loss contingency liability for fiscal year ending June 30, 2004. The liability accrual will be funded with expenditure savings in the Workers Compensation budget and through the cancellation of the funds reserves. Placer County began to phase in the implementation of an exposure and experience methodology in the calculation of premium rates during FY 2002-03, with full implementation at 70/30 in FY 2003-04. Costs associated with this program such as claim costs and special insurance premiums continue to rise. The net budget for Worker's Compensation has been reduced below FY 2003-04 levels ($6,918,912). The

Workers Compensation budget is “balanced”, and carryover funds from the current year will be used to fund the judgments and damage contingency to provide funding for next year’s liability accrual.

EXECUTIVE OFFICE
FUND 100 / APPROPRIATION 10040

	Actual 2002-03	Budget 2003-04	Requested 2004-05	Recommended 2004-05	Change %	Adopted 2004-05
Expenditures						
Salaries and Employee Benefits	$ 2,413,335	$ 2,663,704	$ 3,217,103	$ 3,095,068	16%	$ -
Services and Supplies	509,483	1,205,368	1,180,562	905,562	-25%	-
Other Charges	48	-	-	-	0%	-
Intra Fund Charges	64,204	3,581	2,900	2,900	-19%	-
Gross Budget:	2,987,070	3,872,653	4,400,565	4,003,530	3%	-
Intra Fund Credits	(23,713)	-	(132,012)	(144,591)	100%	-
Net Budget:	$ 2,963,357	$ 3,872,653	$ 4,268,553	$ 3,858,939	0%	$ -
Revenue						
Taxes	$ 21,395	$ 70,000	$ 70,000	$ 70,000	0%	$ -
Intergovernmental Revenue	-	5,000	-	-	-100%	-
Charges for Services	43,669	46,375	46,375	46,375	0%	-
Miscellaneous Revenue	8,016	4,500	25,044	25,044	457%	-
Other Financing Sources	-	12,000	7,500	7,500	-38%	-
Total Revenue:	73,080	137,875	148,919	148,919	8%	-
Net County Cost:	$ 2,890,277	$ 3,734,778	$ 4,119,634	$ 3,710,020	-1%	$ -
Allocated Positions	26	30	30	30	0%	-

Program Comments: In FY 2003-04 the two operating budgets for CEO were consolidated (Special Services closed # 10150). In FY 2003-04 three position allocations were transferred to this appropriation from other CEO divisions.

CORE FUNCTION: EXECUTIVE MANAGEMENT

Development and Implementation of BOS Policies

Program Purpose: To provide high quality, comprehensive information, analysis and recommendations to BOS in order to support their policy-making authority and ensure that departmental alignment with those policies.

Total Expenditures: $901,799 **Total Staffing:** 7.0

- **Key Intended Outcome**: High quality support to the County's Board of Supervisors.

County Executive Office

Jan Christofferson, County Executive Officer

BOS Policy Development and Implementation Indicators:	Actual 2002-03	Projected 2003-04	Target 2004-05
# of policy related Board items reviewed/% considered complete and ready for Board meetings	4,000 / 98%	4,000 / 99%	4,000 / 99%
# of written responses to BOS directives, information or action requests	N/A	350	350
# of formal work sessions held on issues facing the County	N/A	2,000	2,500
#/% of BOS strategic priorities with two or more outcome indicators	N/A	N/A	N/A / 100%
#% of BOS who indicate that Performance Budgeting is a valuable tool in developing and implementing county policy	N/A	N/A	5 / 100%

County Executive Office

Jan Christofferson, County Executive Officer

Organizational Leadership and Management

Program Purpose: To provide leadership and management, strategic thinking, collaborative planning, sound financial and budgetary management, and results-based management in order to ensure effective organizational performance.

Total Expenditures: $ 1,878,597 **Total Staffing:** 14.0

- **Key Intended Outcome**: An effective, efficient and accountable government organization.

Organizational Leadership Indicators:	Actual 2002-03	Projected 2003-04	Target 2004-05
# /% of county departments engaging in strategic planning efforts	N/A	23 / 100%	23 / 100%
#/% of county service systems engaging in strategic planning efforts	2	3 / 75%	5 / 100%
Organizational Management Indicators:			
#/% of departments participating in quarterly management reviews (performance and financial)	N/A	23 / 100%	23 / 100%
#/% of departments achieving satisfactory progress or better on quarterly management reviews (performance and financial)	N/A	23 / 100%	23 / 100%
#/% of departments submitting results-based analysis with requests for additional funding	N/A	N/A	N/A
Financial Management and Budget			
#/% of legal deadlines met in accordance with annual budget and bond issuance requirements	8 / 100%	8 / 100%	8 / 100%
County bond ratings: Moody's/Standard and Poor's	A1 / A+	A1 / A+	A1 / A+
#% of departments who indicate that performance budgeting approach is a valuable tool for budget planning, policy development and decision making	N/A	17 / 74%	23 / 100%
% of general reserves maintained at levels consistent with the BOS' budget and financial policy guidelines of 5%	100%	77%	100%

Intergovernmental, Regional & Community Planning

Program Purpose: To provide leadership, oversight and coordination of intergovernmental, regional and community planning efforts, strengthen community partnerships, and develop and implement the County's annual legislative program in order to further BOS goals and priorities and maximize the use of resources for the benefit of the entire county.

Total Expenditures: $ 833,427 **Total Staffing:** 5.0

- **Key Intended Outcome:** Planning efforts result in strong community partnerships and a positive legislative process.

Intergovernmental and Regional Coordination Indicators:	Actual 2002-03	Projected 2003-04	Target 2004-05
# of written communications to the BOS regarding intergovernmental issues	N/A	N/A	N/A
County Advocacy Efforts			
# of county interests positively influenced through advocacy efforts (statutory, regulatory or administrative)	N/A	N/A	8
$ realized through federal advocacy efforts	$7.7 M	$2.2 M	$7.0 M
#/% of departments participating in Legislative Platform development	22 / 100%	21 / 91%	21 / 91%

Public Information and Communications Program

Program Purpose: To provide timely and accurate information to citizens and employees about county services, Board actions, county events and local emergencies through news media, the county web site, printed materials, meetings and special events, presentations and other opportunities.

Total Expenditures: $ 786,742 **Total Staffing:** 4.0

- **Key Intended Outcome:** Accurate, timely information, readily available to citizens and employees.

Community and Media Program Indicators:	Actual 2002-03	Projected 2003-04	Target 2004-05
# of web site visitors	N/A	500,000	506,604
# of direct media contacts/% rating the office as satisfactory or better on how well it communicates with the public	N/A	980	1,100
# of employee newsletter published/% rating the office as satisfactory or better on how well it communicates with employees	N/A	7	7

ECONOMIC DEVELOPMENT
FUND 100 / APPROPRIATION 11120

	Actual 2002-03	Budget 2003-04	Requested 2004-05	Recommended 2004-05	Change %	Adopted 2004-05
Expenditures						
Salaries and Employee Benefits	$ 279,240	$ 273,699	$ 299,404	$ 299,404	9%	$ -
Services and Supplies	661,501	708,918	629,252	609,367	-14%	-
Intra Fund Charges	1,932	85	5,093	5,093	5892%	-
Gross Budget:	942,673	982,702	933,749	913,864	-7%	
Intra Fund Credits	(205,671)	-	-	-	0%	-
Net Budget:	$ 737,002	$ 982,702	$ 933,749	$ 913,864	-7%	$ -
Revenue						
Intergovernmental Revenue	$ 122,738	$ -	$ -	$ -	0%	$ -
Charges for Services	64,066	82,880	85,060	85,060	3%	-
Miscellaneous Revenue	2,268	3,150	3,150	3,150	0%	-
Other Financing Sources	33,200	288,818	234,400	234,400	-19%	-
Total Revenue:	222,272	374,848	322,610	322,610	-14%	-
Net County Cost:	$ 514,730	$ 607,854	$ 611,139	$ 591,254	-3%	$ -
Allocated Positions	3	3	3	3	0%	-

CORE FUNCTION: ECONOMIC DEVELOPMENT

Business Retention & Expansion Program

Program Purpose: To retain existing business within Placer County and provide expansion assistance as well as assistance hiring qualified people in order to provide increased job opportunities for residents.

Total Expenditures: $155,461 **Total Staffing:** 2.08

- **Key Intended Outcome:** Businesses stay and expand in Placer County.

Business Retention & Expansion Indicators:	Actual 2002-03	Projected 2003-04	Target 2004-05
% of businesses responded to within 48 hours of initial inquiry	100%	100%	100%
% of commercial/industrial projects in redevelopment areas assisted	25%	35%	35%
# of email newsletters sent per year	27,700	33,670	27,670

Program Comments: The Placer County Office of Economic Development, in a partnership with the County's Redevelopment Agency and the CalWORKS Division of HHS maintains a very aggressive effort to retain existing business and encourage their expansion in the County. When the office is contacted, it is the goal to answer every inquirer, by phone, email or personal visit within 48 hours of the contact. Further, the office sends a monthly email newsletter with information on programs and incentives available to business in the County.

County Executive Office

Jan Christofferson, County Executive Officer

Business Attraction & Development Program

Program Purpose: To attract new and expanding business by promoting the outstanding qualities of Placer County in order to provide increased job opportunities for residents.

Total Expenditures: $109,869 **Total Staffing:** 0.20

- **Key Intended Outcome:** Business entities come to or expand in Placer County.

Business Attraction & Development Indicators:	Actual 2002-03	Projected 2003-04	Target 2004-05
# of agreements successfully negotiated	1	5	8

Program Comments: To attract businesses and industries to the county, a number of job training, financing and permit assistance programs are offered. The Office of Economic Development works to insure that all programs available to new business are also available to existing business as well. Other organizations assist the office, including SACTO, the Sacramento Regional Marketing Council, and the Sacramento Regional Research Institute.

Land Development Services Program

Program Purpose: To assist real estate developers with fee estimates, site location services, financing assistance and other information in order to promote development and to expand industrial and commercial real estate square footage availability in the County.

Total Expenditures: $145,460 **Total Staffing:** 0.35

- **Key Intended Outcome:** Industrial and commercial real estate space is available for new and existing businesses.

Land Development Services Indicators:	Actual 2002-03	Projected 2003-04	Target 2004-05
# of fee estimates program for industrial and commercial development	10	12	12
# of businesses assisted in land use process in industrial, commercial and retail	N/A	120	125

Program Comments: The Office of Economic Development works with businesses to assist them through the development process. The assistance program includes estimating impact fees that will be required to be paid before permits are issued, based on the size of the proposed business project. After plans are submitted, Economic Development staff tracks the project through each stage of review, coordinating with county staff and the business.

Film Promotion Program

Program Purpose: To expose the film community to the scenic natural beauty and historic character of Placer County in order to be the site of choice for production crews.

Administration & Financial Services

Total Expenditures: $138,306 **Total Staffing:** 0.07

- **Key Intended Outcome:** Film companies use Placer County in their productions.

Film Promotion Indicators:	Actual 2002-03	Projected 2003-04	Target 2004-05
# of film productions (permits) in Placer County	18	17	17
# of viable location requests received	81	69	70
# of industry marketing trips	3	5	4

Program Comments: The figure from this fiscal year and next are down slightly from FY 2002-03 and reflect the effects of 'runaway production', a growing phenomenon over the last few years in the entertainment industry, particularly in the feature film market. Feature films have been very successfully lured out of California to other countries and states due to attractive tax rebates and incentive programs offered to film companies that elect to shoot in their regions. Though inquiries from feature films are necessarily down, we expect a slight increase in inquiries due to commercial production because they can't take advantage of many of the tax incentives offered in other jurisdictions and because their budgets continue to be tight. We have reduced our marketing trips by one because our participating partners dropped out making the trip to New York cost prohibitive.

Tourism Promotion Program

Program Purpose: To promote tourism in Placer County by providing information to people seeking tourist and recreational opportunities to the festivals, natural beauty and terrain in the county in order to provide many different choices of recreational activities that generate sales and transient occupancy tax revenues.

Total Expenditures: $329,189 **Total Staffing:** 0.30

- **Key Intended Outcome:** Sales and transit occupancy tax revenues are increased.

Tourism Promotion Indicators:	Actual 2002-03	Projected 2003-04	Target 2004-05
# of tourists that went to the Placer County Visitors Center	5,253	6,000	7,000
# of telephone inquiries received by the Placer County Visitors Center	4,035	3,811	4,500
$ of transient occupancy tax revenues generated (excludes Tahoe)	$225,000	$230,000	$237,000
% of transient occupancy tax revenue increased over the prior year	N/A	3%	3%

Program Comments: The County contracts with the Placer County Visitor Council. This agreement managed by the Office of Economic Development to promote tourism. Tourism is recognized as one of the major industries in the County providing jobs and tax base to support the annual visitors to Placer County.

Business Advantage Network/Job Development Program

Program Purpose: To encourage existing and new employers to hire unemployed or community members on public assistance in order to increase the percent of county residents that are employed.

Total Expenditures: $55,464 **Total Staffing:** 0

- **Key Intended Outcome:** Placer County residents are employed.

Business Advantage Network/Job Development Indicators:	Actual 2002-03	Projected 2003-04	Target 2004-05
# of Placer County residents employed/labor force	N/A	136,200 / 142,700	138,000 / 143,000
% unemployment rate in Placer County*	N/A	4.6%	4.2%
# of job fairs held	3	3	3
# of Welfare to Work job creation placements	175	200	225
% of Placer County residents on assistance that are available for work	0.002%	0.002%	0.002%
# of businesses contacted for Business Advantage Network (BAN) services	N/A	240	400
# of new employers to CalJobs	N/A	52	60
*Note: The unemployment rate for California is 6.1%. The national unemployment rate is 5.4%.			

Program Comments: It is the intent of BAN to decrease the number of unemployed community members and those on public assistance. As our population increased, we experienced a decrease for those unemployed on public assistance. Job placements were calculated from our job creation placement reports. New businesses requesting our business services resulted in increasing our job fairs to three annually, and increasing the number of new employers to CalJOBS. The number of businesses contacted for BAN services should reflect a 15% increase from prior years.

ORGANIZATION DEVELOPMENT
FUND 100 / APPROPRIATION 12000

	Actual 2002-03	Budget 2003-04	Requested 2004-05	Recommended 2004-05	Change %	Adopted 2004-05
Expenditures						
Salaries and Employee Benefits	$ 440,700	$ 486,784	$ 588,338	$ 588,338	21%	$ -
Services and Supplies	352,212	346,728	242,273	242,273	-30%	-
Intra Fund Charges	16,630	2,585	5,986	5,986	132%	-
Gross Budget:	809,542	836,097	836,597	836,597	0%	-
Intra Fund Credits	(68,215)	(106,500)	(107,000)	(107,000)	0%	-
Net Budget:	$ 741,327	$ 729,597	$ 729,597	$ 729,597	0%	$ -
Revenue						
Intergovernmental Revenue	$ 27,972	$ -	$ -	$ -	0%	$ -
Charges for Services	4,821	9,500	9,500	9,500	0%	-
Miscellaneous Revenue	2	-	-	-	0%	-
Total Revenue:	32,795	9,500	9,500	9,500	0%	-
Net County Cost:	$ 708,532	$ 720,097	$ 720,097	$ 720,097	0%	$ -
Allocated Positions	7	7	7	7	0%	-

CORE FUNCTION: ORGANIZATIONAL DEVELOPMENT

Employee Training and Development

Program Purpose: To provide learning opportunities for all employees to strengthen their knowledge, skills and leadership abilities and cultivate a highly skilled and effective workforce.

Total Expenditures: $ 394,396 **Total Staffing:** 3.3

- **Key Intended Outcome:** Employees strengthen their knowledge, skills, and leadership abilities.

Employee Training and Development Indicators:	Actual 2002-03	Projected 2003-04	Target 2004-05
#/% of employees attending at least one Organizational Development training class per year	1,700 / 60%	2,000 / 70%	2,000 / 70%
#/% of courses that include core competencies related to job classifications	N/A	80%	80%
#/% of students that will rank the class as good to excellent	700 / 90%	800 / 92%	800 / 92%
#/% of executive and mid-level managers completing the executive leadership course	27 / 19%	0 / 0%	18 / 13%
% ranking the executive leadership course as good to excellent	85%	0%	90%

Program Comments: Indicator two will be completed in the third quarter of FY 2003-04 and is a projected number. The executive leadership course did not take place during FY 2003-04 due to budget constraints.

County Executive Office

Jan Christofferson, County Executive Officer

Organizational Assistance and Development

Program Purpose: To promote positive and collaborative work environments, assist employees to avoid and resolve conflicts, and support behavioral and organizational improvement through facilitation, mediation and other specialized services.

Total Expenditures: $215,125 **Total Staffing:** 1.8

- **Key Intended Outcome:** Build positive and collaborative working relationships.

Organizational Assistance and Development Indicators:	Actual 2002-03	Projected 2003-04	Target 2004-05
# of participants in mediation sessions/% of those rating process as helpful in resolving issues	5 / 85%	5 / 90%	5 / 95%
# of group facilitations/% rating the process as beneficial in resolving issues	1 / 85%	35 / 90%	20 / 90%
# of specialized training and development programs provided to departments/% of participants rating the process as helpful in resolving issues	3 / 85%	5 / 90%	5 / 90%

Employee Recognition

Program Purpose: To coordinate and support employee recognition and reward programs.

Total Expenditures: $191,222 **Total Staffing:** 1.6

- Key Intended Outcome: To recognize and reward employees for excellent performance.

Employee Recognition Indicators:	Actual 2002-03	Projected 2003-04	Target 2004-05
#/% of employees nominated for the Employee Recognition Awards Program (ERAP)	307 / 11%	206 / 7%	325 / 12%
#/% of department s participating in ERAP	19 / 79%	12 / 48%	20 / 80%
# of departments nominating employees from outside their departments	7	10	7
# of employees participating in the Suggestion Awards for Visionary Employees (SAVE$) Program	N/A	N/A	10
#/% of departments participating in the SAVE$ Program	N/A	N/A	10
# of suggestions submitted	N/A	N/A	2

Program Comments: Indicators three, four, and five are for the employee suggestion program (SAVE$) that will be implemented in April 2004.

Community Involvement

Program Purpose: To coordinate and support programs that provides opportunities for employees to help Placer County communities and constituents.

Total Expenditures: $ 35,854 **Total Staffing:** 0.30

- Key Intended Outcome: To involve our employees in countywide programs and activities that supports our community.

Community Involvement Indicators:	Actual 2002-03	Projected 2003-04	Target 2004-05
#/% or employees participating in countywide programs and activities (Combined Giving Campaign)	655 / 29%	631 / 20%	631 / 20%
#/% of departments that participate in countywide programs and activities (Combined Giving Campaign)	24 / 100%	23 / 96%	23 / 96%
#/% of employees volunteering or participating in county-supported community events and organizations (e.g. State Fair)	37 / 1%	50 / 1%	50 / 1%
Amount of dollars contributed by employees toward community programs and services (Combined Giving Campaign)	$115,033	$132,647	$133,000

PROPRIETARY FUNDS

GENERAL LIABILITY
INTERNAL SERVICE FUND
FUND 270800 / APPROPRIATION 09800

	Actual 2002-03	Budget 2003-04	Requested 2004-05	Recommended 2004-05	Change %	Adopted 2004-05
Operating Expenses						
Salaries and Employee Benefits	$ 525,776	$ 590,389	$ 601,139	$ 568,484	-4%	$ -
Services and Supplies	1,457,839	1,559,479	1,779,017	1,740,320	12%	-
Other Charges	1,205,369	2,031,269	1,841,305	1,912,657	-6%	-
Total Operating Expenditures:	$ 3,188,984	$ 4,181,137	$ 4,221,461	$ 4,221,461	1%	$ -
Revenue						
Revenue from Use of Money and Property	$ 295,937	$ 300,000	$ 270,000	$ 220,000	-27%	$ -
Charges for Services	2,192,694	3,412,128	3,515,749	3,515,749	3%	-
Miscellaneous Revenue	193,459	78,500	28,500	28,500	-64%	-
Other Financing Sources	133,392	390,508	407,212	457,212	17%	-
Total Revenue:	2,815,482	4,181,136	4,221,461	4,221,461	1%	-
Net Income (Loss)	$ (373,502)	$ (1)	$ -	$ -	-100%	$ -
Allocated Positions	8	5	5	5	0%	-

CORE FUNCTION: RISK MANAGEMENT (Internal Service Fund)

General Liability Claims Administration

Program Purpose: To protect the assets of the County through identification, processing, mitigation, and payment of claims in a manner that has the most favorable financial impact.

Total Expenditures: $3,942,961 **Total Staffing:** 3.5

- **Key Intended Outcome:** Claims against the County are dismissed or paid at the lowest possible amount.

Title Indicators:	Actual 2002-03	Projected 2003-04	Target 2004-05
# of claims processed	157	139	136
% of claims closed without payment	32%	35%	35%
$ paid per claim (average)	$3,389	$7,500	$7,500
# of pending files opened	231	222	220
% of pending files closed	26%	25%	25%
# of tort litigation files opened	16	22	20
% of tort litigation files closed	25%	30%	30%
# of contracts reviewed	34	40	40

Program Comments: The nature of an effective General Liability program is such that early identification and analysis of claims or possible claims is the best possible way to protect the County. Our staff works closely with internal and outside counsel as necessary to develop strategies for handling claims that offer the best chance of success. In this way, we are able to maintain a viable self-funded insurance program. The numbers indicate that the workload is substantial and that costs per claim are increasing. This is dependent on the type and character of claims we receive and process.

Internal Investigations

Program Purpose: To protect the County by early identification of incidents perpetrated by county employees and by taking actions that prevent or minimize adverse impacts.

Total Expenditures: 250,000 **Total Staffing:** 1.0

- **Key Intended Outcome:** Damage to the County from internal incidents is minimized.

Title Indicators:	Actual 2002-03	Projected 2003-04	Target 2004-05
# of incidents investigated	24	37	45
$ cost per incident (average)	$528	$827	$800
# background investigations	101	68	60

Program Comments: This program seeks to minimize the impacts of employee misconduct on the County through quick identification and remediation of employee incidents, consistent at all times with county policies and the law. Though it is difficult to estimate the number of incidents, we project an increase. Background investigations are expected to decrease due to a hiring slowdown.

DOT Program Administration

Program Purpose: To protect the County and the public through the administration of a random Drug and Alcohol Testing Program (DOT) that complies with federal law.

Total Expenditures: $28,500 **Total Staffing:** 0.50

- **Key Intended Outcome:** No county employee with a commercial license drives any county vehicle while impaired.

Title Indicators:	Actual 2002-03	Projected 2003-04	Target 2004-05
# of random tests coordinated	84	86	90
% of random tests administered correctly	100%	100%	100%
#of incidents of county employees impaired	1	0	0

Program Comments: The proper administration of this very important program is critical to the safety of county staff and our citizens and visitors. All indicators show that we take our responsibility to administer the DOT program seriously, and our commercial drivers know this. The number of random tests (84) does not include pre-employment, post-accident, or reasonable suspicion testing. There was one positive result (.04 or greater) obtained as a result of a reasonable suspicion alcohol concentration test last fiscal year.

WORKERS COMPENSATION INTERNAL SERVICE FUND

County Executive Office

Jan Christofferson, County Executive Officer

FUND 270810 / APPROPRIATION 09810

	Actual 2002-03	Budget 2003-04	Requested 2004-05	Recommended 2004-05	Change %	Adopted 2004-05
Operating Expenses						
Salaries and Employee Benefits	$ 293,449	$ 309,515	$ 333,221	$ 333,336	8%	$ -
Services and Supplies	1,037,196	1,915,978	1,851,876	1,843,945	-4%	-
Other Charges	4,880,896	4,668,098	4,668,098	4,679,631	0%	-
Other Financing Uses	-	112,000	112,000	62,000	-45%	-
Total Operating Expenditures:	$ 6,211,541	$ 7,005,591	$ 6,965,195	$ 6,918,912	-1%	$ -
Revenue						
Revenue from Use of Money and Property	$ 356,869	$ 366,283	$ 366,283	$ 320,000	-13%	$ -
Charges for Services	9,035	5,284	-	-	-100%	-
Miscellaneous Revenue	920,461	331,943	150,000	150,000	-55%	-
Other Financing Sources	5,581,772	6,261,080	6,448,912	6,448,912	3%	-
Total Revenue:	6,868,137	6,964,590	6,965,195	6,918,912	-1%	-
Net Income (Loss)	$ 656,596	$ (41,001)	$ -	$ -	-100%	$ -
Allocated Positions	3	4	4	4	0%	-

CORE FUNCTION: RISK MANAGEMENT (Internal Service Fund)

Workers Compensation Claims Administration

Program Purpose: To ensure that Placer County conforms to all aspects of state law in the administration of its Workers Compensation Program in a cost effective manner and that injured employees receive prompt care so that they return to work as soon as possible.

Total Expenditures: $6,615,195 **Total Staffing:** 2.75

- **Key Intended Outcome**: Employee injuries are quickly reported, documented, treated, and mitigated, and employee income is protected.

Title Indicators:	Actual 2002-03	Projected 2003-04	Target 2004-05
# of indemnity claims/# of medical claims/# of first aid claims	160 / 196 / 195	170 / 176 / 251	180 / 169 / 275
% of claims in litigation	30%	35%	33%
% of claims closed	84%	86%	87%
$ cost per claim (average)	$1,616	$1,939	$2,172
$ amount of insurance refunds	$396,677	$392,758	$193,000
$ medical bill review savings	$488,800	$495,000	$500,000

Program Comments: Our employees perform many hazardous jobs in various terrain and weather conditions. Inevitably, injuries do occur. Our professional response to those injuries is central to lessening their severity, cost, and time away from work. The numbers indicate that claims are expected to increase, as is the cost per claim as administration and provider fees increase.

Safety

Program Purpose: To protect employees from workplace hazards through training, reporting, and observation of work areas.

Total Expenditures: $350,000 **Total Staffing:** 1.25

- **Key Intended Outcome:** Accidents area prevented or held to a minimum.

Title Indicators:	Actual 2002-03	Projected 2003-04	Target 2004-05
# lost work days	2,940	3,028	3,103
# of safety meetings	8	8	12
# of hazards identified and mitigated	157	80	50

Program Comments: Our Safety Program is designed to prevent accidents by raising the consciousness of our employees about workplace hazards. A recordable incident is a work related injury or illness that goes beyond first aid treatment as defined in Title 8, Section 14300. The lost workdays figures are not the total number of lost workdays, as some incidents have been capped at 180 days.

Facility Services

Thomas Miller, Director

MISSION STATEMENT
To manage Placer County property assets in a responsible manner that maximizes the useful life, the economic opportunity, and the occupancy of buildings, including the following: real property leasing, maintenance and custodial services, infrastructure improvements, and acquisitions and divestures; all conducted with appropriate fiscal and management oversight.

Appropriation	Budget 2003-04	Position Allocations	Recommended 2004-05	Position Allocations
Building Maintenance	$ 6,009,517	77	$ 6,039,178	77
Property Management (Enterprise Fund) *	4,961,077	5	4,868,289	5
Administration & Support	594,423	12	648,759	12
Total:	$ 11,565,017	94	$ 11,556,226	94

* Amounts include total operating expenses and fixed assets

CORE FUNCTIONS

Building Maintenance

Provides a broad range of building maintenance, construction, and custodial services, and pays for site utilities (electrical, gas, sewer and water) to facilities owned or leased by Placer County. Proactive maintenance and cleaning of Placer County facilities protects the health of the building occupants, provides a comfortable atmosphere for conducting county business, and protects the County's investment in facilities.

Property Management (DeWitt Development Enterprise Fund)

Provides a variety of real estate services, including leasing, property management, and acquisitions and divestitures of real property. This asset management activity generates revenue from, and provides stewardship over, Placer County real-property assets, and provides comprehensive public information regarding these assets.

Administration & Support

Provide management and administrative support to the operating divisions of the Facility Services Department in carrying out the policy directives of the County Executive Office (CEO) and the Board of Supervisors; and assure the department functions in the most appropriate, effective and efficient manner possible in providing services to the public and other county departments.

FY 2003-04 Major Accomplishments

- Completed accessibility improvements/sidewalks to the Auburn Memorial Hall, C, F and 2nd Streets in the DeWitt Center.
- Installed new siding and re-installed windows on the rear of the Foresthill Community Center extending the useful life span of this facility.
- Completed major remodel of the new Assessor's offices in Tahoe City.
- Completed major remodel of the Tahoe Administration building in Tahoe City.

Facility Services

Thomas Miller, Director

- Installed energy-efficient lighting systems in the Main Jail, Central Kitchen, and other office space in DeWitt Center in continued efforts of reducing energy usage.
- Installed ten charging stations for electric vehicles throughout DeWitt Center.
- Installed ten new efficient HVAC equipment to county office space to reduce energy usage.
- Resurface of the Foresthill Memorial Hall parking lot.
- Completed the real-property acquisition and other associated transactions to secure the South Placer Justice Center property located in Roseville.
- Completed the sale of surplus county property on Epperle Lane (the Old Juvenile Hall site).
- Completed a Placer Legacy acquisition of the 961 acre Spears Ranch property, which will become a key element of the County Parks System.
- Completed acquisition of the Health and Human Services Tahoe Clinic property in Kings Beach.
- Managed all aspects of the County's occupancy in 53 leased buildings comprising 224,260 square feet. These leases represent an annual county expenditure of $3.15 million dollars in rent. Management entails reviewing routine and emergency issues diligently and in a timely manner, calculating rental adjustments, tracking and negotiating lease renewals, and coordinating departmental occupancy of these facilities.
- Continued to manage the DeWitt Center as a productive county asset by maintaining a 93% occupancy rate in the original buildings. These 67 leases, comprising 205,520 square feet of space, generate annual revenues of approximately $824,650 used to fund infrastructure and improvement projects in the complex.

FY 2004-05 Planned Accomplishments

- Continue efforts to upgrade county facilities to provide safety improvements. Specific improvements are planned for Second Street and Third Street.
- Install new modular office and ramp at the Animal Control facility.
- Continue HVAC equipment upgrades/replacements and lighting upgrades to help curtail rising energy costs.
- Continue identifying and improving Americans with Disabilities Act (ADA) accessibility to county facilities.
- Complete the acquisition of several properties for Placer Legacy, including Didion Ranch near Auburn and the Gould Property in Cisco Grove.
- Complete trail easement negotiations and real property acquisitions for a trail which is planned to follow the North Fork of the American River.
- Complete the sale of surplus county property on Maple Street in Auburn.
- Provide superior customer service throughout the leasing process, beginning with the location of a facility through to departmental occupancy. Goals include the rapid identification of alternatives, seamless integration of consultants to efficiently provide tenant-improvement design services, and effective e communications to keep client departments apprised throughout the process.

Facility Services

Thomas Miller, Director

Department Comments

The Building Maintenance Division is responsible for maintaining and cleaning county facilities. The budget constraints for FY 2004-05 present significant challenges in providing acceptable levels of service. The department is confident that maintenance levels will be maintained by redirecting efforts from project-related work, and by identifying and implementing strategies to improve efficiencies. Custodial service levels may be decreased as a result of decreased revenues; however, the department will work to cost-effectively provide service levels that ensure clean, healthy work environment for county staff and the public. The department continues to emphasize the importance of training for staff to meet the challenge of keeping up with evolving technologies, particularly in the HVAC, fire suppression/detection, and security areas.

The Property Management Division faces similar challenges in absorbing mandated increases in salaries and benefits, while meeting the commitments of an expanding workload. This fiscal year, the retirement of a key staff member has complicated the addition of Placer Legacy acquisition projects, which include responsibilities that are outside the historical workload of the division. The Spears Ranch acquisition and Epperle sale projects consumed significant staff resources, while the division continued to perform required property-management services associated with 53 private leases and 67 leases in the DeWitt Center. To enable Facility Services to track and forecast county electricity costs, the division has requested funding to implement a utility management software system. A key element of this system is its integration with Electronic Data Interchange (EDI) software, which will permit Facility Services staff to receive, audit and pay approximately 400 PG&E bills, without the necessity of manual key-entry. The flexibility of EDI, as a generic platform for financial communication, permits its ultimate expansion to include most departments and a wide variety of vendors including Aventis, McKesson Drug, Graybar Electric, and Unisource.

County Executive Comments And Recommendations

The recommended *Building Maintenance* budget represents no net increase over FY 2003-04. The department's cost saving strategy incorporates reductions in service levels and deferral of non-essential projects, equipment purchases and vehicle replacements to achieve the recommended target budget. The department proposes to achieve the base budget by absorbing significant increases in labor and related costs, including employee benefits and workers compensation. Seven allocated positions (three maintenance and four custodial positions) currently unfilled or proposed for retirement will remain vacant. Recommended expenditures will cover increased employee group insurance and workers compensation for active employees plus significant increases in refuse disposal costs. Increases are offset by reductions in maintenance materials and supplies and county professional services due to deferral of non-essential maintenance projects. Recommended professional services will fund ongoing routine maintenance, a contract to meet more stringent fire-system inspection and maintenance requirements, funding to reroof the Tahoe Administrative Center, and maintenance of the HVAC systems at the Auburn Main Jail, Juvenile Hall and County Finance and Administration Building (FAB). Requested but not recommended is the acquisition of a forklift ($30,000) that was approved for purchase in late FY 2003-04 after the department's requested budget was submitted. Utilities constitute a majority of the services and supplies budget and although utility increases are not anticipated at this time, these may need to be adjusted at a later date should energy costs increase significantly. This budget charges various county department budgets for utilities, building maintenance, major improvements and special and custodial services. The budget also receives revenue from rents paid by community groups and individuals for use of the memorial halls, from miscellaneous county departments, and from the DeWitt Enterprise Fund and the Redevelopment Agency for maintenance, custodial services and utilities.

The *DeWitt Development Enterprise Fund* includes reductions in expenditures and increases in revenues that permit the fund to absorb rising salary and benefit costs without requesting an increase in the annual General Fund contribution to this budget. Recommended services and supplies include a $23,000 supplemental request to cover the cost of professional services associated with the Placer Legacy Program. A majority of this increase will be derived from prior year carryover funds. Supplemental requests not recommended at this time include an additional $22,000 to reimburse salaries and benefits and $50,000 for County Counsel services associated with Placer Legacy acquisitions.

Also, not recommended at this time is an Energy Management and Electronic Data Interchange (EDI) program ($30,000). The EDI program may be recommended as an adjustment to the final budget pending completion of a system compatibility analysis and further justification from the department. Recommended funding will provide for various DeWitt projects, including improvements that may be required under the American with Disabilities Act ($120,788), HVAC and waterline replacement ($475,000), lead and asbestos abatement ($145,000), building demolition ($100,000), parking and road improvements ($120,000), water-plant removal ($75,000), Building 430 improvements ($100,000), DeWitt energy generation ($200,000) and roof repairs and replacements ($25,000). General Fund departments occupy a significant amount of space at the DeWitt Center. To offset these costs, the General Fund will contribute $1,335,000 toward rent space and $125,000 for utility usage for FY 2004-05. Revenues are also generated from private-property leases ($887,850), reimbursements for maintenance projects ($624,897) and from interest earned on cash fund balances ($94,000). The net county cost will come from the estimated fund balance carryover from FY 2003-04 or from reserve cancellations.

The *Facility Services Administration* budget is recommended at more than the target budget level. Approved salary and benefit increases are slightly offset by reductions in special department expenses, computer and software costs, and information technology professional services. This budget charges the Facility Services divisions and the County Building Fund for administrative support and receives revenue for the same from the DeWitt Enterprise Fund, Solid Waste Management, the Western Placer Waste Management Authority, the Eastern Regional Landfill, Special District Services, Sewer Maintenance Districts and various County Service Areas to arrive at a zero net county cost.

BUILDING MAINTENANCE
FUND 100 / APPROPRIATION 10650

	Actual 2002-03	Budget 2003-04	Requested 2004-05	Recommended 2004-05	Change %	Adopted 2004-05
Expenditures						
Salaries and Employee Benefits	$ 4,260,993	$ 4,974,853	$ 4,916,778	$ 4,916,778	-1%	$ -
Services and Supplies	3,949,147	4,260,166	3,888,170	3,918,170	-8%	-
Other Charges	15,402	19,250	19,250	19,250	0%	-
Capital Assets	3,686	-	30,000	-	0%	-
Intra Fund Charges	263,770	321,050	382,377	382,377	19%	-
Gross Budget:	8,492,998	9,575,319	9,236,575	9,236,575	-4%	-
Intra Fund Credits	(3,242,463)	(3,565,802)	(3,197,397)	(3,197,397)	-10%	-
Net Budget:	$ 5,250,535	$ 6,009,517	$ 6,039,178	$ 6,039,178	0%	$ -
Revenue						
Revenue from Use of Money and Property	$ 32,585	$ 36,033	$ 32,585	$ 32,585	-10%	$ -
Intergovernmental Revenue	-	5,000	-	-	-100%	-
Charges for Services	1,173,319	1,452,573	1,618,582	1,618,582	11%	-
Miscellaneous Revenue	2,487	-	-	-	0%	-
Total Revenue:	1,208,391	1,493,606	1,651,167	1,651,167	11%	-
Net County Cost:	$ 4,042,144	$ 4,515,911	$ 4,388,011	$ 4,388,011	-3%	$ -
Allocated Positions	77	77	77	77	0%	-

CORE FUNCTION: BUILDING MAINTENANCE

Facility Services

Thomas Miller, Director

Maintenance of County Facilities & Veteran Memorial Halls Program

Program Purpose: To provide well maintained facilities and to fund building utility services so that Placer County employees and the public are safe and comfortable in their work environment and while conducting county business.

Total Expenditures: $2,713,203 **Total Staffing:** 25.0
Utility Expenditures: $2,247,386 **Total Staffing:** 0

- **Key Intended Outcome:** Visitors and employees are provided with comfortable, well-maintained facilities.

Maintenance of County Facilities & Veteran Memorial Halls Indicators:	Actual 2002-03	Projected 2003-04	Target 2004-05
# of maintenance service requests received annually/% of maintenance service requests responded to and completed within five working days	5,253 / 95%	4,752 / 95%	N/A
# of kilowatt-hours (KWA) used per square foot per quarter/% of change in kilowatt-hours per square foot compared to prior year	2,643,709 KWA/ N/A%	2,639,400 KWA/ 0.0016%	2,500,000 KWA/ -0.005%
# of square feet maintained per maintenance employee	53,071	53,071	N/A

Program Comments: Amount of service request received and responded to shows the daily workload of maintenance personnel and their response to calls. Number of KWA's used will reflect if energy conservation efforts reduce KWA's. Square feet maintained will reflect the growth in the County.

Custodial Services Program

Program Purpose: To provide Placer County employees and the public a clean environment, protecting their health and safety in a responsive manner.

Total Expenditures: $3,204,543 **Total Staffing:** 45.0

- **Key Intended Outcome:** Employees and the public are provided a clean environment in which to conduct business.

Custodial Services Indicators:	Actual 2002-03	Projected 2003-04	Target 2004-05
# of square feet of general office space maintained per custodian	N/A	24,939	20,000
# of square feet of historic/Library space maintained per custodian	N/A	23,209	20,000
% of Veteran Hall users who rate condition and cost as adequate or better	N/A	N/A	N/A

Program Comments: Twenty thousand square feet is standard for service and that increasing square feet will affect level of service and historic/library space commonly require a higher level of service due to usage.

Building Maintenance Facility Improvements Program

Program Purpose: To provide labor, including use of inmate labor, and materials for small-scale construction projects in facilities owned or leased by the County in order to provide cost-effective facility improvements.

Total Expenditures: $1,071,443 **Total Staffing:** 8.0

- **Key Intended Outcome:** Cost-effective facility improvements.

Building Maintenance Facility Improvements Indicators:	Actual 2002-03	Projected 2003-04	Target 2004-05
#/% of projects completed within projected time frames	N/A	N/A	N/A
% of projects completed within project budget	N/A	N/A	N/A
# of trustee hours used per quarter	N/A	N/A	N/A

Program Comments: Efficiency in the facility improvements crew and the number of trustee hours used per quarter that shows an overall savings to the County.

PROPRIETARY FUND

DEWITT DEVELOPMENT
ENTERPRISE FUND
FUND 220600 / APPROPRIATION 06200

	Actual 2002-03	Budget 2003-04	Requested 2004-05	Recommended 2004-05	Change %	Adopted 2004-05
Operating Expenses						
Salaries and Employee Benefits	$ 367,304	$ 410,608	$ 454,773	$ 454,773	11%	$ -
Services and Supplies	2,220,277	2,429,357	2,413,977	2,333,977	-4%	-
Other Charges	482,288	377,462	335,004	335,004	-11%	-
Other Financing Uses	(64,562)	332,862	333,747	333,747	0%	-
Appropriations for Contingencies	-	50,000	50,000	50,000	0%	-
Total Operating Expenditures:	$ 3,005,307	$ 3,600,289	$ 3,587,501	$ 3,507,501	-3%	$ -
Revenue						
Revenue from Use of Money and Property	$ 988,470	$ 979,330	$ 981,850	$ 981,850	0%	$ -
Charges for Services	429,120	301,417	405,317	333,317	11%	-
Miscellaneous Revenue	470,096	222,251	291,580	291,580	31%	-
Other Financing Sources	2,035,074	1,460,000	1,460,000	1,460,000	0%	-
Total Revenue:	3,922,760	2,962,998	3,138,747	3,066,747	4%	-
Net Income (Loss)	$ 917,453	$ (637,291)	$ (448,754)	$ (440,754)	-31%	$ -
Fixed Assets	$ 198,587	$ 1,360,788	$ 1,360,788	$ 1,360,788	0%	$ -
Allocated Positions	5	5	5	5	0%	-

CORE FUNCTION: PROPERTY MANAGEMENT

Private Property Leasing Program

Program Purpose: To identify opportunities, negotiate agreements, coordinate occupancies, and perform management services for lease of private buildings when county operations cannot be accommodated within existing county facilities.

Total Expenditures: $900,589 **Total Staffing:** 0.91

- **Key Intended Outcome:** Secure leases commensurate with the average regional rate.

Private Property Leasing Indicators:	Actual 2002-03	Projected 2003-04	Target 2004-05
# of existing expense leases managed (quantity/square feet)	52 / 222,258	53 / 224,258	53 / 224,258
# of existing expense leases managed per staff	17.3	26.5	17.7
# of new expense leases negotiated (all regions)	5	7	3
# average new expense lease rent (net per square foot for Roseville/Rocklin region)	N/A	N/A	N/A
% variance from Regional Median Rate (1)	N/A	N/A	N/A
% of customers who rate property-leasing services as good or better	N/A	N/A	N/A

Program Comments: An anticipated retirement, and the associated reduction in staffing, has placed a heavy lease management workload on the remaining members of Property Management. We project fewer negotiations for new leases next year, yet downsizing or departmental reconfigurations could require increased project management of tenant improvements. Staff is working to develop benchmark data for regional lease costs, and a customer survey that will help us track the quality of our Private Property Leasing services.

Property Acquisition Program

Program Purpose: To identify, evaluate, negotiate, and secure real property in support of county operations, programs and goals. (e.g. property for parks, libraries, and Placer Legacy programs)

Total Expenditures: $534,415 **Total Staffing:** 0.54

- **Key Intended Outcome:** Acquire property commensurate with the appraised values.

Property Acquisition Indicators:	Actual 2002-03	Projected 2003-04	Target 2004-05
# of completed property acquisitions (quantity/cost)	0 / 0	5 / $5.91 M	3 / $790,000
% comparison, acquisition price vs. fair market value.	N/A	100%	100%
# ongoing acquisition projects	2	6	3
# work hours expended on acquisition projects, per period	202	1,380	900

Program Comments: The new responsibilities associated with Placer Legacy acquisitions represent a significant workload that comes at a time of reduced staffing. We project a reduced number of acquisitions in the coming fiscal year. The experience gained in FY 2003-04, and the resumption of full staffing, should enable us to streamline the acquisition process.

Facility Services

Thomas Miller, Director

DeWitt Management Program

Program Purpose: To manage the DeWitt Center property in order to produce revenue to maintain infrastructure and fund capital projects in support of the development of the Placer County Government Center.

Total Expenditures: $732,347 **Total Staffing:** 0.74

- **Key Intended Outcome:** Maintain 100% occupancy of available lease space.

DeWitt Management Indicators:	Actual 2002-03	Projected 2003-04	Target 2004-05
# of existing revenue leases managed (quantity/square feet)	68 / 209,565	67 / 205,524	67 / 205,524
# of existing revenue leases managed per staff member	22.6	34	22.3
% of lease space occupied	95%	93%	95%
$ amount of revenue generated	$891,197	$879,330	$887,850
% change in revenue over prior year	101%	99%	101%

Program Comments: DeWitt tenancy continues to be stable, with only a minor amount of turnover. Given the nature of our many long-term tenants, we project a modest increase in annual revenue. The work that Building Maintenance performs for the DeWitt Enterprise Fund continues to maintain these leased buildings in good condition, and we project no major renovations in the coming fiscal year.

County Property Management Program

Program Purpose: To manage and lease Placer County-owned properties, sell surplus property, and research and respond to inquiries raised by the public, other agencies, and county departments.

Total Expenditures: $2,780,938 **Total Staffing:** 2.81

- **Key Intended Outcome:** To manage, lease, and sell property to achieve the greatest value to the County, and to respond to inquiries in a timely fashion.

County Property Management Indicators:	Actual 2002-03	Projected 2003-04	Target 2004-05
# of existing revenue leases managed quarterly	15	15	15
# of existing revenue leases managed per staff member	15	15	15
$ total rent from leasing county-owned non-DeWitt properties	$31,000	$31,000	$31,000
# of surplus properties sold	0	2	0
% comparison, sales price vs. fair market value.	N/A	100%	N/A
# of calls regarding county property that are unrelated to ongoing projects	N/A	N/A	N/A

Program Comments: The division continues to manage a number of long-standing leases that generate this modest income for the County. We project completion of two surplus property sales in the current fiscal year, and none for the next fiscal year. A major component of this program includes our responses to citizens' questions about county property. To better illustrate this service to the public, we are beginning to collect data that will show the volume of diverse inquiries we receive.

ADMINISTRATION & SUPPORT

FUND 100 / APPROPRIATION 11250

	Actual 2002-03	Budget 2003-04	Requested 2004-05	Recommended 2004-05	Change %	Adopted 2004-05
Expenditures						
Salaries & Employee Benefits	$ 749,983	$ 954,513	$ 1,035,617	$ 1,035,617	8%	$ -
Services and Supplies	63,814	76,388	64,287	64,287	-16%	-
Intra Fund Charges	32,896	32,459	39,738	39,738	22%	-
Gross Budget:	846,693	1,063,360	1,139,642	1,139,642	7%	-
Intra Fund Credits	(418,063)	(468,937)	(490,883)	(490,883)	5%	-
Net Budget:	$ 428,630	$ 594,423	$ 648,759	$ 648,759	9%	$ -
Revenue						
Charges for Services	$ 494,906	$ 594,423	$ 648,759	$ 648,759	9%	$ -
Total Revenue:	494,906	594,423	648,759	648,759	9%	-
Net County Cost:	$ (66,276)	$ -	$ -	$ -	0%	$ -
Allocated Positions	12	12	12	12	0%	-

Program Purpose: Provide management and administrative support for all operating divisions of the Facility Services Department, including such tasks as processing payroll, paying invoices, maintaining personnel processes and procedures, managing contracts and maintaining capital projects. Provide financial support for the Western Placer Waste Management Authority.

Allocation of Administration and Support Expenditure Budget	Amount	Percent
Building Maintenance	$ 192,599	17
Property Management	117,383	10
Parks & Grounds Services	139,036	12
Special District Services	159,550	14
Solid Waste Management	91,171	8
Eastern Regional Landfill	7,977	1
Capital Improvements	146,786	13
Western Placer Waste Management	125,361	11
Other	159,778	14
Total	**$1,139,642**	**100%**

Personnel

Nancy Nittler, Director

MISSION STATEMENT
As guided by the merit principles of the Civil Service System, the Personnel Department attracts, recruits, retains and supports a valued, quality workforce in order to provide exceptional services on behalf of Placer County to the public and our employees.

Appropriation	Budget 2003-04	Position Allocations	Recommended 2004-05	Position Allocations
Personnel Services	$ 1,770,526	23	$ 1,884,290	23
Employee Benefits	1,748,171	7	2,269,152	7
Dental & Vision (Internal Service Fund)	2,976,000	0	3,152,715	0
Unemployment (Internal Service Fund)	485,673	0	305,721	0
Total:	$ 6,980,370	30	$ 7,611,878	30

CORE FUNCTIONS

Personnel Department

The Personnel Department is structured into two divisions, Personnel Services and Employee Benefits. The purpose of the Personnel Services Division is to provide comprehensive personnel expertise and support to department managers and supervisors so that they can focus on the programs and service they provide to their customers. The purpose of the Employee Benefits Division is to fulfill the benefit requirements for Placer County employees and their families in order to attract and retain a quality workforce who provide exceptional services to the constituents of Placer County in a cost-effective manner.

Dental and Vision (Internal Service Fund)

To provide a funding source for Placer County's self-insured Dental and Vision Insurance Program in which other local public agencies also participate.

Unemployment (Internal Service Fund)

To fund and administer Placer County's self-insured Unemployment Insurance Program.

FY 2003-04 Major Accomplishments

- Participated with the Auditor's Office, Administrative Services, and the County Executive Office in the implementation process for the automated payroll/personnel system. The Personnel Department dedicated a team of staff to update the County's existing system transferring information to PeopleSoft to include development of a new human-resource information system and automated payroll processing system.

- In conjunction with the County Executive Office, negotiated a side agreement with Placer Public Employees Organization (PPEO) on salaries for selected classes as well as continued contract negotiations with the Placer County Deputy Sheriff's Association (DSA).

- Performed job-analysis and organizational structure review for over 215 positions, resulting in recommendations to reclassify positions or modify classifications.

- Developed and implemented informational brochures for employees and managers on county leave of absence program in addition to tracking and processing employee leaves of absence.
- Conducted retirement planning workshops; material development and counseling sessions for employees anticipating retirement.
- Continued implementation of performance-evaluation software program to four pilot departments to augment the Governing for Results Performance Appraisal Initiative.
- Assisted the County Executive Office with development and implementation of a strategic workforce plan, which included meetings with a workforce planning consultant and county departments to identify potential vacancies as a result of anticipated retirements.
- Developed and reviewed recruitment training manual and materials on recruitment procedures and processes for FY 2004-05 roll out to departments.
- Implemented new version of SIGMA, the Personnel Department's applicant tracking application. This resulted in improved interdepartmental procedures.
- In light if the current and potential economic situation facing the County, our department in conjunction with the County Executive Office, developed and implemented a countywide Voluntary Work Furlough Program. This program was designed to meet employee work life balance needs and departmental operational needs.
- Establish a committee of labor and management to study, identify, and recommend potential health care options that result in cost savings and/or improved health care services for our employees and their families.

FY 2004-05 Planned Accomplishments

- In addition to tracking and processing employee leaves of absence, work collaboratively with Risk Management, County Counsel and departments to coordinate and manage the leave-of-absence program. Goals include continued documentation of related policies and procedures and training of managers and supervisors.
- Continue with a committee of labor and management to study, identify, and recommend potential health care options that result in cost savings and/or improved health care services for our employees and their families.
- Continue to implement the automated performance evaluation system in selected departments including training for managers and supervisors.
- Continue to assist County Executive Office in the development and implementation of a strategic workforce plan that will identify gaps in knowledge and expertise resulting from anticipated retirements and guide department recruitment efforts effectively.
- Distribute instructional materials and train county departments in the recruitment and hiring process to strengthen the partnership between department and Personnel's staff. Implement a training program for department administrative staff.

Personnel

Nancy Nittler, Director

Department Comments

KEY CHALLENGES FOR THE UPCOMING FISCAL YEAR

As we prepare for the upcoming fiscal year and beyond, the Personnel Department will be working to maintain a careful balance between the need for support, assistance and benefits for employees and departments while anticipating an on-going reduction in county resources.

Improved On-line Services

Priority for FY 2004-05 is the continued implementation of two very large countywide programs: 1) Automated County Online Resource Network (ACORN); and 2) the Performance Impact Evaluation Program. These programs will enhance the tools available to more effectively manage our human resources.

Retirement Processing

The Personnel Department estimates close to 200 retirements in the upcoming fiscal year that will drive workload in both the Benefits and Personnel Services Divisions.

Workforce Strategies

Given the demographics of our workforce, the Personnel Department continues to be actively involved in workforce planning in conjunction with County Executive Office and department leadership. As county departments experience fiscal constraints that result in possible staff restructuring, the Personnel Department will work closely with managers and the employees to assess impacts and provide assistance.

County Executive Comments And Recommendations

Salaries and benefits have increased due to standard merit and benefit increases. The department has attempted to minimize the impact of these increases in the *Personnel* budget by reducing the budget in other areas. Due to increased workload, the delivery of services to other county departments may be impacted. Furniture and equipment for the remodeled Fulweiler annex ($33,000) will be funded by the construction budget and is not included in the recommended budget. The *Personnel* budget receives reimbursement for personnel services from Health and Human Services ($252,101), from other departments for recruitment publications ($40,000), for classification studies reimbursement ($25,000), and for administrative services from the Dental and Vision and Unemployment Insurance funds ($80,627).

Department requested funding considerations for final budget:

- Restore funding for one personnel analyst ($105,513)
- Restore funding for extra help ($ 9,682)

Benefit costs in the *Employee Benefits* budget have increased significantly due to the continued increase in costs for retiree health insurance. Annual increases in health insurance costs and the growing numbers of retirees will continue to impact this budget every year. These increases are partially offset, in this budget, by increased charges to other county departments. The current year increase in the budget reflects the costs for non sub-vented general fund budgets. The employee benefits budget charges sub-vented general fund budgets and non-general fund budgets for the proportionate cost of employee benefits. The net county cost is the non sub-vented General Fund share.

The *Dental and Vision* budget includes the 10% increase in the employer contribution for dental insurance premiums necessary to cover increased claims costs due to retiree dental coverage. Individual claim amounts have increased along with the number of participants in the program, and claims costs for retirees have risen at a faster rate than employee claims rates. Revenues in this budget are primarily contributions from employers and employees and from other agencies participating in the dental and vision program. The budgeted revenues include an increase in employer rates of 10%.

The *Unemployment* budget expenditures decreased due to lower Cost Allocation Plan (A-87) costs and reduced administration charges. Estimated claims costs are budgeted at the same level as for FY 2003-04 although claims may rise due to an increase in the benefit rate and a possible increase in the number of claimants in FY 2004-05. Final budget adjustments will be made to appropriate additional funds for claims if necessary.

PERSONNEL
FUND 100 / APPROPRIATION 10500

	Actual 2002-03	Budget 2003-04	Requested 2004-05	Recommended 2004-05	Change %	Adopted 2004-05
Expenditures						
Salaries and Employee Benefits	$ 1,388,758	$ 1,742,781	$ 2,057,421	$ 1,930,895	11%	$ -
Services and Supplies	266,603	309,466	288,746	197,961	-36%	-
Intra Fund Charges	1,328	10,401	7,535	7,535	-28%	-
Gross Budget:	1,656,689	2,062,648	2,353,702	2,136,391	4%	-
Intra Fund Credits	(218,566)	(292,122)	(303,601)	(292,101)	0%	-
Net Budget:	$ 1,438,123	$ 1,770,526	$ 2,050,101	$ 1,844,290	4%	$ -
Revenue						
Charges for Services	$ 90,207	$ 94,941	$ 80,627	$ 80,627	-15%	$ -
Miscellaneous Revenue	179	-	-	-	0%	-
Other Financing Sources	8,163	25,000	34,000	25,000	0%	-
Total Revenue:	98,549	119,941	114,627	105,627	-12%	-
Net County Cost:	$ 1,339,574	$ 1,650,585	$ 1,935,474	$ 1,738,663	5%	$ -
Allocated Positions	23	23	23	23	0%	-

CORE FUNCTION: PERSONNEL SERVICES

Recruitment & Department Support

Program Purpose: To provide comprehensive personnel expertise and support to department managers and supervisors so that they can focus on the programs and service they provide to their customers.

Personnel

Nancy Nittler, Director

Total Expenditures: $1,228,019 **Total Staffing:** 12.0

- **Key Intended Outcome:** To provide departments eligible lists of qualified candidates to fill vacant positions.

Recruitment & Department Support Indicators:	Actual 2002-03	Projected 2003-04	Target 2004-05
# of department requests for candidates	342	376	250
% of recruitments completed within identified recruitment plan time frame	N/A	63%	70%
% of departments recruitment evaluated as satisfactory or better	N/A	N/A	85%

Program Comments: The County implemented a stringent recruitment and hiring approval process during this year due to ongoing budget uncertainties, which impacts the number of departmental requests for candidates.

Classification & Compensation Program

Program Purpose: To maintain the systematic classification of positions based on objective criteria and adequate job evaluation and in adherence with Civil Service Commission rules and procedures and state and federal law.

Total Expenditures: $1,125,684 **Total Staffing:** 11.0

- **Key Intended Outcome:** Utilize the classification plan to define essential job functions, facilitate recruitment efforts, and assess appropriate salary relationships and to provide applicants with information for job advancement and career development.

Classification & Compensation Indicators:	Actual 2002-03	Projected 2003-04	Target 2004-05
# of position classification reviews	136	75	75
# of classification reviews and updates	N/A	50	60
# of positions reviewed for salary	N/A	250	40
% of position/classification reviews analyzed within 90-day time frame	N/A	80%	90%

Program Comments: Recent negotiations with employee units resulted in an agreement to review a defined number of classifications for salary during the next couple of years. In addition, the Personnel Department regularly evaluates classifications to keep them current. It is anticipated that the more stringent recruitment and hiring approval processes will result in a larger number of position classification reviews.

EMPLOYEE BENEFITS
FUND 100 / APPROPRIATION 11480

	Actual 2002-03	Budget 2003-04	Requested 2004-05	Recommended 2004-05	Change %	Adopted 2004-05
Expenditures						
Salaries and Employee Benefits	$ 2,926,837	$ 4,098,406	$ 5,803,577	$ 5,803,907	42%	$ -
Services and Supplies	623,537	906,979	860,888	831,164	-8%	-
Intra Fund Charges	3,690	109,761	109,761	142,175	30%	-
Gross Budget:	3,554,064	5,115,146	6,774,226	6,777,246	32%	-
Intra Fund Credits	(2,406,116)	(3,366,975)	(4,535,963)	(4,508,094)	34%	-
Net Budget:	$ 1,147,948	$ 1,748,171	$ 2,238,263	$ 2,269,152	30%	$ -
Revenue						
Intergovernmental Revenue	$ 5,000	$ 5,000	$ -	$ -	-100%	$ -
Charges for Services	519,125	518,125	697,622	733,795	42%	-
Other Financing Sources	-	135,468	79,075	-	-100%	-
Total Revenue:	524,125	658,593	776,697	733,795	11%	-
Net County Cost:	$ 623,823	$ 1,089,578	$ 1,461,566	$ 1,535,357	41%	$ -
Allocated Positions	7	7	7	7	0%	-

Benefit Coordination Program

Program Purpose: Provide comprehensive, cost-effective benefit options for Placer County employees and their families in order to attract and retain a quality workforce.

Total Expenditures: $4,838,733 **Total Staffing:** 5.0

- **Key Intended Outcome:** To provide employees with access to benefit programs which promote sustained health, financial security and valued employment.

Insurance Benefit Coordination Indicators:	Actual 2002-03	Projected 2003-04	Target 2004-05
# of benefit transactions processed	3,097	2,290	4,000
% utilization of Placer County EAP participants	22%	20%	22%
# of employees requesting additional benefit coordination	N/A	4,500	5,500
% of employees surveyed during open enrollment who rated their understanding of the employee benefit package as satisfactory or above	81%	80%	80%

Program Comments: The Personnel Department anticipates increased needs for benefit assistance services due to the implementation of the new payroll/personnel system Automated County Online Resource Network (ACORN).

Leave Benefit Coordination Program

Program Purpose: Assist county departments with integrated leave management services that incorporate the various state and federal laws, including Americans with Disabilities Act, Workers' Compensation, State Disability Insurance, the Salary Protection Plan and other county-provided benefits.

Total Expenditures: $967,747 **Total Staffing:** 1.0

- **Key Intended Outcome:** Work with the department and employee on a suitable plan for return to work while coordinating the various policies, practices and mandates related to the employee's leave.

Leave Benefit Coordination Indicators:	Actual 2002-03	Projected 2003-04	Target 2004-05
# of leave-of-absence (LOA) files opened	456	470	480
% of workforce out on leave of absence	7%	8%	9%
# of staff hours spent processing leave of absence files	1,793	1,823	2,000

Retirement Planning & Assistance Program

Program Purpose: Assist and educate employees with retirement planning throughout their Placer County careers.

Total Expenditures: $483,873 **Total Staffing:** 0.5

- **Key Intended Outcome:** To provide individual and group training to employees for retirement planning in the Public Employee Retirement System, Retiree Health Program and county-sponsored deferred compensation plans.

Retirement Planning & Assistance Program Indicators:	Actual 2002-03	Projected 2003-04	Target 2004-05
# of employees over the age of 45 attending retirement planning sessions	N/A	175	200
% of employees who reported they benefited from training sessions	N/A	90%	95%
# of employees participating in deferred compensation programs	1,569	1,515	1,550

Program Comments: Placer County employees continue to benefit from retirement planning workshops offered by Placer County and CalPERS staff. It is anticipated that approximately 200 employees will retire from Placer County during FY 2004-05.

Labor Relations Management Program

Program Purpose: To provide labor-relations expertise and support in conjunction with the County Executive Office to achieve collective-bargaining agreements and to promote positive labor relations.

Total Expenditures: $483,873 **Total Staffing:** 0.5

- **Key Intended Outcome:** Implement the benefit-related provisions in the negotiated labor agreements.

Labor Relations Management Indicators:	Actual 2002-03	Projected 2003-04	Target 2004-05
# of new provisions to be implemented	9*	16*	5*
# of staff hours spent on labor relations activities	1,900	2,975	2,500
Note: *Includes only currently adopted contracts.			

PROPRIETARY FUNDS

DENTAL & VISION
INTERNAL SERVICE FUND
FUND 270850 / APPROPRIATION 02850

	Actual 2002-03	Budget 2003-04	Requested 2004-05	Recommended 2004-05	Change %	Adopted 2004-05
Operating Expenses						
Services and Supplies	$ 372,514	$ 403,102	$ 342,656	$ 342,656	-15%	$ -
Other Charges	2,119,880	2,442,898	2,699,086	2,699,086	10%	-
Appropriations for Contingencies	-	130,000	110,973	110,973	-15%	-
Total Operating Expenditures:	$ 2,492,394	$ 2,976,000	$ 3,152,715	$ 3,152,715	6%	$ -
Revenue						
Revenue from Use of Money and Property	$ 7,864	$ 10,000	$ 5,000	$ 5,000	-50%	$ -
Charges for Services	2,353,768	2,992,745	3,165,400	3,165,400	6%	-
Miscellaneous Revenue	(453)	-	-	-	0%	-
Other Financing Sources	(33)	-	-	-	0%	-
Total Revenue:	2,361,146	3,002,745	3,170,400	3,170,400	6%	$ -
Net Income (Loss)	$ (131,248)	$ 26,745	$ 17,685	$ 17,685	-34%	$ -
Allocated Positions	-	-	-	-	0%	-

Program Purpose: To provide a funding source for Placer County's self-insured dental and vision insurance program in which other local public agencies also participate.

UNEMPLOYMENT
INTERNAL SERVICE FUND
FUND 270500 / APPROPRIATION 06200

	Actual 2002-03	Budget 2003-04	Requested 2004-05	Recommended 2004-05	Change %	Adopted 2004-05
Operating Expenses						
Services and Supplies	$ 226,204	$ 213,839	$ 30,721	$ 30,721	-86%	$ -
Other Charges	105,700	271,834	374,648	275,000	1%	-
Total Operating Expenditures:	$ 331,904	$ 485,673	$ 405,369	$ 305,721	-37%	$ -
Revenue						
Revenue from Use of Money and Property	$ 18,757	$ 20,000	$ 10,000	$ 13,000	-35%	$ -
Other Financing Sources	388,436	390,000	390,000	390,000	0%	-
Total Revenue:	407,193	410,000	400,000	403,000	-2%	-
Net Income (Loss)	$ 75,289	$ (75,673)	$ (5,369)	$ 97,279	-229%	$ -
Allocated Positions	-	-	-	-	0%	-

Program Purpose: To fund Placer County's self-insured unemployment insurance program.

Treasurer-Tax Collector

Jenine Windeshausen, Treasurer-Tax Collector

MISSION STATEMENT
To facilitate safe and efficient financial services, the Treasurer-Tax Collector provides banking, investment and debt-financing services to the County, school districts and certain special districts; bills and collects all property taxes used to fund public agencies that provide services and benefits to the residents of the County of Placer; and processes business licenses for all persons or entities operating a business in the unincorporated area of the County.

TREASURER-TAX COLLECTOR
FUND 100 / APPROPRIATION 10340

	Actual 2002-03	Budget 2003-04	Requested 2004-05	Recommended 2004-05	Change %	Adopted 2004-05
Expenditures						
Salaries and Employee Benefits	$ 1,484,284	$ 1,814,780	$ 1,763,579	$ 1,928,109	6%	$ -
Services and Supplies	440,343	696,317	699,697	686,975	-1%	-
Capital Assets	116,540	-	-	-	0%	-
Intra Fund Charges	92,159	26,455	177,432	42,411	60%	-
Gross Budget:	2,133,326	2,537,552	2,640,708	2,657,495	5%	-
Net Budget:	$ 2,133,326	$ 2,537,552	$ 2,640,708	$ 2,657,495	5%	$ -
Revenue						
Taxes	$ 8,279	$ 5,000	$ 6,000	$ 6,000	20%	$ -
Licenses, Permits and Franchises	158,277	150,000	150,000	150,000	0%	-
Fines, Forfeits and Penalties	129,110	127,000	115,000	115,000	-9%	-
Revenue from Use of Money and Property	4,265,046	2,701,000	2,800,400	2,700,400	0%	-
Charges for Services	1,212,350	1,046,271	1,070,800	1,075,800	3%	-
Miscellaneous Revenue	53,676	50,000	40,230	40,230	-20%	-
Total Revenue:	5,826,738	4,079,271	4,182,430	4,087,430	0%	-
Net County Cost:	$ (3,693,412)	$ (1,541,719)	$ (1,541,722)	$ (1,429,935)	-7%	$ -
Allocated Positions	26	26	26	26	0%	-

CORE FUNCTIONS

Treasurer

Provide banking, investment services, and safekeeping of all moneys belonging to the County, school districts, and certain special districts. The Treasurer also assists schools, special districts, and the County in issuing and selling bonds and performs various debt-management and administrative services.

Tax Collector

Provide for the current and delinquent billing, collection, and accounting of real and personal property taxes for all local taxing agencies in the County. The Tax Collector provides for the issuance of business licenses and snow-chain permits in the unincorporated area of the County.

Treasurer-Tax Collector

Jenine Windeshausen, Treasurer-Tax Collector

FY 2003-04 Major Accomplishments

- Played an integral role in analyzing, recommending and facilitating changes to increase efficiencies of the remittance processor. The following achievements were created with no additional cost to the County:
  - Acceptance of multiple types of payments
  - Deal with duplicate payments
  - Handle over and short payments
  - Manage the refund process
  - 100% of same day mail payment processing
  - Annual cost savings in overtime and extra help of approximately $16,000 dollars
  - Earlier completion of tax cycles
  - Decreased time necessary for tax research

- Outside audit of tax collection processes showed no recommendations for improvements.

- Obtained a secured tax collection rate of 98.7% against a statewide average of 97.4%.

- Property tax bills were mailed 39 days earlier than statutory requirement.

- Upgraded Business License System creating new features for improved inter-departmental functionality as well as streamlining the approval process.

- Remodeled the customer service areas improving security, employee safety, and ergonomics.

- Replaced outdated Assessment District Administration Software by outsourcing the administration of 1915 Act Bond districts.

- Reviewed legal documents and assisted in the issuance of additional school debt totaling over $76 million during the fiscal year.

- Provided portfolio management that resulted in investment earnings, which exceeded the State Treasurer's Local Agency Investment Fund (LAIF) earnings rate.

- The County portfolio reached a new all time high of $901 million dollars on January 19, 2004.

- Reviewed and analyzed the feasibility of Pension Obligation Bonds resulting in the recommendation not to issue such debt.

FY 2004-05 Planned Accomplishments

- Review and update fee schedule to accurately reflect costs incurred and collected.

- Utilize various legal enforcement measures to reduce unsecured delinquencies.

- Provide financial services related to the refinancing of the Western Placer Waste Management Authority 1994 Revenue Bonds for the purpose of lowering the amount of outstanding debt and to achieve lower financing costs and interest rates.

- Increase Internet-based services such as individual property tax inquiry and payment ability in order to provide taxpayers with more convenient options for handling their property tax affairs.

- Take the Treasurer's active bank account and safekeeping accounts to bid using the request-for-proposal process. The goal of this process is to reduce banking expenses, increase operational efficiencies, and provide improved customer services such as credit card and virtual check payments.

Treasurer-Tax Collector

Jenine Windeshausen, Treasurer-Tax Collector

Department Comments

It is the intent of the Treasurer-Tax Collector to execute the duties associated with the various program responsibilities in a manner that reflects superior service and the highest level of integrity; to continually maximize human and technical resources to achieve better service and to increase productivity; to realize greater efficiency; increase revenues and control costs; to plan and to prepare for change; to work collaboratively with all departments and agencies, supporting their needs and goals in the spirit of teamwork; and to better serve the public through combined effort.

Significant challenges for the FY 2004-05 include:

- Developing strategies to maintain investment earnings despite forecast for interest rates to remain at historically low rates, and
- Accommodating and minimizing cash-flow impacts and to provide interim financing for school districts and possibly some special districts created by the state's financial catastrophe.

County Executive Comments And Recommendations

Increases in salaries and benefits in the Treasurer-Tax Collector's budget have, for the most part, been offset by reductions in other areas of the budget and by increased revenues. Interest revenues are budgeted at the same level as FY 2003-04 due to continued low interest rates and the expected drop in the average cash balance with the cancellation of General Fund reserves. Investment service revenue is based on the actual costs incurred to manage cash and investments, and these costs are reimbursed by other agencies that deposit money in the County's treasury.

CORE FUNCTION: TREASURER

Cash Flow Program

Program Purpose: To monitor, analyze and manage cash flows, apportion investment earnings, and identify funds available for investment by providing centralized banking, independent cash accounting, reporting, safekeeping, and disbursement of monies and properties belonging to the County, schools districts, and certain special districts in order to maintain accountability of funds held in trust.

Total Expenditures: $427,672 **Total Staffing:** 3.38

- **Key Intended Outcome:** Depositors receive timely and accurate information on cash activities and balances, and idle funds are identified for timely investment.

Cash Flow Indicators:	Actual 2002-03	Projected 2003-04	Target 2004-05
Total receipts ($) per full-time equivalent (FTE)	$410,898,985	$424,242,424	$430,000,000
# of deposits (RE's) posted per FTE	4,659	4,700	4,750
Total disbursements ($) per FTE	$376,184,966	$393,939,394	$400,000,000
% of total receipts over total disbursements	9.2%	7.7%	7.5%

Program Comments: Although receipts and disbursements continue to increase, staffing levels have been able to remain constant due to efficiencies created by technological improvements and ongoing reviews and modification to business processes.

Investments Program

Program Purpose: To develop and maintain investment policies and invest money on deposit that is not required for immediate use to ensure the preservation of capital, meet the cash-flow needs of depositors, and generate investment income.

Total Expenditures: $328,010 **Total Staffing:** 3.00

- **Key Intended Outcome:** Money is invested without liquidating current holdings to accommodate cash-flow needs.

Investments Indicators:	Actual 2002-03	Projected 2003-04	Target 2004-05
% Treasury Investment Pool earned over (under) LAIF	1.027%	.50%	.50%
% of investment portfolio liquidated prior to maturity to accommodate cash-flow needs	0%	0%	0%
% annualized costs of total investment portfolio	0.122%	.125%	0.15%

Program Comments: Proper adherence to existing investment policies will prevent liquidation of investments for cash flow needs prior to maturity. It will also reflect the ability to be competitive with LAIF while maintaining minimal annual costs for pool participants.

Bond Administration Program

Program Purpose: To review, analyze, and make recommendations regarding proposed special-assessment and community-facilities-district financings, as member of the County's Bond Screening Committee, for financings proposed within unincorporated areas of the County, to lead the debt-issuance process and sale of bonds upon Board approval of financing. To provide various debt management services for school, special district and Placer County bond issues, including document review, bond sale, billing and collection of special assessments for 1911 Act improvement districts, fund accounting, bondholder payments, Internal Revenue Service arbitrage compliance, and preparation and distribution of annual disclosure reports.

Total Expenditures: $118,864 **Total Staffing:** 1.13

- **Key Intended Outcome:** Only financially feasible financings are recommended to the Board of Supervisors. All bondholders are paid timely as specified in bond documents.

Bond Administration Indicators:	Actual 2002-03	Projected 2003-04	Target 2004-05
Total # of active voter approved bond issues managed per FTE	42	45	45
% of county 1911, 1915 & Mello Roos assessments collected	98.91%	99.00%	99.00%
% of county assessment districts and community facilities districts in default	0%	0%	0%

Program Comments: The very high rate of payments collected for voter approved bond assessments enables the Treasurer to make bondholder payments timely, resulting in no defaulted districts.

CORE FUNCTION: TAX COLLECTOR

Billing, Collections & Controls Program

Program Purpose: To provide the billing, collection, processing, posting accounts and reporting of all current property-tax payments, including secured, unsecured, supplemental, and corrected tax bills.

Total Expenditures: $1,338,324 **Total Staffing:** 13.31

- **Key Intended Outcome:** All taxes are mailed and collected, processed and posted in a timely manner.

Billing, Collections & Controls Indicators:	Actual 2002-03	Projected 2003-04	Target 2004-05
% of off-cycle bills mailed less than 16 business hours after receipt of bill data from the Auditor-Controller	99%	99%	99%
# of days prior to the legally required mailing date annual tax bills were mailed	35	39	30
# of accounts held in trust pending final resolution	119	500	500
$ amount in accounts held in trust pending final resolution	$114,297	$500,000	$500,000
$ cost per tax bill to bill and collect	$6.24	$5.00	$5.00

Program Comments: The timely mailing of tax bills increases initial collections enabling earlier receipt of monies. This allows funds to be posted quicker and for those received with discrepancies to be resolved in an efficient manner for the taxpayer. Earlier mailing also results in spreading the payment processing workload over a greater period of time, which reduces costs associated with overtime, callback, and extra help.

Forced Collections Program

Program Purpose: To provide for the collection of defaulted secured property taxes through tax-defaulted land sales and defaulted unsecured taxes through liens, attachment of other assets, and other available means and the pursuit of collections through bankruptcy court in order to maintain low default levels and make ultimate collection of defaulted taxes.

Total Expenditures: $259,795 **Total Staffing:** 3.06

- **Key Intended Outcome:** The County ultimately realizes Teeter Plan revenues, defaults are maintained at minimal levels, and collecting defaulted amounts prior to auctions reduces the number of tax-defaulted parcels actually sold.

Forced Collections Indicators:	Actual 2002-03	Projected 2003-04	Target 2004-05
% of properties identified for tax-defaulted land sale due to unpaid taxes being resolved prior to sale	66.0%	60%	60%
% of bankruptcy claims filed within 10 working days of office notification	N/A	90%	100%
$ of Teeter Tax Loss Reserves used to offset tax loses	$570,873	0	0
% of liens filed within 90 days on delinquent unsecured bills	N/A	99%	99%

Program Comments: The reduction of parcels going to tax-sale increases tax collection efficiencies, benefits property owners from loss of property and decreases the possibility of using tax-loss reserves. It also relieves the County of possible lawsuits associated with parcels sold at auction. The prompt filing of bankruptcy claims and unsecured tax liens legally protects, facilitates and enforces the collection of taxes.

Business License Administration Program

Program Purpose: To process applications and coordinate the issuance of business licenses and snow-chain permits with various state and county agencies in order to collect and account for business-license fees.

Total Expenditures: $168,043 **Total Staffing:** 2.13

- **Key Intended Outcome:** Increase number of new business licenses while maintaining current staffing levels.

Business License Administration Indicators:	Actual 2002-03	Projected 2003-04	Target 2004-05
# of business licenses issued per full-time equivalents (FTE)	2,929	3,182	3,294
# of days from receipt of application to forwarding for departmental approvals	N/A	3 days	5 days
# of days after all departmental approvals to issuance of license	N/A	3 days	5 days

Program Comments: Timely processing of applications and licenses allows new business owners to quickly operate in compliance with Placer County ordinances.

Community & Cultural Services

Facility Services
Farm Advisor
Library
Museums

Community and Cultural Services

System Goal -- Placer County ensures that county recreational, educational and cultural services reflect the varied interests of our community, honor our rich tradition and heritage, and preserve the important historical, cultural and environmental resources of our region.

Community Results

✓ Placer County provides residents and visitors with ample access to recreational, educational, and cultural opportunities.

✓ Residents are highly satisfied with county recreational, educational and cultural programs and services.

✓ Residents regularly attend and participate in community and cultural events.

✓ Placer County's tradition and heritage, and its important historical, cultural and environmental resources are preserved.

Note: Over the next several months system groups, comprised of the departments included in each system, will convene. The purpose of these meetings will be to link program performance indicators with the Board identified community results listed above.

Facility Services

Thomas Miller, Director

MISSION STATEMENT
To provide construction, operation, and maintenance of Placer County's parks, beaches, open space, landscaped grounds, and recreational trails for the use and enjoyment of residents and guests of Placer County.

PARKS & GROUNDS SERVICES
FUND 100 / APPROPRIATION 74250

	Actual 2002-03	Budget 2003-04	Requested 2004-05	Recommended 2004-05	Change %	Adopted 2004-05
Expenditures						
Salaries and Employee Benefits	$ 1,727,843	$ 2,100,445	$ 2,658,142	$ 2,243,834	7%	$ -
Services and Supplies	588,515	964,146	1,156,256	960,656	0%	-
Capital Assets	360,843	20,000	40,000	10,000	-50%	-
Other Financing Uses	88,016	65,000	65,000	65,000	0%	-
Intra Fund Charges	168,117	152,964	835,881	153,473	0%	-
Gross Budget:	2,933,334	3,302,555	4,755,279	3,432,963	4%	-
Intra Fund Credits	(261,360)	(264,033)	(1,004,940)	(355,032)	34%	-
Net Budget:	$ 2,671,974	$ 3,038,522	$ 3,750,339	$ 3,077,931	1%	$ -
Revenue						
Intergovernmental Revenue	$ -	$ 50,000	$ -	$ -	-100%	$ -
Charges for Services	694,900	848,854	968,863	968,863	14%	-
Miscellaneous Revenue	9,819	28,335	28,335	28,335	0%	-
Other Financing Sources	-	31,050	31,050	31,050	0%	-
Total Revenue:	704,719	958,239	1,028,248	1,028,248	7%	-
Net County Cost:	$ 1,967,255	$ 2,080,283	$ 2,722,091	$ 2,049,683	-1%	$ -
Allocated Positions	29	33	33	33	0%	-

CORE FUNCTION

Parks & Grounds Services

Provides operation, maintenance and construction services to park facilities and beaches in unincorporated Placer County, and provides complete grounds maintenance for all other county owned facilities, landscaped rights of way and properties. Additional responsibilities include planning, acquisition and construction of county trails and maintenance of public open space. All of this is accomplished by working in partnership with communities and development projects.

FY 2003-04 Major Accomplishments

- Completed construction of Squaw Valley Park (30 acres), including installation of the County's first synthetic turf soccer field, picnic areas, tot lot, trails, and a trail staging area.
- Completed construction of 16.5 acre Granite Bay Community Park, including ball diamonds, tot lots, and family picnic areas.
- Constructed Phase I of Twin School Park; a new baseball diamond, adjacent to Granite Bay High School.

- Completed construction of Plaza Park, a .5 acre park adjacent to the Bel Air Shopping Center in Auburn with a trail, landscaping and picnic facilities.
- Completed environmental review documents and secured permits for the North Fork American River Trail.
- Completed design and pursued grants for construction of a portion of two new passive parks; Spears Ranch (approximately 960 acres) and Didion properties (approximately 350 acres).
- Completed update and increases of the recreation impact-mitigation fees, including funding for both active and passive parks, trails and open space.
- Maintained the public's right to access to Lake Tahoe beaches.
- Worked in partnership with recreation user groups, municipal advisory councils and others to provide recreation improvements consistent with community desires.

FY 2004-05 Planned Accomplishments

- Acquire Twin Schools Park property from the Eureka Union School District (18.5 acres) and complete Phase II of construction, which is one more ball diamond, parking and related infrastructure.
- Complete grading of Dry Creek Community Park (35 acres).
- Assist with acquisition and design of the Gould and Motamedi properties for passive parks under the Placer Legacy Open Space and Agricultural Conservation Program.
- Refurbish the existing Squaw Valley Bike Trail and build the remaining section of bike trail to connect Squaw Valley to Lake Tahoe.
- Maintain public access to Lake Tahoe beaches.
- Begin construction of the North Fork American River Trail from the Confluence in Auburn to the Ponderosa Bridge near Weimar.
- Plan the trail route for Phase II of the Capital-to-Capital Regional Trail; from Colfax to Lake Tahoe.
- Complete a memorandum of understanding between many public and private groups to formalize partnerships for the 200-mile long Capital-to-Capital Regional Trail.

Department Comments

The Parks and Grounds Division's workload continues to grow substantially each year due to rapid population growth in Placer County. There are several new active and passive parks in the planning stage and under construction. The division has primarily used grant funds and park-dedication fee revenues for park-related development and other restricted funds for long-term maintenance. The division continues to work with County Counsel and others on resolving issues related to illegal encroachments into Lake Tahoe area beaches. Division staff is also involved in open-space acquisition as a part of the Placer Legacy Program. In FY 2004-05 new park and trail construction will be funded through non-General Fund sources. However, there needs to be a continuing funding commitment of $400,000 annually from the Placer Legacy Program for construction of the county regional trail system, which includes the 200-mile Capital-to-Capital Regional Trail. Some of this funding could possibly be used to serve as a match for competitive grants, so the funding will go much further to provide labor for construction of the Capital-to-Capital Regional Trail.

County Executive Comments And Recommendations

The Parks and Grounds Maintenance budget is recommended at the targeted base budget level. Recommended salaries and benefits reflect leaving three positions vacant and reducing extra help. Services and supplies include a discretionary annual allocation of $400,000 for the County regional trails program consistent with Placer Legacy goals and is in addition to the recommended $500,000 General Fund contribution to the Open Space Fund. Recommended increases are offset by reductions in county professional services and special department expenses that will be achieved through deferral of non-essential projects. Requested but not recommended at this time due to funding constraints is $650,000 in supplemental requests related to construction and maintenance of various Placer Legacy projects. It is recommended that the labor and ancillary costs associated with these projects either be absorbed within existing allocations or deferred pending further consideration should funding become available. Recommended Placer Legacy Program supplemental requests include $10,000 to complete improvements on the Towle Property near Alta and $12,500 for the Motamedi property in North Lake Tahoe. These special project costs will be reimbursed from Open Space and the Tahoe Transient Occupancy Tax Fund. Revenues to offset the costs of the Parks budget are derived from increased county park dedication fees and assessments for the Dry Creek Park, the Granite Bay Landscape and Lighting District, and the Dry Creek Community Facilities District (CFD) to maintain the numerous parks and trail acquisitions and improvement projects.

CORE FUNCTION: PARKS & GROUNDS SERVICES

Parks Development & Maintenance Program

Program Purpose: To construct, operate and maintain parks and beaches in unincorporated Placer County in accordance with communitywide goals identified in the countywide General Plan and in relevant community plans for the recreating public in order to help them safely enjoy leisure time through a variety of recreational opportunities.

Total Expenditures: $2,017,391 **Total Staffing:** 14.0

- **Key Intended Outcome:** Sufficient park opportunities are available for recreation by residents and visitors.

Parks Development & Maintenance Indicators:	Actual 2002-03	Projected 2003-04	Target 2004-05
Quality of park maintenance: % rated good to excellent	N/A	N/A	N/A
Quality of park experience: outing rated good to excellent	N/A	N/A	N/A
Labor at special funded parks: acres per employee	N/A	N/A	N/A

Landscaping Grounds Maintenance Program

Program Purpose: To install and maintain landscape grounds around Placer County buildings and along major roadway thoroughfares for visitors to county buildings and travelers along county roadways in order to enhance the aesthetics of the County.

Total Expenditures: $2,161,490 **Total Staffing:** 15.0

- **Key Intended Outcome:** Provide for an aesthetic entry into community regions and a welcoming environment into Placer County facilities.

Landscaping Ground Maintenance Indicators:	Actual 2002-03	Projected 2003-04	Target 2004-05
Quality of landscape areas: % rated good to excellent	N/A	N/A	N/A
Maintenance labor at DeWitt grounds: acres per employee	N/A	N/A	N/A
Maintenance labor at Library/historic: acres per employee	N/A	N/A	N/A
Maintenance labor at special funded sites: acres per employee	N/A	N/A	N/A

Open Space & Trail Program

Program Purpose: To provide for multipurpose trail construction and maintenance as well as property acquisition and maintenance in support of the Placer Legacy Open Space and Agricultural Conservation Program efforts for the purpose of providing public access and passive recreational opportunities for citizens and visitors to the County, while being sensitive to the environmental and scenic values of the land.

Total Expenditures: $576,397 **Total Staffing:** 4.0

- **Key Intended Outcome:** Open-space property and trail rights of way acquired and maintained for public use.

Open Space & Trail Indicators:	Actual 2002-03	Projected 2003-04	Target 2004-05
Trails constructed and maintained: total miles of trails	N/A	N/A	N/A
Quality of trail experience: % rated good to excellent	N/A	N/A	N/A

Farm Advisor

Sharon Junge, Farm and Home Advisor

MISSION STATEMENT
The mission of the University of California Cooperative Extension is to serve the County through the creation, development, and application of knowledge in agriculture and natural resources; youth development; and nutrition, family and consumer sciences.

FARM ADVISOR
FUND 100/APPROPRIATION 64100

	Actual 2002-03	Budget 2003-04	Requested 2004-05	Recommended 2004-05	Change %	Adopted 2004-05
Expenditures						
Salaries and Employee Benefits	$ 110,352	$ 157,874	$ 152,609	$ 152,609	-3%	$ -
Services and Supplies	88,829	93,878	99,143	99,143	6%	-
Intra Fund Charges	2,313	-	-	-	0%	-
Net Budget:	$ 201,494	$ 251,752	$ 251,752	$ 251,752	0%	$ -
Revenue						
Intergovernmental Revenue	$ -	$ 3,600	$ 3,600	$ 3,600	0%	$ -
Miscellaneous Revenue	9,200	-	-	-	0%	-
Other Financing Sources	16,800	-	-	-	0%	-
Total Revenue:	26,000	3,600	3,600	3,600	0%	-
Net County Cost:	$ 175,494	$ 248,152	$ 248,152	$ 248,152	0%	$ -
Allocated Positions	3	3	3	3	0%	-

CORE FUNCTION

Farm Advisor Services

The Farm Advisor Department (University of California Cooperative Extension) is a unique example of three levels of government (Placer County, University of California (UC) Cooperative Extension, and the U.S. Department of Agriculture) partnering in the delivery of noncredit, informal educational opportunities and scientific advances in the areas of agriculture; natural resources; and family, youth, and consumer sciences. University professionals and staff provide leadership. Programs include livestock and natural resources, plant science and horticulture, nutrition, 4-H youth development, and master gardeners.

FY 2003-04 Major Accomplishments

- Improved agricultural viability through trainings, newsletters, web pages, applied research projects, on-farm consultations and participation in the development of county policies affecting agriculture.
- Enhanced agriculture productivity through workshops and consultations on such topics as farm composting, niche marketing, low stress animal handling, beef marketing, new crop information, controlled grazing, use of integrated pest management, soil fertility management and direct marketing.
- Improved residential gardening and composting practices through the training of continuing master gardener/composter volunteers, who provide consultations and newsletters and field local calls on gardening and composting.
- Improved the nutritional status of school age and preschool youth through the training of elementary school, preschool and after-school teachers. Greatest gains were reported in more balanced food choices and increased exercise.

Farm Advisor

Sharon Junge, Farm and Home Advisor

- Increased the competencies and skills of Placer County youth through 4-H project work, presentations, and cultural extravaganzas. Cultivated leadership and citizenship through community-service projects such as junior garden gleaners, junior master gardeners, and safety programs.
- Improved the early literacy and school readiness of children between 0 to 5 years of age through the delivery of the Let's Read Together and Off to a Good Start Programs. Parents report they are reading more often to their children and providing activities for their children to be ready for school.
- Improved the nutritional status of children 0 to 5 years of age through the training of parents and a countywide source marketing campaign.
- Increased the food safety and nutrition knowledge of families receiving food stamps. Greatest gains were reported in food budgeting and meal planning.

FY 2004-05 Planned Accomplishments

- Improve agricultural viability in Placer County through the creation of a High Sierra Beef Cooperative to niche market local beef products to retail stores and restaurants, and direct to consumers through internet information.
- Enhance the agricultural production capability of the County providing new marketing opportunities for agriculture producers in the areas of organic production, mandarins, grapes, and specialty crops.
- Improve home horticulture practices through residential composting and educational workshops, newsletters, trainings, and consultations.
- Improve the nutritional status of Placer County residents through four nutrition education projects and work on hunger and food security issues.
- Enhance opportunities for youth development through the 4-H Club, after-school and classroom 4-H activities, events, and workshops.
- Increase Placer County children's early literacy and school readiness through training and education of parents and childcare providers.

Department Comments

Despite heavy hits to the University of California Cooperative Extension (UCCE) statewide (30% cut for FY 2003-04), we have maintained all of our existing local advisors and program staff. We will be feeling some loss in support services but agree it was a wise decision to maintain county based programming. This year has been productive with our advisors and program staff making significant contributions to the economic, environmental and social well-being of Placer County residents. Some of the highlights include: development of the High Sierra Beef feasibility study; enhancement in agricultural producers' direct and niche marketing; increased agricultural productivity as a result of workshops and consultations in soil fertility, pest management, controlled grazing and farm management practices; increased use of home composting and environmentally sound homeowner gardening practices; improvements in early childhood practices as a result of workshops, newsletters, and events; greater acquisition of life skills in the County's youth through our 4-H and youth development programs; and improved nutrition and fitness through our Food Security and Other Nutrition Education Programs (FSNEP).

Placer County's contribution to the Farm Advisor's Department is a good investment in that it leverages significantly more funding from both UCCE and other extramural funding sources. The essential Placer County contribution brings a wide array of programs to Placer County that are supported by UCCE paid academics and program staff. Currently, Placer County contributes approximately 10% of the total budget for Placer County's Cooperative Extension's local operations. This does not include an additional $1.3 million that is generated through grants, contracts, and parent fees to support the 4-H Afterschool Child Care Program or the thousands of hours of volunteer time contributed by master gardeners, master composters, and 4-H adult volunteers.

Farm Advisor

Sharon Junge, Farm and Home Advisor

County Executive Comments And Recommendations

Recommended expenditures for *Farm Advisor* are at the requested base budget level which includes funding for staffing, communications, and travel and transportation costs. Revenues reflect funding from the County of Nevada for travel assistance.

CORE FUNCTION: FARM ADVISOR SERVICES

Agriculture & Natural Resources Program

Program Purpose: To provide relevant research-based information through educational workshops, consultations, and participation in Placer County policy development for agricultural producers and residents in order to help them manage their resources in an environmentally and economically sustainable manner.

Total Expenditures: $83,967 **Total Staffing:** 1.0

- **Key Intended Outcome:** To provide accurate, timely, and research-based information for Placer County residents and agricultural producers.

Agriculture & Natural Resources Indicators:	Actual 2002-03	Projected 2003-04	Target 2004-05
# of individual workshops conducted by farm advisors	51	51	51
# of agriculture producers receiving information through meetings, events, consultations and trainings	4,000	4,000	4,000
# of individual issues of newsletter/# of total distribution	12 / 2,314	12 / 2,314	12 / 2,314
# of website visits	6,123	6,123	6,123
% of producers using controlled grazing practices as a result of workshops	59%	59%	55%

Program Comments: These indicators represent the many types of activities provided to improve and enhance agriculture productivity and sustainability in Placer County. More intensive training is provided through workshops. Newsletters provide research-based, up-to-date information; an annual evaluation of their effectiveness is indicated here. To improve our efficiency we have developed a comprehensive web site. This indicator tracks its usefulness. Changes in practices are measured at the close of workshops and short courses; the controlled grazing is just one example.

Master Gardener/Composter Program

Program Purpose: To provide relevant research-based information through educational workshops, consultations, and community activities for residents in order to help them act in an environmentally and economically sustainable manner.

Total Expenditures: $32,500 **Total Staffing:** 0.25

- **Key Intended Outcome:** Improve home gardening and horticulture practices of local residents and the community through trained volunteers who provide accurate, timely, and research-based information.

Master Gardener/Composter Indicators:	Actual 2002-03	Projected 2003-04	Target 2004-05
# of master gardeners receiving continuing education training	35	35	35
# of continuing master gardeners contributing volunteer service/total # of hours contributed	51 / 5,750	51 / 5,750	51 / 5,750
# of residents receiving information through training, consultations and events	2,345	2,345	2,345

Program Comments: The number trained and continuing master gardeners and master composters is an indicator of the workload. The number of hours contributed by the gardeners indicates our ability to respond to resident requests for information. The number of residents trained and reached through our educational programs indicates the reach of our educational programs. Other evaluative data is collected on individual activities and is available in the department.

4-H Youth Development Program

Program Purpose: To provide positive youth development experiences in citizenship, leadership and life skills in nonformal settings for youth between the ages of 5 to 19 in order to help them develop into healthy, competent, and productive citizens.

Total Expenditures: $83,967 **Total Staffing:** 1.0

- **Key Intended Outcome:** Reach county youth through trained volunteers to develop their competencies and skills needed for lifelong success.

4-H Youth Development Indicators:	Actual 2002-03	Projected 2003-04	Target 2004-05
# of youth enrolled in clubs, groups and after-school programs	6,815	6,815	6,950
# of 4-H volunteers/total # of hours contributed	390 / 40,000	390 / 40,000	390 / 40,000
# of trainings, workshops and community events conducted	56	56	56

Program Comments: The number enrolled in our youth programs indicates size, scope and workload. The number of hours contributed by volunteers indicates how much is leveraged through these programs and citizen commitment to these programs. The number of trainings, workshops and events also indicates the size of these educational efforts. Individual event evaluation data is also available.

Nutrition & Family Consumer Sciences Program

Program Purpose: To provide research-based information for families and residents in order to improve their food choices and nutrition, resource management, family and child development practices.

Total Expenditures: $51,318 **Total Staffing:** 0.75

- **Key Intended Outcome:** Improve the early literacy and nutritional status of school age children, families and individuals through training, demonstrations, and the presentation and provision of accurate, timely, and research-based information.

Nutrition & Family Consumer Services Indicators:	Actual 2002-03	Projected 2003-04	Target 2004-05
# of children reached through nutrition lessons	800	800	1,200
% of teachers reporting nutrition habit changes in their students	89%	89%	89%
% of food stamp recipients reporting higher scores on food recall test	77%	77%	77%
# of parents attending workshops and trainings	619	619	1,200
% of parents acting as better role models after training	78%	78%	78%
% of parents reading more often to their child after training	95.9%	95.9%	95.9%

Program Comments: The number of participants indicates size, scope and workload. The percent of change reported in behaviors is an indicator of program effectiveness (these are just a sampling of the data that is collected indicating changes in behavior, attitudes and knowledge).

Library

Elaine Reed, Director of Library Services

MISSION STATEMENT
To provide free and open access to diverse resources that enrich, inform, empower and entertain.

LIBRARY
FUND 160 / APPROPRIATION 64010

	Actual 2002-03	Budget 2003-04	Requested 2004-05	Recommended 2004-05	Change %	Adopted 2004-05
Expenditures						
Salaries and Employee Benefits	$ 2,052,938	$ 2,380,499	$ 2,715,291	$ 2,605,291	9%	$ -
Services and Supplies	2,801,666	1,047,786	1,005,478	837,978	-20%	-
Capital Assets	7,989	-	-	-	0%	-
Intra Fund Charges	59,156	365,213	604,021	604,021	65%	-
Gross Budget:	4,921,749	3,793,498	4,324,790	4,047,290	7%	
Intra Fund Credits	(115,539)	(416,635)	-	-	-100%	-
Net Budget:	$ 4,806,210	$ 3,376,863	$ 4,324,790	$ 4,047,290	20%	$ -
Revenue						
Taxes	$ 2,518,225	$ 2,623,310	$ 2,772,133	$ 2,700,133	3%	$ -
Fines, Forfeits and Penalties	136,678	111,500	100,000	100,000	-10%	-
Revenue from Use of Money and Property	35,619	29,100	24,000	21,000	-28%	-
Intergovernmental Revenue	218,371	121,554	146,861	146,861	21%	-
Charges for Services	102,585	94,000	110,500	110,500	18%	-
Miscellaneous Revenue	42,615	8,000	1,100	1,100	-86%	-
Other Financing Sources	3,000	-	490,679	629,679	100%	-
Special Items	1,663,987	-	-	-	0%	-
Total Revenue:	4,721,080	2,987,464	3,645,273	3,709,273	24%	-
Net County Cost:	$ 85,130	$ 389,399	$ 679,517	$ 338,017	-13%	$ -
Allocated Positions	46	46	46	46	0%	0

CORE FUNCTION

Library Services

The Library's core function is to provide library services to the residents of Placer County, including an up-to-date collection of library materials reflective of community interests, skilled staff to assist customers, attractive community libraries, and enriching and entertaining library programs.

FY 2003-04 Major Accomplishments

- Checked out over 1.1 million books, audio books, videos, DVDs, CDs, music cassettes, and magazines which informed, entertained, and inspired Placer County citizens.
- Implemented a next-generation computer system, enhancing customer access to library resources and increasing staff efficiency.
- Submitted an application for a State Library Bond Act grant for a new library facility in Rocklin.
- Involved 550 generous, dedicated volunteers in providing public service through assisting staff in shelving and repairing library materials and presenting programs.

Library

Elaine Reed, Director of Library Services

FY 2004-05 Planned Accomplishments

- Check out over 1.2 million books, audio books, videos, DVDs, CDs, music cassettes, and magazines to inform, entertain, and inspire Placer County residents.
- Provide the best possible library service with the resources available.
- Continue to involve volunteers in enhancing library service and reducing personnel costs.

Department Comments

The Library's submitted budget maintains essential service levels, however all discretionary spending has been deferred. Based on the Governor's Proposed Budget, Public Library Foundation funding (PLF) and Transaction Based Reimbursement (TBR) are estimated to be the same as FY 2003-04 and the Educational Revenue Augmentation Fund (ERAF) shift is anticipated to be increased by $143,000.

If the state should cut PLF or TBR funding or further increase the ERAF amount shifted, it will be necessary to reduce library hours and the library materials budget in order to balance the Library's budget. If revenues are higher than projected, they could be allocated to expenditures that are being deferred, such as two additional hours of service for the Rocklin Library, a larger materials budget, new carpeting for the Kings Beach Library, design costs for a new library in Rocklin, or land acquisition for new libraries in Colfax, Meadow Vista, and Kings Beach.

The amount of the Library's designated revenues shifted to the state through ERAF is substantial and increases every year as property values increase. In 1992-1993, the program's first year, $152,545 was shifted. In 2004-2005, the shift is anticipated to reach $625,200. The Governor's Budget further increases this amount by an estimated $143,000.

The aspects of the implementation of the *Library Service Plan* that require additional funding have been frozen for this fiscal year. They will resume when the fiscal situation improves again.

County Executive Comments And Recommendations

Total expenditures are being constrained in the FY 2004-05 budget due to funding concerns resulting from state budget actions. Property tax revenues support the Library and are expected to increase however; the current projection was reduced due to the Governor's proposed ERAF shift. Public Library Foundation Funding is expected to remain stable for FY 2004-05 ($73,800). The Library also receives reimbursement for law library administration ($110,500) and an annual contribution from the City of Auburn ($12,000). Other library revenues include fines, community-room rental fees and interest income. Although total revenues have increased, current operating expenditures continue to exceed these revenues, and fund balance carryover will be used to balance the budget.

CORE FUNCTION: LIBRARY SERVICES

Public Service Program

Program Purpose: Provide library customers with access to helpful, competent staff to facilitate effective use of library resources.

Total Expenditures: $3,185,975 **Total Staffing:** 41.0

- **Key Intended Outcome:** To provide friendly, helpful and knowledgeable customer service in order to maximize use of the Library.

Library

Elaine Reed, Director of Library Services

Public Service Indicators:	Actual 2002-03	Projected 2003-04	Target 2004-05
% of people very satisfied with library service and facilities	79%	85%	95%
# of questions answered by staff	75,215	82,700	91,000
# of hours of training per staff person	40	45	50

Program Comments: Skilled library staff use print resources, online databases, and Internet websites to quickly and accurately answer customers' questions. Staff participates in ongoing training to maintain their customer service skills and professional expertise. To have 85% of the public very satisfied with library services is a credit to the staff's outstanding customer service.

Library Collection Program

Program Purpose: Make available the Library's collection of books, audio books, videos, DVDs, CDs and other materials to inform, empower and entertain Placer County residents.

Total Expenditures: $445,000 **Total Staffing:** 0

- **Key Intended Outcome:** Provide library collection that meets the expectations of library customers.

Library Collection Indicators:	Actual 2002-03	Projected 2003-04	Target 2004-05
# of items checked out per Placer County resident	7.1	7.2	7.4
# of items checked out per resident in each Placer County community			
Applegate Library	11.0	14.0	14.1
Auburn Library	11.6	11.8	12.2
Bookmobile	2.0	1.3	1.5
Colfax Library	2.6	3.0	3.1
Foresthill Library	5.0	4.8	5.0
Granite Bay Library	5.8	6.2	6.5
Kings Beach Library	5.3	6.1	6.2
Loomis Library	3.8	4.3	4.3
Meadow Vista Library	12.6	11.5	11.5
Penryn Library	8.3	9.9	10.6
Rocklin Library	6.1	6.2	6.3
Tahoe City Library	6.5	6.3	6.4
% of customers surveyed that indicate collection is satisfactory or better	61%	65%	70%
% of materials requested that are received within three weeks	70%	75%	80%

Library

Elaine Reed, Director of Library Services

Program Comments: The Library's materials budget enables the purchase of new titles that keep the library collection up to date and responsive to customer needs. Videos, DVDs and audio books are growing increasingly popular, making up 32% of the items checked out in FY 2002-03. An average of 7.1 items were checked out to every person in the Placer County Library jurisdiction last year. If they were to buy those items at $25.00 each, they would have spent $175 per person. The Library's budget for FY 2004-05 represents an expenditure of $23.86 per person.

Library Program

Program Purpose: Offer programs that enrich, educate, and entertain, including Storytime and the Summer Reading Program for children, and the Placer Adult Literacy Service (PALS) for adults.

Total Expenditures: $353,997 **Total Staffing:** 5.0

- **Key Intended Outcome:** Enrich and entertain children and adults through special library programs. Enable adults to improve their reading skills.

Library Indicators:	Actual 2002-03	Projected 2003-04	Target 2004-05
# of children participating in various children's programs	19,288	20,200	21,300
# of tutor/learner pairs in the Literacy Program	115	120	160

Program Comments: The Storytime Program offered weekly in all system libraries, introduces preschoolers to the riches of books, music, reading, and the public library. The Summer Reading Program for school-age children provides entertaining and interesting incentives to keep children reading through the summer. While the actual number of people improving their reading skills in the literacy program is small, being able to read makes a huge difference in the learners' lives.

Museums

Jerry Rouillard, Director

MISSION STATEMENT
To serve the public and to promote community involvement through heritage-education programs, preservation of historic artifacts, preservation of the County's rich historic and cultural legacy, and to add to the understanding of Placer County, its people, places and events.

MUSEUMS
FUND 100 / APPROPRIATION 74300

	Actual 2002-03	Budget 2003-04	Requested 2004-05	Recommended 2004-05	Change %	Adopted 2004-05
Expenditures						
Salaries and Employee Benefits	$ 417,956	$ 505,174	$ 542,240	$ 514,589	2%	$ -
Services and Supplies	107,445	129,323	108,212	118,212	-9%	-
Intra Fund Charges	2,771	5,526	5,526	5,526	0%	-
Net Budget:	$ 528,172	$ 640,023	$ 655,978	$ 638,327	0%	$ -
Revenue						
Revenue from Use of Money and Property	$ -	$ 2,000	$ 2,060	$ 2,060	3%	$ -
Charges for Services	18,526	23,000	31,000	11,500	-50%	-
Miscellaneous Revenue	9,553	-	-	-	0%	-
Other Financing Sources	15,000	15,000	15,000	15,000	0%	-
Total Revenue:	43,079	40,000	48,060	28,560	-29%	-
Net County Cost:	$ 485,093	$ 600,023	$ 607,918	$ 609,767	2%	$ -
Allocated Positions	7	7	7	7	0%	-

CORE FUNCTION

Museum Operations

Provides exhibits and educational programs, such as living history, community-heritage education classes, and special events, to Placer County residents and visitors. Staff and volunteers process and preserve historic artifacts and documents by keeping them in a controlled environment and implementing protective measures to ensure that the physical evidence of our history will be available for future generations.

FY 2003-04 Major Accomplishments

- Implementation of a fiber-optics lighting project that is converting the entire Pate Native American Exhibit to a lighting system that provides superior environmental conditions for irreplaceable, yet very fragile, artifacts on long-term display at the Historic Auburn Courthouse.

- This year, the Museums Living History Program served 1,975 third-grade students, a 36% increase over the number of students served during the previous year and 175 more students than the program's annual goal.

- Implemented a weekend Volunteer Training Course that enables people with weekday jobs to participate in the volunteer program by accommodating their schedule of limited availability and providing opportunities particularly suited to that availability.

- Designed and instituted a program of routinely scheduled artifact and exhibit inspection and maintenance that provides for the implementation of more proactive and effective conservation measures.

Museums

Jerry Rouillard, Director

FY 2004-05 Planned Accomplishments

- Continue to expand the Living History Program. The state requirement for teaching third-grade students about local history makes the program a valuable educational tool for teachers and parents. Its growing success requires that the department expand the program to make it available to still more teachers and schools within our rapidly growing county.

- Well-trained and highly motivated volunteers are essential to the daily operation of the department. While the Museums Department benefits greatly from the existing cadre of volunteers, stepping up recruiting and continuous training will make this program more effective at helping the professional staff meet our department goals.

- Install more fiber-optics lighting. It provides a much more favorable environment than that which currently exists for fragile artifacts on exhibit in our county museums. For some artifacts, particularly Indian baskets and textiles, replacing existing lighting with fiber-optics technology will be a particularly important consideration in allowing them to remain on exhibit and available to the public for extended periods.

Department Comments

Historically, the Museums Department has been able to provide a high level of service with a small staff and a very modest budget. This has been possible, in large part, because the department has maintained an extensive and successful volunteer program. The volunteers in this program not only help staff the museums, but also serve as advocates for heritage-education and historic-preservation programs within the larger community.

With tight budgets, it will be even more important to maintain the vitality of this volunteer program, and it will be important to find ways to increase the effectiveness and efficiency of the professional staff members. The volunteer program will benefit from aggressive recruiting, extensive training and a conscientious effort to appropriately recognize individual volunteer effort.

Staff efficiency and effectiveness will also benefit if the Museums Department is able to find a way to physically consolidate at least some of its administrative, archival, collections-management and exhibits-preparation functions. In its current configuration, these functions are housed in separate facilities located at the Historic Courthouse and in three different locations at the DeWitt Center. Bringing more of these functions together would most certainly result in better communication, reduced travel expense, and more effective coordination of routine work functions for staff and volunteers alike.

County Executive Comments And Recommendations

The recommended net budget has increased over the previous year to maintain current programs and acceptable service levels. The recommended amount is sufficient to continue the living history program and continue efforts to preserve and protect artifacts and documents. However, an adjustment to the recommended amount may be necessary, as a final budget adjustment, to reflect activation of one position of museum curator that is currently frozen.

CORE FUNCTION: MUSEUM OPERATIONS

Heritage Education Program

Program Purpose: To provide exhibits and educational programs that benefit students, residents, and visitors by increasing their understanding and appreciation of Placer County's rich history.

Total Expenditures: $437,319 **Total Staffing:** 4.75

Museums

Jerry Rouillard, Director

- **Key Intended Outcome:** All participants in heritage-education programs increase their understanding and appreciation of Placer County's rich history.

Heritage Education Indicators:	Actual 2002-03	Projected 2003-04	Target 2004-05
# of elementary students attending living-history classes	1,620	1,955	2,150
% of surveyed teachers indicating satisfaction with value of program for enhancing their local history curriculum	N/A	N/A	90%
# of people participating in community learning classes	130	150	165
% of community participants surveyed rate their educational experience as satisfactory or higher	N/A	N/A	90%
# of people visiting Placer County Museums	31,000	34,100	37,510
% of visitors surveyed rate their visit as having enhanced their understanding and appreciation of Placer County history	N/A	N/A	90%

Program Comments: The department seeks an annual 10% increase in the number of students participating in the day-long classes of the Living History Program in order to provide a much-needed resource to teachers responsible for teaching local history in the third grade. Participation in the community learning classes benefits those interested in life-long learning programs such as techniques for conducting research at the County Archives, or the methods by which local Indians processed acorns for food. Museum visitation numbers reflect docent-recorded visitation at the three, year-round county museums located in Auburn.

Historic Preservation Program

Program Purpose: To preserve historic artifacts and documents to ensure that current and future generations will better understand Placer County history.

Total Expenditures: $218,659 **Total Staffing:** 2.25

- **Key Intended Outcome:** Historic artifacts and documents receive the curatorial care necessary to preserve them and make them available for research in Placer County museums.

Historic Preservation Indicators:	Actual 2002-03	Projected 2003-04	Target 2004-05
# of historic artifacts processed on an annual basis	2,000	2,200	2,200
# of archival documents indexed on annual basis	10,900	12,000	13,200
# of research requests for access to archival materials	1,040	1,144	1,258
% of surveyed archival researchers expressing satisfaction that their research requests were effectively addressed	N/A	100%	90%

Program Comments: Indexing archival documents involves the process of describing and listing them on indexes that enable their orderly storage and retrieval for research purposes. Research requests are those inquiries by visitors to the County Archives and Historical Research Center as well as telephone, mail and email requests for information that are directed to the reference staff at the Archives and Research Center.

Health & Human Support Services

Child Support Services
Health & Human Services
Veterans Services

Health & Human Support Services

System Goal -- Placer County works collaboratively with community partners and federal, state and local governments to provide integrated, easily accessible, and results-based services that protect the general health and well-being of our communities and vulnerable populations, and supports individual and family efforts to achieve and maintain independence and self-sufficiency.

Community Results

✓ Children are financially supported and cared for and enter school healthy and ready to learn.

✓ Families and individuals are assisted in attaining the knowledge, skills, abilities, and support necessary to achieve and maintain independence and self-sufficiency.

✓ Our vulnerable populations are well protected; reports of abuse and neglect receive timely response and investigation; re-abuse rates are low; mentally ill individuals receive care and support.

✓ Quality education programs, inspection activities, and community clinic services support the health and safety of county residents and visitors.

✓ Individuals with substance abuse and dependency issues are provided high quality treatment opportunities.

Note: Over the next several months system groups, comprised of the departments included in each system, will convene. The purpose of these meetings will be to link program performance indicators with the Board identified community results listed above.

Child Support Services

Pamela McManis, Director

MISSION STATEMENT
To promote the well being of children and the self-sufficiency of families by delivering first-rate child support services and collection activities that contribute to meeting the financial, medical, and emotional needs of children.

CHILD SUPPORT SERVICES
FUND 100 / APPROPRIATION 21720

	Actual 2002-03	Budget 2003-04	Requested 2004-05	Recommended 2004-05	Change %	Adopted 2004-05
Expenditures						
Salaries and Employee Benefits	$ 4,683,987	$ 4,999,534	$ 5,243,260	$ 5,243,260	5%	$ -
Services and Supplies	1,728,109	1,296,353	1,067,044	1,067,044	-18%	-
Other Charges	-	451,000	465,573	465,573	3%	-
Intra Fund Charges	573,773	740,389	835,277	835,277	13%	-
Gross Budget:	6,985,869	7,487,276	7,611,154	7,611,154	2%	-
Intra Fund Credits	-	(323,071)	(432,376)	-	-100%	-
Net Budget:	$ 6,985,869	$ 7,164,205	$ 7,178,778	$ 7,611,154	6%	$ -
Revenue						
Licenses, Permits and Franchises	$ 2,498	$ -	$ -	$ -	0%	$ -
Revenue from Use of Money and Property	13,139	10,000	12,376	12,376	24%	-
Intergovernmental Revenue	6,971,612	6,697,205	7,062,935	7,029,738	5%	-
Charges for Services	5,733	6,000	2,197	2,197	-63%	-
Miscellaneous Revenue	1,583	-	-	-	0%	-
Other Financing Sources	-	-	101,270	101,270	100%	-
Total Revenue:	6,994,565	6,713,205	7,178,778	7,145,581	6%	-
Net County Cost:	$ (8,696)	$ 451,000	$ -	$ 465,573	3%	$ -
Allocated Positions	97	97	90	90	-7%	-

CORE FUNCTION

Child Support Services

The department establishes legal parental relationships between parents and children, establishes reasonable monthly support orders, collects support payments, and establishes and enforces medical-support orders to provide health insurance for children. These functions are accomplished through legal actions or agreements of the parties, and by interviewing parents and guardians to provide for the best interests of children.

FY 2003-04 Major Accomplishments

- Received written acknowledgment from the State of California in recognition of Placer County having been the most-improved child support department in the state.

- Improved overall efficiency and effectiveness of Child Support Services by implementing ongoing enhanced staff training and development. This endeavor was accomplished through a full-time staff trainer position, outside consulting services, and specialty services provided by Organizational Development.

- Implemented a video-conferencing system between the Tahoe and Auburn branches of Child Support Services that allows them to work more effectively and enhance customer service and staff training. Placer County Child Support was also instrumental in providing support at the state level in rolling out a regional video-conferencing network involving 11 counties that is being used by other county departments.

- Held an employer forum, which was conducted for the first time in Placer County, to advise and educate local employers on the many laws that govern wage withholding and insurance requirements with respect to child support. A single point of contact was established to assist employers with issues or questions that may arise in this regard.

- Created a vertical, case-management system as our method of service delivery. The purpose is to improve customer service by assigning key staff members to individual families, thereby providing familiarity with each family's issues through improved staff accountability and responsibility.

FY 2004-05 Planned Accomplishments

- Maximize federal funding for the State's Child Support Program, which will be accomplished by improving performance of collections on current support and collections on arrears.

- Successfully transition from our current automated Child Support System to Computer Assisted Support Enforcement System (CASES) as required by the California Department of Child Support Services.

- Prepare for the implementation of a new single statewide collection and distribution system. This system will remove the collection and distribution of child support payments from individual California counties to one central state location.

Department Comments

The Placer County Department of Child Support Services has completed its strategic plan for FY 2003-04 and continues to fully embrace performance improvements. At the March 2003 quarterly Child Support Directors' meeting, the State Department of Child Support Services distributed the counties' Federal Performance Measurement Report for the federal fiscal year through January 31, 2003. In that report, Placer County ranked ninth out of the 58 counties based on four key federal performance measurements.

Considering the state of the economy, this department is proud of its staff and their commitment to continued program improvement. The major challenge facing this department for FY 2003-04 will be maintaining our ongoing commitment to program improvement at the local level while dealing with continued fiscal uncertainty at the state level.

County Executive Comments And Recommendations

The department's net budget has been reduced to conform to anticipated funding from the State Department of Child Support Services, and additional budget adjustments will most likely be necessary upon adoption of a final state budget.

The department has assessed the potential impacts of the proposed reduced state funding. Based on its current projections, it has planned to de-allocate 7 of its 12 vacancies and maintain the remaining 5 vacancies in order to meet target budget. The assistant director position will also be kept vacant. In addition, all extra help and overtime funding have been eliminated.

The $465,573 net county cost represents Placer County's share of the federal child support penalty passed along to counties by the state.

Child Support Services

Pamela McManis, Director

CORE FUNCTION: CHILD SUPPORT SERVICES

Case Management Program

Program Purpose: To provide efficient and high-quality case management services for our customers in order to provide effective child support services and to achieve high levels of customer service satisfaction.

Total Expenditures: $7,252,982 **Total Staffing:** 86.0

- **Key Intended Outcome:** The well being of children will be protected and the sufficiency of families will be maintained.

Case Management Indicators:	Actual 2002-03	Projected 2003-04	Target 2004-05
% of paternities established to out-of-wedlock births	90%	102%	100%
% of total cases with support orders established (the state's goal is 72%)	86%	88%	90%
% of current support collected to current support due (the state's goal is 55%)	50%	57%	60%
% of cases paying on arrears to cases with arrears due (the state's goal is 60%)	50%	57%	62%
% increase of collection from previous year	6%	7%	8%
$ of support collected for every dollar spent	$2.50	$2.54	$3.11

Program Comments: With regard to the percent of paternities exceeding 100%, the number of paternities established by the department may occasionally exceed the paternity population numbers established by County Vital Statistics, due to variation in data collection procedures.

Financial Management Program

Program Purpose: To provide efficient and high-quality financial management services, such as the collection and distribution of child support for our customers, to ensure timely and accurate distribution of child support to families.

Total Expenditures: $358,172 **Total Staffing:** 4.00

- **Key Intended Outcome:** Child support payments are distributed timely and accurately.

Financial Management Indicators:	Actual 2002-03	Projected 2003-04	Target 2004-05
% of support payments distributed within two days of collection	90%	98%	99%
% of undistributed child support payments per year	1%	.08%	.07%

Program Comments: The percentage of child support collections disbursed within two working days measures the timely distribution of collections ensuring that no more than one percent of total collections due to parents and families are undistributed at any time.

Health & Human Services

Richard J. Burton, M.D., M.P.H., Director

MISSION STATEMENT

Placing people first, the Health and Human Services Department provides a unified system of quality services to safeguard the health and well-being of the people in our communities. To realize our vision, we will strive to keep Placer County citizens safe, healthy, at home or work, succeeding in school or work, out of trouble and self-sufficient.

Appropriations	Budget 2003-04	Position Allocations	Recommended 2004-05	Position Allocations
Adult System of Care	$ 21,836,006	155	$ 20,888,292	155
Children's System of Care	24,199,968	239	24,720,292	239
Community Health	6,317,866	80	6,121,253	80
Domestic Animal Control	1,776,205	24	2,197,709	24
Environmental Health	3,686,690	41	3,972,357	41
Client & Program Aid	26,350,796	0	26,238,934	0
Human Services	19,961,072	166	19,920,086	166
Housing Assistance	1,436,835	4	1,685,694	4
Community Clinics (Enterprise Fund)	5,827,688	53	5,568,302	53
Managed Care (Enterprise Fund)	4,458,601	36	4,219,861	36
Administration/Management Information Systems	788,342	58	957,181	58
Total:	$ 116,640,069	856	$ 116,489,961	856

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CORE FUNCTIONS

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Adult System of Care (ASOC)

Partners with agencies in Placer County to assist adults and older adults to achieve their optimal levels of self-sufficiency and independence by providing a full spectrum of mental health services, substance-abuse treatment and in-home support services. This treatment continuum includes therapeutic intervention, case management, crisis intervention, skill development, medication services and employment services. In addition, disabled and dependent adults as well as those in crisis are protected through services in locked and unlocked inpatient and residential-treatment programs. Older and dependent adults are also protected through investigations, case management and the conservatorship process as necessary.

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Children's System of Care (CSOC)

Provides a full spectrum of care and support services for children, families and adults. This includes 24-hour crisis response and investigation to ensure the health and safety of children at risk of abuse, neglect or molestation; evaluations for individuals experiencing psychiatric emergencies; parenting support; foster and probation youth services; adoptions; outpatient and residential-treatment services. CSOC provides both policy guidance and services as an integrated interagency system comprised of Child Welfare, Mental Health, Substance Abuse, Public Health, Probation and Education.

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Human Services

Conducts and provides eligibility determinations for financial, medical/health, housing, food or other county temporary assistance programs, employment services such as job readiness and job search skills, counseling, support services to enable participants to become and remain employed. Human Services also works collaboratively with other community agencies to provide services that assist in overcoming barriers to employment and achieving self-sufficiency.

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Health & Human Services

Richard J. Burton, M.D., M.P.H., Director

Client & Program Aid

Provides financial, housing, food, medical and other assistance to qualifying clients as necessary, pays the County share of social service placements and provides payments for the programs associated with services residing in other Health and Human Services' (HHS) budgets.

Housing Assistance

Provides housing vouchers to low-income individuals through the Section 8 Housing Choice Voucher (HCV) Program.

Community Health

Serves all people of Placer County by protecting health; preventing disease, injury, premature death and disability; promoting healthy lifestyles, behaviors and environments; controlling communicable diseases; enforcing laws and regulations that protect health and ensure safety; and preparing for and responding to disasters, disease outbreaks, epidemics and bioterrorism.

Environmental Health

Uses regulatory and educational tools to ensure quality public health services such as consumer protection, land use, water resources, hazardous materials and solid waste management to prevent disease and injury and minimize environmental health hazards.

Domestic Animal Control

Serves the citizens and animals of Placer County through active animal care and control programs, including rabies prevention, enforcement of the County animal control ordinance, and enforcement of the state's humane laws that protect animals from neglect and cruelty.

Community Clinics (Enterprise Fund)

Provides primary outpatient care, including medical, dental and pharmacy services for Medically Indigent Adults (MIA), Medi-Cal beneficiaries, and Medicare-eligible patients, as well as children in the Child Health and Disability Prevention Program (CHDP) who require treatment. Additionally, the clinics provide community-health clinical activities related to women's health, child health, employee health and prevention and the control of communicable disease.

Managed Care (Enterprise Fund)

Provides access to high-quality health services while containing costs. The main focus of these programs is to keep people healthy through prevention-based primary medical care, while at the same time assuring access to the right treatment, in the right setting, by the right provider, when treatment or other intervention proves necessary. Managed Care also assists in arranging, providing and financing medical and dental care, pharmacy and allied services for certain low-income Placer County residents who do not qualify for other medical insurance (MIA, CHDP) and facilitates access to healthcare for county Medi-Cal, California Children's Services (CCS) and CHDP beneficiaries.

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Health & Human Support Services

ADMINISTRATION & SUPPORT

Provide the overall administrative, fiscal, contract, and personnel management to the department; to increase accountability and maximize revenues; and to provide management information system development and support.

FY 2003-04 Major Accomplishments

DEPARTMENT-WIDE

- For the fourth year running, HHS successfully implemented service levels adjustments to complete the fiscal year within the limitation of available funding. This included prioritizing services to best meet community health and safety needs; reducing or eliminating services in conjunction with reduced state funding; and by maintaining 100 vacant or eliminated staff positions vacated through attrition.
- Initiated a strategic planning effort including all HHS management staff and key stakeholders from the County Executive Office (CEO), Placer County Office of Education, and Probation which reaffirmed the vision and mission of HHS and to maintain the provision of services in comprehensive, integrated and client-centered manner.
- Implemented the privacy provisions of the Federal Health Insurance Portability and Accountability Act (HIPAA) to ensure the County achieves compliance.
- Successfully transitioned leadership to a new department head through the initiation of a departmental transition team of senior management. This transition team in conjunction with CEO is also undertaking an organizational review of program practice and financing methodologies to assure most efficient use of available local, state, and federal funds.
- Homelessness: Worked with cities, the community, and nationally recognized subject matter experts to complete a planning process to determine the needs of the homeless in Placer County and articulate the alternative solutions available to the community through the development of a strategic plan.

ADULT SYSTEM OF CARE

- Successfully managed to budget targets of an approximate $900,000 reduction through a restructure of programs, an increase of staffing vacancies, a redesign of the mental health out-client programs and contract reductions.
- Redesigned the Cirby Hills-based transitional residential program to Rosewood, an alternative to the Institutes for Mental Disease (IMD). This program identified residents in locked, long-term, psychiatric facilities that could more effectively and efficiently be cared for in a transitional residential program, assisting residents to become more self-sufficient. This redesign reduces the length of stay in costly IMD facilities, provides focused crucial life skills training in an unlocked setting and to reduced county costs by $400,000.
- Redesigned the Mental Health out-client teams to more effectively triage and treat those persons with chronic and persistent mental illness. Through the use of proven models of focused, time-limited mental health, employment, and housing services, residents receive maximum benefit from available resources. This redesign assures through appropriate triage we can provide the most intensive level of care to those with the greatest need and refer others to available resources in the community. This model was successful in reducing the number of people served at any one time in the mental health out-client unit by 20%.
- Successfully implemented a program to transition stable mental health clients back to their primary care provider for ongoing care and treatment. This effort has improved both service delivery and increased revenue.

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- In response to ever increasing federal mandates, the division developed the required compliance plan and team; a code of conduct; training for all staff; and new processes to audit and monitor the system against fraud and abuse. However, these new federal requirements consistently require the redirection of staff away from client service to meet federal administrative requirements.
- Successfully implemented enhanced case management and billing software to simplify documentation, increasing the ability to track performance measurements, and more effectively bill all public and private funding sources.

IN-HOME SUPPORTIVE SERVICES (IHSS) / PUBLIC AUTHORITY

- Successfully supported continued quality care to residents best cared for in the home environment for a rapidly expanding number of eligible residents.

CHILDREN'S SYSTEM OF CARE

- Placer County was selected as one of the counties to pilot Child Welfare Services (CWS) Redesign, and was awarded $300,000 in FY 2003-04 and $600,000 in four subsequent years.
- Received an additional $885,000 in federal grant funds and $656,332 in county funds for the design and building of a new Children's Receiving Home/Emergency Shelter. Additionally, the architectural firm has been selected for this project.
- Co-sponsored a countywide training in strength/assets approaches to working with children and families as a best practice.
- Continued to serve 1,400 children experiencing abuse and neglect; 1,200 children and families in need of mental health services; while reducing 28 staff necessary to balance the County budget.
- Successfully reduced the cost and number of children in foster group homes through the SB-163 Wraparound Services Program that provides more cost effective intensive services that allow the children to remain in a home setting.

HUMAN SERVICES

- Began implementation of Electronic Benefit Transfer (EBT) for the Food Stamp Program. EBT replaces the paper Food Stamp coupons with a more efficient electronic process, similar to an ATM or debit card.
- Increased revenue and reduced county costs by placing Medi-Cal staff with the Adult System of Care at Cirby Hills, with Community Clinics in Auburn, and with IHSS to facilitate clients receiving Medi-Cal eligibility, services, and benefits.
- Successfully assisted 53 families per month in obtaining employment and thus eliminating their need for CalWORKs (public assistance).
- Increased the collaboration with UC Cooperative Extension in providing nutritional outreach programs and classes to Food Stamp clients at the Stonehouse site.
- Achieved a 100% utilization of Section 8 housing funds, thus, maximizing the provision of rental assistance to low-income families.

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COMMUNITY HEALTH

- Expanded the child death review process to include cases of domestic/family violence and elder abuse.
- Completed Phase 1 of the President's Smallpox Vaccination Plan to build a cadre of private health providers and public health staff to be available in the first phases of an actual smallpox event.
- Enhanced public health preparedness efforts through further integration between Community Health, area hospitals, first responders, and other community partners through joint participation in drills. A successful statewide drill in November 2003 enhanced communication, surveillance and response capacities to a mock plague outbreak.
- Continued to provide a wide range of services to the maternal and child health population through home visits, Women, Infants and Children's Supplemental Nutrition Program, Teenage Pregnancy and Parenting Program to promote healthy birth outcomes and support family functioning.
- Continued outreach to educate employers, and enforce labor laws and the Health and Safety Code related to smoking and tobacco use and new legislation. Efforts have been coordinated among six local code enforcement jurisdictions.
- Public Health Laboratory attained Select Agent Program status, which authorizes the lab to receive and maintain microbial agents that could be used in a bioterrorist event.

ENVIRONMENTAL HEALTH

- Implemented performance management system to allow staff and supervisors to establish and track performance targets.
- Implemented fiscal tracking at the program level allowing supervisors of each core function to track their revenues and expenditures on a quarterly bases. This increases accountability and accuracy of budget management within the division.
- Instituted a number of innovative key initiatives related to on-site sewage disposal, including: development and presentation to Municipal Advisory Committees of an improved on-site sewage Operation, Monitoring, and Maintenance Program (OM&M), development and implementation of an Experimental Program for emerging on-site sewage technologies, and development of a streamlined on-site sewage ordinance.
- Developed a program plan for mosquito surveillance and control to contain the spread of West Nile Virus within Placer County while working with the Placer Mosquito Abatement District to investigate expansion of the District's boundaries.
- Implemented Placer County Land Use Tracking System (PLUS) as part of a team approach to streamline business processes and increase accountability to the public on permit status.
- Implemented the California Accidental Release Prevention Program (Cal ARP) by assuring businesses are aware of the requirements and guidelines for the appropriate handling of hazardous materials.

DOMESTIC ANIMAL CONTROL

- Completed the remodel and improved the signage and security fencing of the Auburn Animal Shelter.
- Completed the remodel of the modular office; set up an in-house veterinary clinic; and hired a part-time veterinarian.

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Health & Human Services

Richard J. Burton, M.D., M.P.H., Director

- Implemented innovative partnership with county departments, staff, businesses, and volunteers to humanely address the feral cat population within the DeWitt campus.

COMMUNITY CLINICS AND MANAGED CARE

- Significantly reduced cost of pharmaceuticals through participation in the manufacturers' Patient Assistance Program and improved quality assurance practices.
- Enhanced provider productivity, while also improving quality of care for those served.
- Enhanced quality and efficiency of hospitalized care for county patients and improved discharge planning and clinic follow up through participating in the Sutter Auburn Faith Hospital's Physician Hospitalist Program.
- Provided families with children living with Autistic Spectrum Disorder (ASD) information regarding available resources and existing community-based agencies with expertise in ASD; successfully convened the first parent-focused conference on ASD held in Placer County.
- Established bi-weekly evening clinics in Roseville that are primarily staffed and supported by community volunteers. This effort, piloted in partnership with the community based Placer Care Coalition, will provide crucial experience as the County and community evolve fiscally sustainable models of health care delivery for all county residents.
- Successfully implemented a major redesign to accommodate the state's new Gateway Program to increase the enrollment of children in Medi-Cal and Healthy Families through intense outreach to providers and patients.

FY 2004-05 Planned Accomplishments

DEPARTMENT WIDE

- Continue to follow Board of Supervisors direction to provide prioritized quality services across all program areas within the fiscal resources available.
- Continue to identify effective interventions to address the issues related to homelessness in collaboration with cities, partner agencies and concerned citizens.
- Complete organizational program and fiscal review including the creation of an assistant director position to strengthen the department's ability to best manage the breadth of departmental resources and responsibilities.
- Explore increased partnership opportunities with cities, private, community-based organizations, faith-based groups, and the business community to identify and achieve mutually desired outcomes for county consolidation of HHS facilities in recognition of reduced staffing and allowing for reduction of leased facilities and best use of county facilities.

ADULT SYSTEM OF CARE (ASOC)

- Continue the redesign of the mental health out-client programs. ASOC will continue to provide a continuum of mental health services to a reduced target population of persons with severe mental illnesses who are Medi-Cal recipients or indigent in an effort to assist them to function in the least restrictive environment.
- Coordinate treatment services in a continuum of care for 1,500 persons with substance abuse addiction primarily through contracts with community-based agencies.

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- Expansion of participation of primary care providers in the care of stable mental health clients currently managed by county mental health providers.
- Implementation of mandated federal managed care requirements for mental health services.
- Expand use of all available automation tools and information systems to increase efficiency, provide timely accurate outcome data, and to provide critical management information.

IN-HOME SUPPORTIVE SERVICES (IHSS) / PUBLIC AUTHORITY

- Provide care to 1,500 elderly and disabled persons through in-home support, adult protective services and conservatorship.

CHILDREN'S SYSTEM OF CARE (CSOC)

- Continue to assist the state and Cohort 1 counties in Child Welfare Services (CWS) Redesign and systems improvement.
- Develop more formal and structured partnerships with the Family Resource Centers in order to divert children and families from county CWS admission, while ensuring that families receive necessary services from the community.
- Continue to work with Juvenile Probation to increase services for wards, increase federal revenues and decrease group home placements via SB-163 Wraparound Services Program.

HUMAN SERVICES

- Implement CalWIN, one of the largest Human Services data systems in the country, to assist in determining eligibility and track performance.
- Complete EBT implementation.
- Explore other opportunities to establish worksites in the community, such as hospitals and family resource centers, which will enhance revenue collection and improve public access to benefits.

COMMUNITY HEALTH

- Increase the capacity and capability of the Public Health Laboratory to identify microbial agents used in weapons of mass destruction through attaining Federal Bureau of Investigations (FBI) Level B status.
- Improve communicable disease control efforts to identify and respond to incidents and outbreaks of serious diseases through use of capacity enhanced by the Bioterrorism/Public Health Preparedness Program.
- Enhanced integration of public health preparedness efforts with community partners to develop a coordinated, seamless response. An example is the development of a community-based Medical Reserve Corp staffed by community volunteers.
- Enhance risk assessment and prevention communications to the community via the County web site, community presentation (e.g., Municipal Advisory Councils – MAC's) and other mechanisms.
- Continue efforts to train staff and the community on the strengths and assets-based approaches to youth development to prevent risk-taking behaviors such as use of drugs, alcohol and tobacco, high-risk sexual behaviors and violence.

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- Strengthen efforts to educate youth and the community about negative health effects of smoking and continue enforcement of existing statutes.
- Continue to coordinate with community-based organizations and other providers to improve services to the maternal and child health population to promote healthy birth outcomes, support family functioning, promote healthy children and prevent child abuse.

ENVIRONMENTAL HEALTH

- Implement on-site sewage OM&M, enhancing education to homeowners about their on-site systems and requiring homeowners with the most complex on-site systems to have periodic maintenance checks by qualified OM&M specialists.
- Refine and update on-site sewage manual to assure new on-site sewage systems are designed, installed, and maintained in accordance with the most current technologies and practices.
- Complete implementation of the Food and Drug Administration (FDA) voluntary retail food facility standards to assure Placer County residents are protected from food-borne illness such as those related to Bovine Spongiform Encephalitis (Mad Cow Disease).
- Implement West Nile Virus Surveillance Program with trained staff, identifying and managing standing pools of water in a manner so as to minimize the propagation of disease carrying mosquitoes while continuing support of the Mosquito Abatement District's efforts.
- Complete implementation of California Accidental Release Prevention Program (Cal ARP) by initiating routine inspection of businesses handling extremely hazardous materials.
- Develop and train staff to implement a comprehensive set of policies and procedures related to inspecting businesses, regulating underground storage tanks, and reviewing business plans for businesses handling hazardous materials regulated by Environmental Health, which is designated as the local California Uniform Program Agency (CUPA) for Placer County (outside of the City of Roseville, which is the CUPA for that jurisdiction).

DOMESTIC ANIMAL CONTROL

- Negotiate and execute new city contracts to accurately reflect actual costs of services and to assure adequate funding of animal service programs
- Continue to explore a partnership for new shelter with Placer Society for the Prevention of Cruelty to Animals (SPCA) to minimize unnecessary duplication of services and costs and to further promote partnerships for the betterment of animals.
- Revise the animal rescue group adoption procedures and policies to strengthen partnerships, improve accountability, and assure the most safe and humane care of all animals.
- Upgrade data management from PetWhere to a newer program that more accurately and completely tracks animal services activities to increase efficiency and accountability, and to enhance capacity for program planning in the care of animals.
- Implement, with the Friends of the Auburn Shelter, an annual awards presentation to volunteers and partnership organizations and agencies to encourage and support ongoing work for the care of animals in Placer County.

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- Develop a training library of videos and books to provide resources to the public and partner organizations and agencies on topics relevant to the humane care and treatment of animals.

- Reopen overnight receiving area so that the public can turn in animals for adoption outside of normal business hours, and in order to reduce the "dumping" of unwanted animals in an inhumane environment.

COMMUNITY CLINICS AND MANAGED CARE

- Merge the primary care and public health clinics in Auburn to enhance operating efficiencies, reduce costs, and provide a more integrated and streamlined healthcare system while increasing access to clients.

- Move the appropriation unit for Managed Care into the General Fund, as the services provided are no longer predominately supported by user fees or charges.

- Increase the medical director of the Medically Indigent Adult (MIA) Program's utilization review (UR) activities; more closely monitor appropriateness of services and improve cost containment.

- Increase services at Roseville clinic to four days per week to provide family planning, child health, MIA services and immunizations to more clients, while maximizing staff productivity.

- Expansion of manufacturers' Patient Assistance Program to maximize savings in pharmaceuticals.

- Conduct quarterly staff testing in basic life support and use of newly acquired automatic defibrillator.

- Implement and evaluate the newly awarded grant to provide training to nurses and health educators in the region about asthma.

- Assure that children in out-of-home placements receive crucial preventive health and dental exams.

- Effectively integrate major state-mandated software changes into current business processes; learn resultant new work processes.

Department Comments

In the last year, more than 1,200 children at risk for abuse were safeguarded; 1,700 neighbors and families living with chronic mental illness have benefited from outpatient services; and hundreds of our residents finding themselves in acute psychological crisis have been stabilized by county clinicians. Hundreds of working families and individuals benefited from temporary financial assistance as they move down the road toward self-sufficiency. Hundreds of those at risk of homelessness were offered an array of housing, temporary assistance, and other supportive service options. Over 5,000 residents received essential medical and dental care. Emergency preparedness measures and emerging public health issues such as West Nile Virus are being proactively addressed. Environmental Health specialists partner with every restaurant operator in the County to assure safe food for the residents and tourists. Approximately 3,000 domestic animals were adopted. This represents just a sample of what has been accomplished with the resources the Board of Supervisors, CEO, and public have entrusted to the Department of Health and Human Services.

Health and Human Services has faced more than three years of reductions in state funding for federal-and state-mandated programs. State revenues for FYs 2001-02, 2002-03, and 2003-04 can be characterized as flat, as cost-of-doing-business adjustments have generally not been provided. Additionally, categorical funding for a number of programs has been eliminated, including the Medi-Cal Managed Care Pilot Program; the Mentally Ill Offender Program; the Preventive Health Care for Aging Program; the California Healthcare for Indigents Program; and a contract with the State Department of Rehabilitation that provides services to CalWORKs clients with disabilities.

The gap in funding has averaged between five and six million dollars each year. This reality is currently continuing into FY 2004-05, which will result in revenues that fall short of the current actual cost of maintaining services in

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these programs by an additional $6 million dollars. The accumulated effects of this have caused the County contribution to HHS to rise during this period from approximately $13 million dollars in 2001 to $20 million dollars currently. However, even at this level of additional support from CEO and the Board of Supervisors, HHS has had to make significant reductions to the availability and levels of service that can be provided. Most significantly, the department is currently carrying 100 vacant positions and anticipates needing to carry a total of 150 vacancies in the coming year.

To achieve this level of service reduction and staffing pattern, the department's senior management has proposed a wide array of options, including: consolidation of clinics, implementation of facility efficiencies, reduction of mental health transitional residential programs, pursuing reducing the hours and availability of services to the public, deferring the majority of capital replacements, increasing case loads for staff, pursuing grant funds, continued implementation of voluntary work furlough program, and pursuing further relief from under-funded and often non-productive state mandates.

Ultimately, balancing HHS' FY 2004-05 budget will likely require some combination of the following options:

- Implement severe budget reductions which would result in eliminating facilities, decreasing services and reducing staff by as many as 54 currently filled positions through attrition, expanded use of the voluntary work furlough program, retirements, and possibly even layoff of current staff.
- Increase the General Fund funding available to HHS through possible resources such as FY 2003-04 fund balance (estimated to be $1.5 million), and the currently existing $4.7 million General Fund's Reserve for Future Occurrences.
- Confirmed increased revenue potential such as the growth of realignment (estimated to increase $900,000 for FY 2004-05).
- Consider countywide solutions such as implementing a mandatory work furlough program or standardizing reduced availability of county service hours of operation.

SIGNIFICANT ISSUES FACING HHS

Homelessness: Recognizing the importance of the myriad of issues related to homelessness, HHS will actively continue to work with the cities and community partners to identify long-term and system-wide approaches. Issues surrounding homelessness span multiple governmental entities, communities, non-profit agencies, advocates, faith-based groups, to name just a few. HHS is confident that all these stakeholders will collaboratively identify the most effective models to include in the 10-year strategic plan to prevent and end homelessness that is currently under development.

Realignment Revenues: As a result of a lawsuit between the County of San Diego and the State of California, the Vehicle License Fee (VLF) portion of realignment is at risk of non-payment. For Placer County, this is $4.8 million dollar annual revenue. The state's administration considers this a technical issue and has shown strong support for a legislative solution. However at this writing, it appears the legislative leadership is intending to tie this into the budget process.

Facilities: HHS will work with CEO to improve department-wide coordination of facility issues in order to make best use of current resources and resources available through the facility impact fees set aside for Health and Human Services. Specifically, the following areas will be those requiring the greatest attention in the upcoming year:

- Consolidation of Facilities – Due to the financial constraints of the budget and the fact that HHS is anticipating holding between 100-150 positions vacant in the budget year, several facilities are being evaluated for consolidation. Currently, this includes facilities at Enterprise and Nevada Streets, Penryn, and the potential for consolidation of clinics at the DeWitt Center.
- Children's Receiving Home – Placer County will continue to pursue funding from the Federal Government for the construction of a new Children's Health Clinic and Emergency Shelter. An architect has been selected for this project.
- Auburn Animal Shelter – Currently included in the Facilities Master Plan.

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- Medical Clinic and Public Health Laboratory – The need for newer facilities continues to be a high priority due to the aging nature and functional obsolescence of the existing facilities, and the necessity to improve capacity related to bioterrorism preparedness.
- Cirby Hills Psychiatric Health Facility – HHS' long-term plan is to maximize the use of this facility for its intended inpatient and residential purpose. However, due to budget constraints, we have not identified any viable options.

In-Home Supportive Services (IHSS) Program: There is a potential of a significant increase in county cost as a result of negotiations that has not been identified in the IHSS budget.

Mental Health Services for Emotional Disturbed Youth: HHS and CEO are in discussions with the Placer County Office of Education and several school districts relative to potentially expanding mental health services for emotionally disturbed students. Schools have identified a need for additional intensive day treatment classrooms and staff in the western Placer region to address the 40+ children that remain on a waiting list. Estimated county costs could range up to $1 million dollars, and would be in addition to the existing costs of approximately $2 million dollars annually. These costs would then become eligible for reimbursements via an SB 90 claim for un-funded state mandates. And, although the state recognizes these claims as a liability, they have not been appropriating funding to pay them.

California Healthcare for Indigents Program: Based upon the department's recommendation, the Board of Supervisors approved withdrawing from this program and to continue to provide treatment services to non-Medi-Cal CHDP children through June 30, 2004. As a priority service to a vulnerable population, HHS' base budget includes continuing these clinical services in FY 2004-05.

The management of Health and Human Services is committed to doing our utmost to preserve the County's most valuable assets, which are the staff that make it possible to provide important and critical services and to prioritize the delivery of services to provide those most critical to the health and safety of county residents within the financial resources available.

County Executive Comments And Recommendations

Generally, HHS' programs are either partially or fully funded by the state and federal governments. Many of these programs are mandated, and a significant number require a county share of cost. In addition, with Placer County's projected population growth and a weak U.S. economy, there continues to be an increasing constituent demand for the services this department provides.

The department, as a whole, identified increased FY 2004-05 operating costs in excess of revenues of approximately $6 million; however, CEO recommends that the department's FY 2004-05 operating budgets and General Fund contribution be increased by $3 million, pending the outcome of the state's proposed budget. This will be the third fiscal year HHS has had to face serious funding reductions and its associated staffing and operational challenges. This increased funding will consist of a combination of the department's anticipated salary savings from its approximately 100 vacancies, and from reserves. This reserve was established in previous years in anticipation of caseload growth due to an economic downturn.

In light of these continued funding constraints, CEO is working closely with HHS to implement the necessary alterations in programs and staffing. The department has submitted a comprehensive, prioritized list of proposed program reductions and associated impacts for consideration in finalizing the FY 2004-05 budget. HHS is seeking to insure implementation of the Board of Supervisors' priorities, and continues to examine all of the department's programs and services for cost savings, efficiencies and revenue-enhancement opportunities. Mindful of the State's current fiscal crisis, the department will most likely experience further FY 2004-05 funding reductions upon adoption of a state budget. Consequently, additional alterations to the HHS budgets will most likely be required. During extraordinary fiscal constraints, it should be noted that this department has displayed a commendable problem-solving initiative as well as a spirit of cooperation in working with CEO. It should also be noted that the department's performance indicator data is based upon a continuation of the previous fiscal year's General Fund support of $20 million.

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The *Community Clinics* enterprise fund will be scrutinized along with all of HHS' operating budgets for cost savings and shifts, greater efficiencies and any revenue-enhancement opportunities. However, It is anticipated that the final state budget will include further reductions that will adversely impact the revenue in this appropriation. In spite of increasing demand for clinic services, and in order to reduce the programs staffing and operational costs, HHS has proposed combining two of its clinics (Medical Clinic and Public Health Clinic) into one site at DeWitt. While this is an extremely challenging endeavor, both from a staffing and physical plant perspective, the department feels it can accomplish considerable efficiencies that will mitigate some of its loss of revenue. The clinic program will be completely revamped and clinic hours both in Auburn and Roseville will be expanded. The County Executive Office will work closely with the department to assist in accomplishing these program goals.

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The *Managed Care Enterprise Fund* was consolidated with Children's Medical Services (appropriation 02940) last fiscal year. As with all of HHS' operating budgets, this fund is in its third fiscal year of reductions in state and federal revenues coupled with increasing staff and operating costs. The department has proposed the elimination of extra help and temporary office support as shifting these responsibilities to other staff, as well as consolidating staff into one facility in order to realize lease cost savings. It is anticipated that the final state budget will include further reductions that will adversely impact the revenue in this appropriation. When this enterprise fund was established, the Managed Care pilot project dictated that for accounting and accountability purposes the funds be separated. As this project was terminated by the state last fiscal year, and the services provided are no longer predominately supported by user fees and charges. The County Executive Office recommends that this appropriation be moved into the General Fund in FY 2005-06.

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ADULT SYSTEM OF CARE
FUND 100 / APPROPRIATION 42930

	Actual 2002-03	Budget 2003-04	Requested 2004-05	Recommended 2004-05	Change %	Adopted 2004-05
Expenditures						
Salaries and Employee Benefits	$ 10,056,910	$ 10,706,306	$ 12,135,236	$ 10,404,617	-3%	$ -
Services and Supplies	9,465,946	9,908,492	9,258,229	9,122,550	-8%	-
Other Charges	1,767,599	1,939,718	2,084,226	2,084,226	7%	-
Intra Fund Charges	1,433,946	1,848,613	1,724,467	1,797,376	-3%	-
Appropriations for Contingencies	-	66,840	-	-	-100%	-
Gross Budget:	22,724,401	24,469,969	25,202,158	23,408,769	-4%	-
Intra Fund Credits	(2,261,909)	(2,633,963)	(2,520,477)	(2,520,477)	-4%	-
Net Budget:	$ 20,462,492	$ 21,836,006	$ 22,681,681	$ 20,888,292	-4%	$ -
Revenue						
Fines, Forfeits and Penalties	$ 91,752	$ 100,640	$ 105,000	$ 105,000	4%	$ -
Intergovernmental Revenue	10,619,489	11,261,146	11,019,349	10,618,510	-6%	-
Charges for Services	581,782	691,322	625,314	401,217	-42%	-
Miscellaneous Revenue	6,263	49,334	30,000	30,000	-39%	-
Other Financing Sources	-	149,204	149,204	149,204	0%	-
Total Revenue:	11,299,286	12,251,646	11,928,867	11,303,931	-8%	-
Net County Cost:	$ 9,163,206	$ 9,584,360	$ 10,752,814	$ 9,584,361	0%	$ -
Allocated Positions	157	155	155	155	0%	-

Note: In FY 2003-04 the appropriation for DeWitt Diner was consolidated into the Adult System of Care budget. Figures do not include the DeWitt Diner Fund figures in the actual 2002-03 due to the entity's classification as an enterprise fund. The DeWitt Diner Fund 230650 (# 06500) closed in FY 2003-04.

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CORE FUNCTION: ADULT SYSTEM OF CARE

MENTAL HEALTH SERVICES PROGRAMS

Program Purpose: To partner with other agencies in providing a full spectrum of mental health services including therapeutic intervention, case management and support, skill development, medication and employment services to assist targeted adults and older adults achieve their highest level of self-sufficiency and independence without compromising their personal safety or that of the community.

Total Expenditures: $18,063,253 **Total Staffing:** 118.0

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- **Key Intended Outcome:** Independence and self-sufficiency for adults and older adults is maintained at the highest degree possible without compromising their personal safety or that of the community.

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Mental Health Services Indicators:	Actual 2002-03	Projected 2003-04	Target 2004-05
Mental Health Program: For persons with serious chronic mental illness whose level of functioning is significantly impaired			
# of new adults requesting mental health services	N/A	1,000	1,200
# of adults accepted for mental health services	N/A	745	500
# of adults receiving county outpatient mental health services	2,031	1,750	1,700
# of county mental health services provided	N/A	N/A	N/A
# of adults receiving private outpatient services	1,304	968	1,000
# of adults discharged from county mental health services	759	600	700
# of adults who need housing assistance	N/A	N/A	N/A
# /% of adults who received housing assistance	N/A	N/A	N/A
# of individuals whose housing situation improves	N/A	N/A	N/A
#/% of individuals whose employment status improves	N/A	N/A	N/A
Placer County Hearts Program: Mental health services for persons who meet the above criteria and are also homeless			
# of individuals served by the Placer County Hearts Program (services for homeless persons who are mentally ill)	66	85	61
% reduction of days in jail prior to the Placer County Hearts Program versus after program admission	87%	70%	81%
% reduction of days homeless prior to the Placer County Hearts Program versus after-program admission	45%	75%	53%
% reduction of days in psychiatric hospitals prior to the Placer County Hearts Program versus after-program admission	87%	70%	96%
Psychiatric hospitalization: For persons who are a danger to selves, or a danger to others due to mental disorders			
# of Placer County psychiatric admissions at the Placer County Psychiatric Health Facility (PHF)	373	360	360
# of days used at the PHF annually	4,772	4,550	4,550
$ cost of individuals who were placed in more expensive out-of-county hospital due to lack of space at the PHF	$263,083	$190,080	$190,000
# of adults served in Institutes for Mental Disease (IMD) locked psychiatric facility	56	29	25
# of days used at the IMD locked psychiatric facility	N/A	5,172	5,172

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# of adults served in state hospitals	4	4	4
# of days used at state hospitals	568	1,460	1,460
$ cost of state hospital beds	$500,000	$500,000	$500,000
# of adults served in contracted board and care facilities	81	80	85
Residential Mental Health Services: For persons transitioning from the PHF to the community			
# of individuals served in transitional residential programs (Cypress/Rosewood)	180	180	90

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Program Comments: The number of requests for Mental Health Program services continues to increase, but the number of clients being served is decreasing as clients are being triaged to alternative resources whenever possible to manage limited resources. Persons not meeting admission criteria are not being served. The Placer County Hearts Program continues to show excellent results and is managed with a client to staff ratio of 1 to 20 that allows more intense services and improved outcomes. The Institutes for Mental Disease costs were significantly reduced with a program change at our Rosewood facility resulting in the projected reduction of 50% being exceeded this fiscal year. As resources are reduced, we will closely monitor our inpatient census to evaluate any significant increases.

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Substance Abuse Treatment Programs

Program Purpose: To partner with other agencies in providing a full spectrum of substance-abuse treatment services, including self-help, out-client, and residential, to assist persons with addictive behaviors to achieve and maintain lifestyles that are drug/alcohol free, crime-free and self-sufficient.

Total Expenditures: $3,587,653 **Total Staffing:** 13.0

- **Key Intended Outcome:** Individuals with addictive behaviors receive care and treatment necessary to achieve and maintain clean and sober lifestyles.

Out-client Substance Abuse Indicators:	Actual 2002-03	Projected 2003-04	Target 2004-05
# of individuals served in all out-client substance abuse treatment programs	850	832	832
# of adults in residential substance-abuse treatment programs	606	504	504
% of adults completing program w/satisfactory progress	48%	55%	55%
# of individuals referred to Drug Court and Proposition 36	401	325	400
# of individuals served in Drug Court and Proposition 36	244	300	375
# of prison beds saved due to Drug Court participation	N/A	N/A	N/A
# of Recovery Court clients unemployed at intake	N/A	N/A	N/A
# of Recovery Court clients unemployed at discharge	N/A	N/A	N/A

Program Comments: The Proposition 36 Program and Drug Court Programs have experienced some program challenges impacting the number of clients served. This issue is being addressed and we expect to see an increase in numbers in the next fiscal year.

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In-Home Supportive Services Program

Program Purpose: To assist older and disabled adults and children by providing domestic and personal care services that allow them to safely remain in the community.

Total Expenditures: $826,364 **Total Staffing:** 10.0

- Key Intended Outcome: Older disabled adults and children receive the services that allow them to safely remain in the community.

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In-Home Supportive Services Indicators:	Actual 2002-03	Projected 2003-04	Target 2004-05
# of individuals served by in-home supportive services	N/A	1,205	1,325
# of actual active in-home support services cases per month (average)	N/A	984	1,100
% of in-home support services hours used last month of report period	N/A	N/A	96%
$ cost of adults remaining in their homes	N/A	$2,178,783	$2,295,000

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Program Comments: The program growth is expected to continue in this program at an increase of 10% per year.

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Adult Protective & Public Guardian Services Program

Program Purpose: To protect older and dependent adults from abuse and neglect and assist them to find the most appropriate living situations.

Total Expenditures: $799,257 **Total Staffing:** 9.0

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- **Key Intended Outcome:** Protection of older and dependent adults and prosecution of those who abuse them.

Adult Protective & Public Guardian Services Indicators:	Actual 2002-03	Projected 2003-04	Target 2004-05
# of referrals	N/A	778	778
# of individuals investigated for abuse or neglect	N/A	463	532
# of individuals who are protected by obtaining legal conservatorship	N/A	230	230
#/% of individuals able to remain living in the community	N/A	N/A	N/A

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Program Comments: Adult Protective Services continues to investigate an increased number of referrals.

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Jail Medical & Psychiatric Services Program

Program Purpose: To provide medical and psychiatric services to adults and juveniles in custody of Placer County jail and juvenile hall in order to protect their health. These services are provided through a contract with California Forensic Medical Group (CFMG).

Total Expenditures: $1,667,792 **Total Staffing:** 1.0

- **Key Intended Outcome:** Inmates and wards will be safe and receive the appropriate treatment while in the custody of the County.

Jail Medical & Psychiatric Services Indicators:	Actual 2002-03	Projected 2003-04	Target 2004-05
# of inmates/wards receiving medical services	N/A	9,585	12,500
# of inmates/wards receiving psychiatric services	N/A	3,000	3,500
#/% of complaints from staff/inmates regarding quality of care found to be valid at regularly scheduled utilization reviews	N/A	N/A	N/A

Program Comments: The jail continues to provide an increasing level of medical and psychiatric services to jail inmates.

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In-Home Supportive Services Public Authority (PA) Program

Program Purpose: To establish a provider registry and referral service to assist recipients with finding and hiring trained providers to provide them the assistance they need to remain in their homes as long as possible.

Total Expenditures: $257,840 **Total Staffing:** 4.0

- **Key Intended Outcome:** To enhance the availability and quality of in-home supportive services so that recipients can remain at home without compromising their personal safety.

IHSS Public Authority Indicators:	Actual 2002-03	Projected 2003-04	Target 2004-05
# of consumers who request a provider list from the registry	N/A	350	400
% who find providers with registry assistance	N/A	87%	87%
% of registry matches that last a minimum of 60 days	N/A	96%	96%

Program Comments: The Public Authority provides a new program for the in-home services recipients that are being utilized by approximately 35% of the population as projected.

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CHILDREN'S SYSTEM OF CARE
FUND 100 / APPROPRIATION 42970

	Actual 2002-03	Budget 2003-04	Requested 2004-05	Recommended 2004-05	Change %	Adopted 2004-05
Expenditures						
Salaries and Employee Benefits	$ 13,837,581	$ 15,089,685	$ 16,187,762	$ 14,868,983	-1%	$ -
Services and Supplies	5,327,387	5,827,052	5,324,266	5,368,711	-8%	-
Other Charges	1,910,963	1,448,200	1,904,500	1,724,100	19%	-
Intra Fund Charges	2,284,947	2,452,833	2,716,518	2,908,753	19%	-
Appropriations for Contingencies	-	33,420	-	-	-100%	-
Gross Budget:	23,360,878	24,851,190	26,133,046	24,870,547	0%	-
Intra Fund Credits	(204,795)	(651,222)	(150,255)	(150,255)	-77%	-
Net Budget:	$ 23,156,083	$ 24,199,968	$ 25,982,791	$ 24,720,292	2%	$ -
Revenue						
Intergovernmental Revenue	$ 16,813,398	$ 18,978,677	$ 19,660,472	$ 19,270,623	2%	$ -
Charges for Services	119,397	97,256	81,074	81,074	-17%	-
Miscellaneous Revenue	25,399	20,333	10,000	10,000	-51%	-
Total Revenue:	16,958,194	19,096,266	19,751,546	19,361,697	1%	-
Net County Cost:	$ 6,197,889	$ 5,103,702	$ 6,231,245	$ 5,358,595	5%	$ -
Allocated Positions	244	239	239	239	0%	-

CORE FUNCTION: CHILDREN'S SYSTEM OF CARE

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Emergency Response Program

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Program Purpose: To perform immediate investigations of reported child/elder abuse and neglect; and immediate evaluation of individuals in psychiatric crisis situations per Welfare and Institutions Code 5150 (WIC 5150) at risk of harm to themselves or others, as well as timely placement in the most appropriate settings in order to protect the health and safety of individuals and the community.

Total Expenditures: $7,868,522 **Total Staffing:** 78.0

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- **Key Intended Outcome:** Accurate and timely investigation/evaluation and protective action; timely and appropriate placement in therapeutic settings.

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Emergency Response Indicators:	Actual 2002-03	Projected 2003-04	Target 2004-05
# of children reported at risk of abuse/neglect (unduplicated)	6,587	5,680	4,536
#/% of face-to-face investigations	3,911 / 59%	3,181 / 56%	2,268 / 50%
# of children receiving CWS services who can remain at home safely with supportive services	713	546	530

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# of face-to-face psychiatric assessments (WIC 5150 evaluations) of individuals at risk of danger to self, danger to others or gravely disabled due to a mental disorder	1,130	1,100	920
# of adults and children admitted to inpatient hospitals as meeting criteria for danger to self, danger to others or gravely disabled due to a mental disorder	N/A	600	640
# of face-to-face investigations of reported adult abuse - Adult Protective Service (APS)/% of total calls received	N/A / N/A	30 / N/A	30 / N/A
# of children placed in the Receiving Home	N/A	350	350

Program Comments: Adult, Child and Community Emergency Services System (ACCESS) is an interdependent component of the CSOC Integrated Model and is a primary entry point to the Systems of Care services. It is a demand-based service and all calls received must be triaged to ensure the safety and health of our families and communities. The goal is to provide timely and appropriate interventions to prevent problems from becoming more severe. Prior to implementation of the integrated model, face-to-face response rates for reported child abuse in California was approximately 35 - 40%. For FY 2004-05, CSOC is targeting a 50% face-to-face investigation rate for reported child abuse. Reductions in projected FY 2004-05 indicators are based upon proposed staff reductions in ACCESS.

Child Welfare Services Program

Program Purpose: To prepare evaluations, make recommendations and oversee court-ordered service plans for abused or neglected children in order for families to remain intact or return children to their families or, if indicated, seek permanent placement/adoption, and ultimately prevent recurring child abuse and neglect.

Total Expenditures: $8,873,804 **Total Staffing:** 83.0

- **Key Intended Outcome:** Preserve and unify families as the first priority or effect permanent long-term living situations for foster children in the most appropriate placement, and prevent recurring child abuse and neglect.

Child Welfare Services Indicators:	Actual 2002-03	Projected 2003-04	Target 2004-05
# of children per year	1,424	1,250	1,300
# of average monthly CWS caseload	1,100	845	850
% of Placer County children in foster care experiencing two or fewer placements (86.7% is the national standard)	84.4%	83.7%	86.7%
% of Placer County children re-unified with families in less than 12 months (76.2% is the national standard)	81.2%	77.3%	80%
% of Placer County children adopted in less than 24 months (32% or greater is the national standard)	41.5%	43.6%	40.5%
% of Placer County children re-entering foster care through age 18 (8.6% or less is the national standard)	13.1%	16.6%	8.6%
% of Placer County children experiencing recurrence of abuse or neglect (61% or less is the national standard)	12.6%	11.1%	6.1%
# of out-of-home placements per year/% of total children receiving ongoing services	693 / N/A	670 / N/A	670 / N/A

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Program Comments: Child Welfare Services is an interdependent component of the CSOC Integrated Model. It is a demand-based program requiring service for all children and families when there is evidence of child abuse or neglect. The number of children entering the system will not be impacted significantly in FY 2004-05. However, continued staff reductions and caseload increases may impact our ability to comply with Division 31 regulations for minimal services. In FY 2002-03, Placer County exceeded the federal standards for reunifying children with their families in less than 12 months (Placer with 81.2% vs. federal standard of 76.2%) and in providing adoption in less than 24 months for foster care children eligible for adoption (Placer with 41.5% Vs. federal standard of 32%).

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Behavioral Health Program

Program Purpose: To provide mental-health treatment, substance abuse counseling, therapeutic behavioral support, parental training and other family-support services in order to improve and restore self-sufficiency and functionality for children and their families.

Total Expenditures: $8,491,431 **Total Staffing:** 71.0

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- **Key Intended Outcome:** Improve and restore family supervision, employability, health and safety and educational functionality for children and their families.

Behavioral Health Indicators:	Actual 2002-03	Projected 2003-04	Target 2004-05
#/% completion of mental health assessments within two (2) weeks (state standard is 90% or better)	N/A	717 / N/A	1,620 / 90%
# of children who are receiving both child welfare services and behavioral health treatment	240	200	200
#/% of children receiving less intensive services through referral for services through the Private Network Providers	640 / N/A	620 / N/A	640 / N/A
# of educationally disabled students receiving Individual Education Plan (IEP) services referred requesting mental health services	97	60	60
# of IEP students who received services within 50 days of initial request (CA state standard) and % of total referrals	N/A	25	25
# of juveniles served by Drug Court Program (capped due to staffing)	25	25	30
#/% of individuals successfully completing the nine months to one-year Drug Court Program	56 / 31.4%	8 / 32%	10 / 33%
#/% of juveniles who have graduated Drug Court, avoiding further criminal justice system involvement, other than traffic infractions, at one-year post	N/A	N/A	N/A

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Program Comments: Behavioral Health Services is an interdependent component of the CSOC Integrated Model. The program performance measure attempts to reflect the number of children receiving behavioral health services. Currently HHS is working with CEO and the school system to identify options for improving services for severely emotionally disturbed children.

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Systems Integration/Community Partnership Development Program

Program Purpose: HHS Policy Team and Systems Management, Advocacy and Resource Team (SMART) provide a consistent and integrated system to reduce barriers, streamline service delivery and maximize available funding in order to meet the multiple needs of children and families.

Total Expenditures: $899,289 **Total Staffing:** 7.0

- **Key Intended Outcome:** Comprehensive, seamless approach to assessing need and delivering mental-health, child-welfare, substance-abuse, probation, public health and education services in order to reduce conflicting bureaucratic requirements, duplication of services, and barriers to access, all of which will ultimately improve the success of children, adults and families.

Systems Integration/Community Partnership Development Indicators:	Actual 2002-03	Projected 2003-04	Target 2004-05
As a result of services received, children and families will show significant improvement as noted by the Placer County Outcome Screens	N/A	N/A	N/A
# of children referred to Systems Management Team (SMT) for possible multi-agency service review and appeals	N/A	N/A	N/A
# of children referred to Placement Review Team (PRT) for possible out-of-home placement	N/A	N/A	N/A
# of children who have been reviewed by PRT and approved for out-of-home placement who are referred to Rallying Around Families Together (RAFT) for in-home family with supportive services	N/A	N/A	N/A
# of children served by RAFT program (capped @ 25 due to staffing)	15	25	N/A
#/% of children (families) completing RAFT and moving to a lower level of care	8 / N/A	10 / N/A	N/A
# of days children participating in RAFT remained at home with their families	N/A	N/A	N/A
Note: Child Welfare Services success in avoiding long-term, out-of-home placements, thereby keeping intact families and returning children to their families: out of an eight-county comparison, Placer County ranks #2 for the lowest number of children moving to permanent placement (parental rights terminated). Placer ranks approximately at 45% of the statewide rate of 7.9/1,000.			

Program Comments: The Placer County model promotes the ability to provide services without regard to categorical funding barriers. The primary goal of the integrated system is to provide a comprehensive assessment of family needs, and then provide services in a family centered manner. The performance measures focus on review by the multidisciplinary Systems/Placement Review Teams (SMT and PRT), referrals to RAFT (the County wraparound program for children at risk of placement in group homes), the ability to keep families intact, and the overall improvement of our children. Anticipated staffing reductions will likely result in heavier caseloads and decline in ability to provide intensive case management may result in an increased number of referrals for out-of-home care and higher placement rates.

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Health & Human Services

Richard J. Burton, M.D., M.P.H., Director

HUMAN SERVICES
FUND 100 / APPROPRIATION 53070

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	Actual 2002-03	Budget 2003-04	Requested 2004-05	Recommended 2004-05	Change %	Adopted 2004-05
Expenditures						
Salaries and Employee Benefits	$ 8,217,654	$ 9,316,797	$ 10,734,927	$ 10,154,156	9%	$ -
Services and Supplies	5,830,578	5,785,552	5,555,212	5,504,748	-5%	-
Other Charges	559,067	511,667	511,000	386,000	-25%	-
Capital Assets	52,659	-	-	-	0%	-
Other Financing Uses	82,556	82,556	82,556	82,556	0%	-
Intra Fund Charges	6,435,914	4,322,868	3,846,464	3,834,632	-11%	-
Gross Budget:	21,178,428	20,019,440	20,730,159	19,962,092	0%	-
Intra Fund Credits	(2,878,241)	(58,368)	(42,006)	(42,006)	-28%	-
Net Budget:	$ 18,300,187	$ 19,961,072	$ 20,688,153	$ 19,920,086	0%	$ -
Revenue						
Intergovernmental Revenue	$ 17,634,735	$ 18,380,650	$ 18,794,999	$ 18,570,104	1%	$ -
Charges for Services	271	-	-	-	0%	-
Miscellaneous Revenue	2,390	-	-	-	0%	-
Total Revenue:	17,637,396	18,380,650	18,794,999	18,570,104	1%	-
Net County Cost:	$ 662,791	$ 1,580,422	$ 1,893,154	$ 1,349,982	-15%	$ -
Allocated Positions	168	166	166	166	0%	-

Note: In FY 2003-04 the appropriation for Welfare to Work (# 53090) was consolidated into the Human Services budget. The actual 2002-03 figures include Welfare to Work for comparison purposes.

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CORE FUNCTION: HUMAN SERVICES

CalWORKs Eligibility Program

Program Purpose: To provide cash assistance to low-income residents in order to help them meet basic needs.

Total Expenditures: $ 4,925,350 **Total Staffing:** 47.09

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- **Key Intended Outcome:** Residents receive accurate and timely benefits.

CalWORKs Eligibility Indicators:	Actual 2002-03	Projected 2003-04	Target 2004-05
# of applications received/month	252	245	245
% of applications processed within 45 days	90%	90%	90%
# of active cases/average monthly	1,258	1,245	1,270
% of cases reviewed for continued eligibility in a timely manner	N/A	90%	90%

Program Comments: This budget reflects $1,923,847 directed toward the CalWIN pilot and implementation.

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Food Stamps Program

Program Purpose: To provide food stamps to low-income residents in order to help them buy food.

Total Expenditures: $2,522,168 **Total Staffing:** 22.26

- **Key Intended Outcome:** Eligible residents receive food stamps accurately and timely.

Food Stamps Indicators:	Actual 2002-03	Projected 2003-04	Target 2004-05
# of active cases/average monthly	814	775	850
# of applications received/month	266	275	275
% of applications processed within 30 days	80%	90%	90%
% of cases reviewed for continued eligibility in a timely manner	N/A	90%	90%

Medi-Cal Program

Program Purpose: To provide medical coverage for low-income residents in order to help them protect and improve their health and to afford basic medical care.

Total Expenditures: $5,766,184 **Total Staffing:** 59.17

- **Key Intended Outcome:** Eligible residents receive accurate and timely Medi-Cal benefits.

Medi-Cal Indicators:	Actual 2002-03	Projected 2003-04	Target 2004-05
# of active cases/average monthly	10,149	9,000	10,300
# of applications received/month	1,235	1,077	1,300
% of applications processed within 45 days	55%	90%	90%
% of cases reviewed for continued eligibility in a timely manner	N/A	90%	90%

Program Comments: With the continual growth in the Medi-Cal population (15% this year), the Board of Supervisors and CEO have shown their commitment to supporting Placer County's residents' access to medical assistance by approving an increase in staffing to handle the workload.

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Health & Human Services

Richard J. Burton, M.D., M.P.H., Director

General Relief Program

Program Purpose: To provide cash aid to low-income residents in order to help them meet basic needs.

Total Expenditures: $145,886 **Total Staffing:** 1.42

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- **Key Intended Outcome:** Eligible residents receive accurate and timely benefits.

General Relief Indicators:	Actual 2002-03	Projected 2003-04	Target 2004-05
# of active cases/average monthly	231	236	236
# of applications received/average monthly	134	140	140
% of applications processed within 45 days	92%	90%	90%
% of cases reviewed for continued eligibility in a timely manner	N/A	90%	90%

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Welfare to Work Program

Program Purpose: To provide job services and support for Temporary Assistance for Needy Families (TANF)/CalWORKs recipients and former recipients in order to help them learn job skills, and find and keep jobs.

Total Expenditures: $7,370,572 **Total Staffing:** 36.06

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- **Key Intended Outcome:** TANF/CalWORKs applicants and recipients become economically self-sufficient.

Welfare to Work Indicators:	Actual 2002-03	Projected 2003-04	Target 2004-05
#/% of CalWORKs recipients enrolled in Welfare to Work	723 / 90%	925 / 74%	800 / 98%
# of children receiving child care	280	337	300
# of current CalWORKs adults	803	1,245	815
#/% of enrolled who are participating	358 / 50%	352 / 45%	360 / 45%
#/% exempt from participation	80 / 11%	94 / 12%	94 / 12%
#/% sanctioned for no-cooperation	304 / 12%	N/A / 14%	300 / 14%
# on aid employed	87	109	109
#/% terminated aid because employed	54 / 7.5%	55 / 7%	55 / 7%
% Current Placer County Unemployment Rate	3%	0%	0%
% of families above-average wage	N/A	N/A	0%
Note: The state's unemployment rate directly impacts the above indicators. The current unemployment rate in Placer County is 4.9%.			

Program Comments: This budget reflects $2.1 million contracted to Placer County Office of Education (PCOE) Child Care Services to provide childcare payments to providers of CalWORKs clients; $617,794 to ASOC for Mental Health and Substance Abuse Services; $386,000 in support costs to CalWORKs participants for transportation and ancillary costs; and $82,556 to the DeWitt Diner.

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CLIENT & PROGRAM AID
FUND 100 / APPROPRIATION 53020

	Actual 2002-03	Budget 2003-04	Requested 2004-05	Recommended 2004-05	Change %	Adopted 2004-05
Expenditures						
Salaries and Employee Benefits	$ 21,694	$ -	$ -	$ -	0%	$ -
Services and Supplies	865,122	1,231,611	1,170,358	1,170,358	-5%	-
Other Charges	20,684,494	24,907,837	25,136,095	24,976,628	0%	-
Other Financing Uses	66,648	178,848	178,848	178,848	0%	-
Intra Fund Charges	352,634	190,000	190,000	190,000	0%	-
Gross Budget:	21,990,592	26,508,296	26,675,301	26,515,834		-
Intra Fund Credits	(165,847)	(157,500)	(276,900)	(276,900)	76%	-
Net Budget:	$ 21,824,745	$ 26,350,796	$ 26,398,401	$ 26,238,934	0%	$ -
Revenue						
Fines, Forfeits and Penalties	$ -	$ 237,060	$ 255,000	$ 255,000	8%	$ -
Intergovernmental Revenue	14,279,705	15,678,121	15,978,519	15,978,519	2%	-
Miscellaneous Revenue	463,447	433,200	3,000	3,000	-99%	-
Total Revenue:	14,743,152	16,348,381	16,236,519	16,236,519	-1%	-
Net County Cost:	$ 7,081,593	$ 10,002,415	$ 10,161,882	$ 10,002,415	0%	$ -
Allocated Positions	-	-	-	-	0%	-

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CORE FUNCTION: CLIENT & PROGRAM AID

Cash Payments to Clients Program

Program Purpose: To make cash payments to clients in accordance with program requirements.

Total Expenditures: $26,675,301 **Total Staffing:** 0

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HOUSING ASSISTANCE SERVICES
FUND 103 / APPROPRIATION 53010

	Actual 2002-03	Budget 2003-04	Requested 2004-05	Recommended 2004-05	Change %	Adopted 2004-05
Expenditures						
Salaries and Employee Benefits	$ 139,715	$ 188,251	$ 201,523	$ 201,523	7%	$ -
Services and Supplies	140,430	35,061	27,781	27,781	-21%	-
Other Charges	1,371,562	1,281,658	1,505,641	1,505,641	17%	-
Intra Fund Charges	52,210	37,527	36,411	36,411	-3%	-
Gross Budget:	1,703,917	1,542,497	1,771,356	1,771,356	15%	-
Intra Fund Credits	(49,611)	(105,662)	(85,662)	(85,662)	-19%	-
Net Budget:	$ 1,654,306	$ 1,436,835	$ 1,685,694	$ 1,685,694	17%	$ -
Revenue						
Revenue from Use of Money and Property	$ 8,548	$ 7,000	$ 7,000	$ 7,000	0%	$ -
Intergovernmental Revenue	1,756,108	1,429,435	1,624,286	1,624,286	14%	-
Charges for Services	32,938	-	54,408	54,408	100%	-
Total Revenue:	1,797,594	1,436,435	1,685,694	1,685,694	17%	-
Net County Cost:	$ (143,288)	$ 400	$ -	$ -	-100%	$ -
Allocated Positions	4	4	4	4	0%	-

CORE FUNCTION: HOUSING ASSISTANCE SERVICES

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Section 8 Voucher/Housing Choice Voucher Program

Program Purpose: To provide housing subsidies to low-income residents in order to assist them to secure housing.

Total Expenditures: $1,771,356 **Total Staffing:** 4.0

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- **Key Intended Outcome:** Maximize HUD funding in order to provide housing to residents most in need.

Section 8 Voucher/Housing Choice Voucher Indicators:	Actual 2002-03	Projected 2003-04	Target 2004-05
# of housing vouchers available	253	276	276
% of housing vouchers utilized	90.7%	97%	97%
% of funding utilized	98%	100%	100%

Program Comments: This year we have increased the number of vouchers utilized and maximized funds.

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COMMUNITY HEALTH
FUND 100 / APPROPRIATION 42760

	Actual 2002-03	Budget 2003-04	Requested 2004-05	Recommended 2004-05	Change %	Adopted 2004-05
Expenditures						
Salaries and Employee Benefits	$ 4,209,078	$ 5,404,400	$ 6,096,999	$ 5,043,165	-7%	$ -
Services and Supplies	1,349,414	1,027,457	1,014,595	1,014,595	-1%	-
Other Charges	23	-	-	-	0%	-
Capital Assets	61,696	-	-	-	0%	-
Other Financing Uses	25,101	-	-	-	0%	-
Intra Fund Charges	698,759	614,442	640,031	640,031	4%	-
Gross Budget:	6,344,071	7,046,299	7,751,625	6,697,791	-5%	-
Intra Fund Credits	(648,614)	(728,433)	(576,538)	(576,538)	-21%	-
Net Budget:	$ 5,695,457	$ 6,317,866	$ 7,175,087	$ 6,121,253	-3%	$ -
Revenue						
Licenses, Permits and Franchises	$ 5,683	$ 6,203	$ 6,203	$ 6,203	0%	$ -
Fines, Forfeits and Penalties	17	-	-	-	0%	-
Intergovernmental Revenue	2,467,936	2,703,423	2,568,957	2,470,225	-9%	-
Charges for Services	303,051	324,410	360,995	360,995	11%	-
Miscellaneous Revenue	11,135	-	-	-	0%	-
Other Financing Sources	22,094	20,000	20,000	20,000	0%	-
Total Revenue:	2,809,916	3,054,036	2,956,155	2,857,423	-6%	-
Net County Cost:	$ 2,885,541	$ 3,263,830	$ 4,218,932	$ 3,263,830	0%	$ -
Allocated Positions	84	80	80	80	0%	-

CORE FUNCTION: COMMUNITY HEALTH

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Communicable Disease Control Program

Program Purpose: To prevent and control communicable diseases (including bio-terrorist agents) through surveillance case finding and investigation, diagnosis, contact tracing, laboratory testing and education.

Total Expenditures: $1,841,011 **Total Staffing:** 19.0

- **Key Intended Outcome:** To optimize the identification of disease incidence, control the spread and, where possible, reduce the overall incidence of communicable diseases.

Communicable Disease Control Indicators:	Actual 2002-03	Projected 2003-04	Target 2004-05
# of laboratory (test) work load units performed/# and rate per 1,000 population	N/A	118,000 475.8/1,000	118,000 475.8/1,000
# of cases of communicable diseases reported/# and rate per 1,000 population	N/A	715 4.21/1,000	750 4.41/1,000
% of case investigations completed per communicable disease report	N/A	30%	23%
# of communicable disease investigation contacts	N/A	710	532

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Program Comments: Communicable Disease Control consists of diagnosis, surveillance, investigation, and intervention activities. Disease numbers may reflect changes in incidence, reporting compliance, and or changes in detection capabilities. Anticipated staffing reductions will likely reduce the number of investigations carried out next year.

Maternal, Child, Adolescent and Senior Health Program

Program Purpose: To provide case management, client health assessments, nutrition counseling and food vouchers to eligible Placer County residents in order to promote the health and well-being of infants, children, families and seniors.

Total Expenditures: $4,166,498 **Total Staffing:** 43.0

- **Key Intended Outcome:** Improved health status of residents.

Maternal, Child, Adolescent and Senior Health Indicators:	Actual 2002-03	Projected 2003-04	Target 2004-05
# of individuals receiving case-management services provided by public health nurses or social workers	N/A	1,351	950
# of face-to-face visits provided by case managers/# of visits per individual receiving services (average)	N/A	N/A	3,800 / 4
# of women, Infants and Children Program (WIC) eligible clients benefiting from enhanced nutrition services and food supplements per state program	N/A	2,925	2,925

Program Comments: Direct service numbers have been reduced to reflect vacancies in clinical/professional staff and loss of program funding.

Health Promotion & Health Education Program

Program Purpose: To provide health education and promotion activities to assist and encourage individuals to adopt healthy behaviors.

Total Expenditures: $872,058 **Total Staffing:** 9.0

- **Key Intended Outcome:** Residents will make informed decisions on matters affecting individual, family and community health, including reducing/eliminating risk behaviors.

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Health Promotion & Health Education Indicators:	Actual 2002-03	Projected 2003-04	Target 2004-05
# of HIV counseling, testing, and education visits/% of those tested who return for results	N/A	900 / 85%	900 / 85%
# of tobacco cessation classes offered/# of total participants	N/A	5 / 50	4 / 40
# of smoke-free workplace violations reported, processed and cited	N/A	30	25
# of children receiving dental health screenings and dental education	N/A	5,000	5,000
% of children screened who were referred for treatment/% who received sealants	N/A	N/A	80% / 80%
# of individuals trained in strengths and assets promotion for primary prevention of tobacco, alcohol and other drug use	N/A	250	250
# of youth involved in youth development and prevention activities	N/A	2,000	1,000

Program Comments: Community Health receives funds to provide health education activities for specific issues (e.g. HIV testing and education, tobacco enforcement, education regarding tobacco risks, primary prevention of alcohol or drug use, and children's preventive dental health program).

Health Status Monitoring Program

Program Purpose: To collect and monitor population-based data regarding health status of Placer County residents in support of effective public-private policy development.

Total Expenditures: $387,581 **Total Staffing:** 4.0

- **Key Intended Outcome:** Data is available to identify trends and guide policy.

Health Status Monitoring Indicators:	Actual 2002-03	Projected 2003-04	Target 2004-05
# of births and deaths registered per Health and Safety Code requirements	N/A	2,803 births/ 2,791 deaths	3,200 births/ 3,000 deaths
# of certified copies of certificates issued/$ generated by certified copies of certificates issued	N/A	21,000 / $273,000	23,000 / $280,000
# of consultations to provide data in support of public-private policy development	N/A	100	100
# of consultations to public and private partners to support program evaluation activities	N/A	20	20

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Program Comments: Rapid growth of Placer County will likely necessitate future additional staffing resources to meet legal mandates for recording vital events.

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Emergency Preparedness Program

Program Purpose: To develop a comprehensive system of public-health preparedness to respond to naturally occurring disasters and to acts of terrorism (including disease outbreaks).

Total Expenditures: $484,477 **Total Staffing:** 5.0

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- **Key Intended Outcome:** Event specific protocols are in place.

Emergency Preparedness Indicators:	Actual 2002-03	Projected 2003-04	Target 2004-05
# of emergency protocols developed/revised	N/A	5	5
# of Public Health preparedness drills and exercises conducted	N/A	4	4
#/% of HHS staff trained in Standardized Emergency Management System (SEMS) and/or emergency preparedness	N/A	61 / 7%	20 / N/A
# of HHS staff demonstrating proficiency in SEMS and/or emergency preparedness	N/A	N/A	30
# of stakeholders connected to and number trained on California Health Alert Network (CAHAN)	N/A	100	50
# of developed and maintained Strategic National Stockpile (SNS) preparedness programs	N/A	1	1
# of established and maintained periodic testing of the 24/7 Health Alert System	N/A	4	3

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Program Comments: Bio-terrorism (BT) funding has provided for completion of development of an infrastructure in the form of BT dedicated staff that are implementing state and federal guidelines for critical capacities and competencies. The capacities developed with BT funds are also assisting in county preparedness to deal with other emerging diseases such as West Nile Virus and SARS.

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ENVIRONMENTAL HEALTH
FUND 100 / APPROPRIATION 42820

	Actual 2002-03	Budget 2003-04	Requested 2004-05	Recommended 2004-05	Change %	Adopted 2004-05
Expenditures						
Salaries and Employee Benefits	$ 2,523,332	$ 2,988,342	$ 3,243,733	$ 3,230,496	8%	$ -
Services and Supplies	409,614	436,377	470,538	456,786	5%	-
Other Financing Uses	-	-	32,000	32,000	100%	-
Intra Fund Charges	271,977	316,242	308,614	308,614	-2%	-
Net Budget:	3,204,923	3,740,961	4,054,885	4,027,896	8%	-
Intra Fund Credits	(17,049)	(54,271)	(55,539)	(55,539)	2%	-
Net Budget:	$ 3,187,874	$ 3,686,690	$ 3,999,346	$ 3,972,357	8%	$ -
Revenue						
Licenses, Permits and Franchises	$ 1,539,650	$ 1,590,862	$ 1,713,581	$ 1,713,581	8%	$ -
Intergovernmental Revenue	81,080	46,530	162,289	162,289	249%	-
Charges for Services	648,617	578,154	624,857	624,857	8%	-
Miscellaneous Revenue	26,950	6,000	6,486	6,486	8%	-
Other Financing Sources	112,470	130,000	130,000	130,000	0%	-
Total Revenue:	2,408,767	2,351,546	2,637,213	2,637,213	12%	-
Net County Cost:	$ 779,107	$ 1,335,144	$ 1,362,133	$ 1,335,144	0%	$ -
Allocated Positions	41	41	41	41	0%	-

CORE FUNCTION: ENVIRONMENTAL HEALTH

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Consumer Protection Services Program

Program Purpose: To regulate community facilities through on-site inspections, complaint inspections, plan and construction review and education to satisfy the Health and Safety Code requirements in order to reduce the risk of disease and related injuries in community.

Total Expenditures: $1,799,973 **Total Staffing:** 18.20

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- **Key Intended Outcome:** Reduction of disease and injuries that are associated with substandard housing and with the use of regulated community facilities.

Consumer Protection Indicators:	Actual 2002-03	Projected 2003-04	Target 2004-05
# of retail food facilities	1,265	1,329	1,393
# of routine food facility inspections	2,516	1,880	2,786
# red items recorded during routine food facility inspections (average)	N/A	N/A	N/A
# of mandatory re-inspections of retail food facilities	590	491	500
# of water recreation facilities	447	460	473
# of routine water recreation facility inspections	828	338	946
# red items recorded during routine water recreation facility inspections (average)	N/A	N/A	N/A
# of mandatory re-inspections of water recreation facilities	132	152	150
# of housing code complaints/% resolved within six months	350 / 70%	76 / 89%	350 / 70%

Program Comments: The division targets two annual inspection of retail food facilities, three annual inspections of seasonal water recreation facilities, and five annual inspections of year-round water recreation facilities. Other crucial activities include training classes, plan review, complaint investigation, and enforcement re-inspections.

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Land Use & Water Resources Program

Program Purpose: To regulate and consult with the public and other involved departments to assure that land use practices are planned and community facilities are designed and operated consistent with good environmental health practices in order to protect human health and the environment.

Total Expenditures: $ 998,886 **Total Staffing:** 10.10

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- **Key Intended Outcome:** Protection of public health, the environment and the community's quality of life.

Land Use & Water Resources Indicators:	Actual 2002-03	Projected 2003-04	Target 2004-05
# of septic evaluation applications/% of site evaluations completed within three weeks of requested date of service	424	428 / 70%	428 / 70%
#/% of surface-water systems inspected at least annually	N/A	9 / 100%	9 / 100%
#/% of community water systems with groundwater supply inspected at least once every two years, as required by law	N/A	14 / 100%	14 / 100%
#/% of environmental-review applications reviewed within 30 days of application, as required by law	121 / N/A	152 / 99%	150 / 99%
#/% of use-permit applications where comments submitted to the Planning Department within 7 working days in advance of public hearing, as required by the County Code	115 / N/A	119 / 99%	115 / 99%
#/% of parcel-split applications where comments submitted to Planning Department at least three working days in advance of parcel review committee hearing, as required by the County Code	123 / N/A	147 / 99%	130 / 99%

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Program Comments: In addition to the processing of permits, the division is working with its advisory committee to update the on-site sewage regulation and develop a user-friendly on-site sewage manual. The division is the Local Primacy Agency (LPA) for regulation of specified public water systems.

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Hazardous Materials & Solid Waste Program

Program Purpose: To regulate solid-waste facilities and teach businesses the proper handling of hazardous materials safely and in compliance with the requirements of state and federal regulations to protect human health and the environment.

Total Expenditures: $1,256,025 **Total Staffing:** 12.70

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- **Key Intended Outcome:** Ensure potable water supplies, aid decision-making in land-use applications, facilitate gradual elimination of substandard wells and assemble knowledge of groundwater quality and data.

Hazardous Materials & Solid Waste Indicators:	Actual 2002-03	Projected 2003-04	Target 2004-05
# of Certified Unified Program Agency (CUPA) regulated facilities	620	664	708
# CUPA regulated facility inspections	204	390	500
#/% of monitoring-well permits issued that are receiving construction inspection	N/A	310 / 70%	310 / 70%
#/% of incident on-scene responses within two hours of request	177 / 100%	159 / 100%	160 / 100%
# of Local Enforcement Agency (LEA) regulated solid-waste facilities	N/A	50	50
# of LEA regulated solid-waste facility inspections	N/A	50	50

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Program Comments: As one of the two county CUPA (the other being Roseville) the division enforces the state health and safety code requirements for hazardous materials and waste handling, public notification in case of spills, and requirements for underground storage tank permitting and remediation. The division is implementing the California Accidental Release Program for highly hazardous material handlers. The division is an integral part of the County's incident response team. and is the Local Enforcement Agency (LEA) for Placer and El Dorado Counties.

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DOMESTIC ANIMAL CONTROL
FUND 100 / APPROPRIATION 22390

	Actual 2002-03	Budget 2003-04	Requested 2004-05	Recommended 2004-05	Change %	Adopted 2004-05
Expenditures						
Salaries and Employee Benefits	$ 1,203,542	$ 1,273,361	$ 1,744,879	$ 1,676,023	32%	$ -
Services and Supplies	426,143	384,506	408,735	408,735	6%	-
Intra Fund Charges	124,388	153,338	147,951	147,951	-4%	-
Gross Budget:	1,754,073	1,811,205	2,301,565	2,232,709	23%	-
Intra Fund Credits	(32,775)	(35,000)	(35,000)	(35,000)	0%	-
Net Budget:	$ 1,721,298	$ 1,776,205	$ 2,266,565	$ 2,197,709	24%	$ -
Revenue						
Licenses, Permits and Franchises	$ 126,862	$ 122,540	$ 122,590	$ 122,590	0%	$ -
Intergovernmental Revenue	107,608	115,990	535,844	535,844	362%	-
Charges for Services	81,588	86,100	87,700	87,700	2%	-
Miscellaneous Revenue	41,644	45,500	45,500	45,500	0%	-
Total Revenue:	357,702	370,130	791,634	791,634	114%	-
Net County Cost:	$ 1,363,596	$ 1,406,075	$ 1,474,931	$ 1,406,075	0%	$ -
Allocated Positions	24	24	24	24	0%	-

CORE FUNCTION: DOMESTIC ANIMAL CONTROL

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Field Services Program

Program Purpose: To respond to, investigate and resolve citizen complaints and enforce state and local regulations in order to reduce risk from dangerous animals, animal-related nuisances and animal neglect and cruelty.

Total Expenditures: $1,534,377 **Total Staffing:** 16.0

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- **Key Intended Outcome:** Health and safety of Placer County residents and animals are protected.

Field Services Indicators:	Actual 2002-03	Projected 2003-04	Target 2004-05
#/% of potentially dangerous animal complaints responded to within two hours	350 / N/A	385 / N/A	380 / N/A
# of animal quarantines overseen	550	475	500
#/% complaints resolved within 30 days	5,676 / N/A	5,960 / 90%	5,800 / 90%

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Program Comments: We are able to provide sufficient field service to address the many functions mandated by the County, State of California, and service requested by the public with our present field staff of seven animal control officers, supervisor and dispatcher; seven days a week/24 hours a day.

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Animal Shelter Services Program

Program Purpose: To impound animals, promote an effective spay and neuter program for dogs and cats, assist residents in finding lost pets and promote adoptions of unclaimed animals in order to provide a safe and healthy environment for animals in the shelter.

Total Expenditures: $767,188 **Total Staffing:** 8.0

- **Key Intended Outcome:** Healthy animals are placed into caring homes, residents find their lost pets, and the population of unwanted pets is reduced.

Animal Shelter Services Indicators:	Actual 2002-03	Projected 2003-04	Target 2004-05
# of dogs received at shelter	1,841	2,000	1,900
#/% of dogs adopted or rescued (not including owner euthanasia requests)	1,462 / 79%	1,700 / 85%	1,500 / 85%
# of cats received at shelter	1,794	2,350	2,250
#/% of cats adopted or rescued (not including owner euthanasia requests)	897 / 50%	1,175 / 50%	1,100 / 50%
# of other animal species received at shelter	285	300	350
#/% of other animal species adopted or rescued (not including owner euthanasia requests)	176 / 62%	195 / 65%	245 / 65%
# of calls received related to dead animal removal	1,728	1,990	1,850

Program Comments: Because of a cooperative and aggressive effort by Animal Services and its adoption partners, we continue to experience an increase in adoptions, and a decrease in the number of animals euthanized overall. We have also seen a slight increase the number of surrendered dogs and cats being brought into the shelter, which could be contributed to the economy and the rapid growth of the County.

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PROPRIETARY FUNDS

COMMUNITY CLINICS
ENTERPRISE FUND
FUND 230591 / APPROPRIATION 02950

	Actual 2002-03	Budget 2003-04	Requested 2004-05	Recommended 2004-05	Change %	Adopted 2004-05
Operating Expenses						
Salaries and Employee Benefits	$ 3,715,570	$ 3,614,035	$ 4,506,849	$ 3,420,866	-5%	$ -
Services and Supplies	2,152,863	2,202,062	2,133,809	2,133,809	-3%	-
Other Charges	21,208	1,591	13,627	13,627	757%	-
Other Financing Uses	2,825	-	-	-	0%	-
Buildings & Improvements	-	10,000	-	-	-100%	-
Total Operating Expenditures:	$ 5,892,466	$ 5,827,688	$ 6,654,285	$ 5,568,302	-4%	$ -
Revenue						
Revenue from Use of Money and Property	$ -	$ (8,158)	$ -	$ -	-100%	$ -
Intergovernmental Revenue	1,846,298	1,979,818	2,024,981	2,024,981	2%	-
Charges for Services	453,079	484,973	484,973	484,973	0%	-
Miscellaneous Revenue	1,789,721	1,855,489	1,530,060	1,530,060	-18%	-
Other Financing Sources	1,682,963	1,528,288	1,528,288	1,528,288	0%	-
Total Revenue:	5,772,061	5,840,410	5,568,302	5,568,302	-5%	-
Net Income (Loss)	$ (120,405)	$ 12,722	$ (1,085,983)	$ -	-100%	$ -
Allocated Positions	53	53	53	53	0%	-

CORE FUNCTION: COMMUNITY CLINICS

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Primary Care Program

Program Purpose: To provide primary medical care in an outpatient setting to Medically Indigent Adults (MIA), Medi-Cal beneficiaries, Medicare-eligible patients and others requiring health services in order to improve their access to healthcare.

Total Expenditures: $3,137,256 **Total Staffing:** 26.0

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- **Key Intended Outcome:** County residents without other medical insurance will have access to healthcare.

Primary Care Indicators:	Actual 2002-03	Projected 2003-04	Target 2004-05
# of primary-care visits at county clinics	15,620	16,208	16,208
# of prescriptions filled at county clinic pharmacy	14,469	21,210	21,210
#/% of county clinic patients utilizing Sutter Hospital emergency rooms	N/A	590 / N/A	590 / N/A
% of patient satisfaction surveys completed indicating satisfactory or above results	N/A	96%	96%

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Program Comments: Anticipated performance level for next fiscal year may be reduced from previous levels due to staffing levels.

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Dental Care Program

Program Purpose: To provide dental services to MIAs, Medi-Cal beneficiaries and others covered by state programs in order to increase Placer County residents' access to dental care.

Total Expenditures: $710,011 **Total Staffing:** 5.0

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- **Key Intended Outcome:** Certain Placer County residents who would otherwise be unable to afford such care will have access to dental care.

Dental Care Indicators:	Actual 2002-03	Projected 2003-04	Target 2004-05
# of dental visits provided at county clinics	4,837	4,494	4,670
% of non-emergency initial exams scheduled within six weeks	N/A	95%	95%
% of patient satisfaction surveys completed indicating satisfactory or above results	N/A	98%	98%

Program Comments: Anticipated performance level for next fiscal year may be reduced from previous levels due to staffing levels.

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Preventative Care Program

Program Purpose: To provide Child Health and Disability Prevention (CHDP) screening, family planning and communicable disease prevention services in order to improve the health and well-being of the target population(s).

Total Expenditures: $2,807,018 **Total Staffing:** 22.0

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- **Key Intended Outcome:** Preventative care services are available to the target populations.

Preventative Care Indicators:	Actual 2002-03	Projected 2003-04	Target 2004-05
# of CHDP physicals provided	2,427	2,306	2,800
# of family planning/communicable disease visits	6,432	4,794	5,200
% of patient satisfaction surveys completed indicating satisfactory or above results	N/A	95%	95%

Program Comments: Anticipated performance level for next fiscal year may be reduced from previous levels due to staffing levels.

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MANAGED CARE SYSTEMS
ENTERPRISE FUND
FUND 230590 / APPROPRIATION 02970

	Actual 2002-03	Budget 2003-04	Requested 2004-05	Recommended 2004-05	Change %	Adopted 2004-05
Operating Expenses						
Salaries and Employee Benefits	$ 1,906,886	$ 2,220,193	$ 2,440,575	$ 2,372,516	7%	$ -
Services and Supplies	607,267	560,110	450,221	450,221	-20%	-
Other Charges	4,366,852	1,678,298	1,397,124	1,397,124	-17%	-
Total Operating Expenditures:	$ 6,881,005	$ 4,458,601	$ 4,287,920	$ 4,219,861	-5%	$ -
Revenue						
Fines, Forfeits and Penalties	$ 228,760	$ 31,608	$ 33,500	$ 33,500	6%	$ -
Intergovernmental Revenue	2,089,500	1,676,157	1,438,461	1,438,461	-14%	-
Charges for Services	239,556	199,000	205,655	205,655	3%	-
Miscellaneous Revenue	78,697	84,591	-	-	-100%	-
Other Financing Sources	3,840,538	2,466,745	2,541,745	2,541,745	3%	-
Special Items	40	500	500	500	0%	-
Total Revenue:	6,477,091	4,458,601	4,219,861	4,219,861	-5%	-
Net Income (Loss)	$ (403,914)	$ -	$ (68,059)	$ -	0%	$ -
Allocated Positions	40	36	36	36	0%	-

Note: In FY 2003-04 the appropriation for Children's Medical Services Fund 230590 (# 02940) was consolidated into the Managed Care Systems budget. The 2002-03 figures include Children's Medical Services for comparison purposes.

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CORE FUNCTION: MANAGED CARE SYSTEMS

Medically Indigent Adult (MIA) Program

Program Purpose: To provide a managed-care, health-delivery program that pays for treatment for certain low-income Placer County residents who do not qualify for other medical insurance; and provide payment for medically necessary follow up treatment for Placer County CHDP children who do not qualify for other medical insurance in order to provide increased access to medical insurance.

Total Expenditures: $ 1,205,675 **Total Staffing:** 10.0

- **Key Intended Outcome:** Placer County MIAs and CHDP treatment program children will have access to medical care.

MIA Indicators:	Actual 2002-03	Projected 2003-04	Target 2004-05
# of adults and children qualifying for MIA/CHDP program	12,829	11,336	11,336
# of clinic visits paid by MIA/CHDP program	9,864	8,410	8,410
# of days to pay a claim (average)	30	34	34
# of days to respond to a grievance/appeal request (average)	N/A	25	30
% of enrollee satisfaction surveys completed indicating overall satisfactory results	N/A	75%	75%

Program Comments: Anticipated performance level for next fiscal year may be reduced from previous levels due to staffing levels.

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Medi-Cal Patient Accessibility Program

Program Purpose: To link Placer County Medi-Cal beneficiaries to a primary-care provider and regular medical services in a cost effective manner that emphasizes health-maintenance and preventative care.

Program Comments: Due to budget restrictions, this program was eliminated at both the state and county levels.

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<#>**Key Intended Outcome:** Access to healthcare for Placer County Medi-Cal beneficiaries is increased.¶
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Medi-Cal Patient Accessibility Indicators: ... [188]

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Children's Medical Services Program

Program Purpose: To provide financing for and assist in arranging specialized medical care and allied services for children with certain physical limitations and diseases, in accordance with Section 265 of the Health and Safety Code; to prevent disease and improve the health of children and infants; and to detect and treat potential health problems of Medi-Cal-eligible individuals and families through the Early and Periodic Screening, Diagnosis and Treatment (EPSDT) Program.

Total Expenditures: $ 3,014,186 **Total Staffing:** 25.0

- **Key Intended Outcome:** Access to preventative and specialized medical care and therapy for eligible children is increased.

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Children's Medical Services Indicators:	Actual 2002-03	Projected 2003-04	Target 2004-05
# of CHDP health assessments reviewed	9,383	9,744	9,000
# of CHDP children assisted in accessing necessary healthcare	1,610	1,656	1,600
% of CHDP provider locations where a program quality assurance site visit was due and completed	N/A	75%	80%
# of children whose cases were coordinated between CHDP and behavioral health managed care to address behavioral health needs	25	28	26

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# of children provided California Children's Services (CCS)	620	655	655
% increase in active CCS child cases	3%	6%	6%
# of CCS-eligible children needing physical therapy (PT) and occupational therapy (OT)	153	166	166
% of CCS-eligible children who need PT and OT who receive PT and OT services	88%	96%	95%
% of CCS-eligible children linked to a primary care provider	81%	92%	93%

Program Comments: Anticipated performance level for next fiscal year may be reduced from previous levels due to staffing levels. Comprehensiveness of case reviews and coordination will also change as a result of decreased clinical, nursing staff. Some indicators reflect actual eligible cases that must be served per Health and Safety Code despite staffing levels.

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ADMINISTRATION & SUPPORT

FUND 100 / APPROPRIATION 42000

	Actual 2002-03	Budget 2003-04	Requested 2004-05	Recommended 2004-05	Change %	Adopted 2004-05
Expenditures						
Salaries and Employee Benefits	$ 4,349,651	$ 4,391,004	$ 4,818,095	$ 4,540,520	3%	$ -
Services and Supplies	556,367	469,450	738,793	463,249	-1%	-
Capital Assets	-	60,000	-	-	-100%	-
Intra Fund Charges	503,602	657,502	679,084	679,084	3%	-
Gross Budget:	5,409,620	5,577,956	6,235,972	5,682,853	2%	-
Intra Fund Credits	(4,626,776)	(4,789,614)	(5,224,530)	(4,725,672)	-1%	-
Net Budget:	$ 782,844	$ 788,342	$ 1,011,442	$ 957,181	21%	$ -
Revenue						
Intergovernmental Revenue	$ -	$ 50,000	$ 100,000	$ 100,000	100%	$ -
Charges for Services	559,737	527,836	566,038	511,777	-3%	-
Miscellaneous Revenue	10,000	30,000	-	-	-100%	-
Other Financing Sources	163,102	180,506	245,404	245,404	36%	-
Total Revenue:	732,839	788,342	911,442	857,181	9%	-
Net County Cost:	$ 50,005	$ -	$ 100,000	$ 100,000	100%	$ -
Allocated Positions	60	58	58	58	0%	-

Note: In FY 2003-04 the appropriation for HHS-MIS (# 42850) was consolidated into the Administration and Support budget. The actual 2001-02 and budget 2002-03 figures include HHS-MIS for comparison purposes.

Program Purpose: To provide the overall administrative, fiscal, contract, and personnel management to the department; to increase accountability and maximize revenues; and to provide management-information-system development and support. Costs incurred in this appropriation unit are transferred to HHS Core Functions as follows:

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Allocation of Administration and Support Expenditure Budget		Amount	Percent
Adult Systems of Care	$	688,327	11
Children's System of Care		1,111,760	18
Community Health		458,241	8
Domestic Animal Control		101,945	1
Environmental Health		268,959	4
Human Services		2,516,727	41
Housing Assistance Services		25,257	-
Community Clinics (Enterprise Fund)		331,291	5
Managed Care (Enterprise Fund)		222,762	4
Other		510,702	8
Total:	**$**	**6,235,972**	**100%**

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the County Executive's Office

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through the Placer Collaborative Network

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was done in order to reduce

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these

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treat persons more quickly

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These goals are being met.

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Teams were changed to brief services,

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and

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and were designed to be evidenced-based to achieve the maximum success with limited resources. This re-design was expected to triage persons who could be managed successfully in the community and to provide more intense services for those who needed it.

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Began a coordinated effort to move persons reaching a level of stability from services with psychiatrists to services through a primary care physician in Community Clinics.

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In response to ever increasing federal mandates, the division developed the required compliance plan and team; a code of conduct; training for all staff; and new processes to audit and monitor the system against fraud and abuse. However, these new federal requirements consistently require the redirection of staff away from client service to meet federal administrative requirements.

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As a part of collaborative, effort began a review of the Proposition 36 Program design and effectiveness. The collaborative team brought together a senior management group that was successful in agreeing on core principles that will be implemented in a participatory process with staff.

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Began the implementation of federal managed care requirements for mental health services. This included the development of a compliance plan and team; a code of conduct; training for all staff; and new processes to audit and monitor the system against fraud and abuse. However, these new federal requirements require additional administrative time at the expense of time that would otherwise be used to provide services.

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migrated mental health billings from the Yolo System to Avatar and have Automated the ACCESS intake process. Although behind initial implementation schedule, Avatar is

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gather statistics, review performance

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successfully bill all insurance options.

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Labor negotiations began successfully and timely and as required by the State of California

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Significantly strengthened our partnership with Juvenile Probation with the leadership of the new Chief Probation Officer.

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(Electronic Benefit Transfer

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Maximized the provision of rental assistance to low-income families

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achieving a 100% utilization of Section 8 housing funds.

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Performed a community health assessment to guide maternal and child health policy and program development

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A countywide mass casualty drill was also completed this fiscal year.

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(Placer County Land Use Tracking System

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Implemented fiscal tracking at program level (unclear about what/why)

Effectively met objectives in land use despite a supervisory staff shortage.

Developed a plan for West Nile Virus surveillance (worth a bit of expansion?)

Implemented PLUS (Placer County Land Use Tracking System), which will…?

Implemented California Accidental Release Prevention (Cal ARP) Program), which will…?

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in-house

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Implemented feral cat program (secret midnight feedings at Dewitt or ?)

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by improving the effectiveness and adherence to the Formulary

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Improved

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measured by average number of exams per hour.

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increased the level of care and improved the efficiency in managing County patients hospitalized at

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through a contract to provide

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(first of its kind in Placer County).

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Developed and implemented quarterly Quality Assurance program with provider staff at both the Auburn and Kings Beach clinics.

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Redesigned and implemented a new charting system, which increased medical records security and improved the clinic efficiency .

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In conjunction with the Placer Care Coalition, established a volunteer base to assist in the care of Roseville M.I.A. patients.

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Upgraded Roseville clinic equipment with funding from Kaiser and the Placer Care Coalition.

Family planning patient survey found 98% satisfied with care, wait times, and location of services.

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program

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. Children were enrolled

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, due to

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Though providing treatment to more children, the CCS Medical Therapy Unit decreased the number of children on a waiting list.

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manage programs and budgets within BOS and CEO direction and funding levels

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Continue to work on the issue of homelessness in collaboration with partner agencies and concerned citizens. The Board directed the department to work with the community in developing solutions to address the core issues and establish cost effective alternatives for Placer County.

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position,

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Transition/strategic planning?

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Continue to provide HHS services in a comprehensive, integrated and family centered manner as affirmed by HHS Policy Team and CEO.

Reduce leased facilities and consolidat

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Relocate Managed Care staff from Nevada Street to Dewitt; move HHS Administration from Enterprise to Nevada Street; relocate staff in Penryn to Roseville; consider other possible options.

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, including an on-going compliance review in order to audit and monitor the system against fraud and abuse

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Continue the implementation of Avatar, the new MIS system for Behavioral Health and Health services to

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State

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Counties

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Hold on to what we got!!! Surviving the State budget deficit!!

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Increase the capacity and capability of the Public Health Laboratory through attaining Level B status

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and securing additional state/federal funding to further support identification of emerging infectious disease and bioterrorism agents.

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prevention.

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Operation, Monitoring, and Maintenance (

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) program

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Implement OM&M program.

Refine and update On-Site Sewage Manual

Complete implementation of the FDA voluntary retail food facility standards

Implement West Nile Virus surveillance program

Complete implementation of Cal ARP

Develop, train, and implement a comprehensive set of CUPA policies and procedures

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Negotiate and execute new city contracts to accurately reflect actual costs of services and to assure adequate funding of animal service programs

Continue to explore a partnership for new shelter with SPCA

Revise the animal rescue group adoption procedures and policies

Upgrade data management from PetWhere to a newer program (do we have this in the budget?)

Implement with the Friends an annual awards presentation

Develop a training library of videos, books, etc.

Reopen Overnight Receiving

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Appropriation

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Additionally, conduct biannual review of the drug Formulary.

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Achieve further improvements of provider productivity through redesign of clinic space.

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Locate and train an Eligibility Worker at the Medical Clinic to enroll patients in Medi-Cal and Healthy Families.

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Specialists

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ended participation in

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thirteen

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twenty million

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the County Executive Office

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, assuming the budget is approved at the Base level and a county general fund contribution of 20 million dollars.

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HHS

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commitment to HHS by re-budgeting HHS' FY 2003/04 savings (currently estimated to be $1.5 million) or through the use of the

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Trust Fund Reserve Account.

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or re-negotiating employee contracts relating to salary and benefit costs.

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As a high priority for the Board and CEO, HH

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solutions to address this population's needs.

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currently participating with the community in the development of a

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An RFP will be released to obtain an architect for this project.

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Key Intended Outcome: Access to healthcare for Placer County Medi-Cal beneficiaries is increased.

Medi-Cal Patient Accessibility Indicators:	Actual 2002-03	Projected 2003-04	Target 2004-05
# of Placer County Medi-Cal beneficiaries	9,000	N/A	N/A
#/% of Placer County Medi-Cal beneficiaries assisted	N/A	N/A	N/A
% of assisted Medi-Cal population utilizing Placer County Sutter Hospital emergency rooms	N/A	N/A	N/A
% of beneficiary satisfaction surveys completed indicating satisfactory or above results	90%	N/A	N/A

Veterans Services

Fred Murphy, Veterans Service Officer

MISSION STATEMENT
The Veterans Services Office works in association with other government agencies to advocate for veteran's rights and to identify, apply for and retain benefits and services for veterans and their families.

VETERANS SERVICES
FUND 100 / APPROPRIATION 53650

	Actual 2002-03	Budget 2003-04	Requested 2004-05	Recommended 2004-05	Change %	Adopted 2004-05
Expenditures						
Salaries and Employee Benefits	$ 192,974	$ 206,323	$ 225,654	$ 225,654	9%	$ -
Services and Supplies	24,194	29,088	29,108	28,023	-4%	-
Intra Fund Charges	-	584	584	-	-100%	-
Net Budget:	$ 217,168	$ 235,995	$ 255,346	$ 253,677	7%	$ -
Revenue						
Intergovernmental Revenue	$ 29,440	$ 29,500	$ 29,500	$ 29,500	0%	$ -
Other Financing Sources	-	13,000	7,000	5,000	-62%	-
Total Revenue:	29,440	42,500	36,500	34,500	-19%	-
Net County Cost:	$ 187,728	$ 193,495	$ 218,846	$ 219,177	13%	$ -
Allocated Positions	3	3	3	3	0%	-

CORE FUNCTION

Veterans Services

Veterans Services assists clients in obtaining benefits from state and federal government agencies including, but not limited to, the Department of Veterans Affairs for claims related to compensation and pensions, survivor benefits, education, vocational rehabilitation, home loans, life insurance, and burial benefits. One of the main functions of the office is to deliver the State of California's College Fee Waiver Program to the children of disabled veterans. The office also assists veterans in obtaining medical treatment from the Department of Veterans Affairs.

FY 2003 -04 Major Accomplishments

- Department head is president for the California Association of County Veterans Service Officers.
- Implemented a computer system that helps identify future claims as well as track present claims.
- Provided a vital, timely and efficient system of services and advocacy to veterans, and for their dependents and survivors.
- Intervened on behalf of the veterans in solving difficulties with receiving benefits from the health care service delivery system for veterans.

Veterans Services

Fred Murphy, Veterans Service Officer

FY 2004-05 Planned Accomplishments

- Establish an outreach program to bring our services to the homeless community.
- Continue involvement with the California Association of County Veterans Service Officers to protect and increase state funding for the department.
- Continue outreach efforts to veterans and their families with a primary focus on veterans in the senior community.
- In cooperation with the Health and Human Services Department, continue to develop a plan to redirect various medical services to veterans from Medi-Cal and Indigent Services funding.

Department Comments

Due to changes in the medical-fee structure, the department effectively managed an increase in the number of veterans seeking assistance from the Department of Veterans Affairs. Staff expects the demand for claims in the next fiscal year to remain flat, with the requests for services to increase. The demand for monetary claims for veterans or their families confined to skilled nursing facilities is expected to increase in the next year, and this trend will continue into the future as the baby boomers continue to age.

County Executive Comments And Recommendations

The net budget for *Veterans Services* includes revenue that will be received from a Veterans Vehicle License Fee Trust Fund ($5,000) to offset increases in operational costs. The County Executive Office recommends an increase of $25,682 in the net county cost in order to maintain FY 2003-04 staffing levels. The department reports there have been increased activities and demand for services related to military personnel returning to the United States after being involved in overseas deployments, as well as contacts with older veterans affected by current war-related issues.

CORE FUNCTION: VETERANS SERVICES

Compensation & Pension Claims Program

Program Purpose: To assess eligibility for compensation for service-connected disabilities and pension funding for disabled veterans, prepare applications, and act as the advocate for veterans and their families to maximize their benefit potential.

Total Expenditures: $178,742 **Total Staffing:** 2.10

- **Key Intended Outcome:** Veterans and their families achieve maximum benefits.

Compensation & Pension Claims Indicators:	Actual 2002-03	Projected 2003-04	Target 2004-05
# of claims filed	384	351	335
# of awards received	228	170	200
$ of awards received	$1,193,452	$853,644	$1,300,000

Veterans Services

Fred Murphy, Veterans Service Officer

Program Comments: The decline in compensation and pension awards is the result of two factors. There are fewer people leaving the military, thus there are fewer new claimants. The second factor is the huge backlog of unfinished claims. The regional office that processes our claims presently has over 14,000 open claims. Historically the number is around 5,000.

College Fee Waiver Program

Program Purpose: To assess eligibility for and approve applications submitted by children of disabled veterans for waivers in tuition and system wide fees for University of California, California State University and community colleges to assist them in achieving higher education.

Total Expenditures: $25,535 **Total Staffing:** 0.30

- **Key Intended Outcome:** Children of disabled veterans receive higher education.

College Fee Waiver Indicators:	Actual 2002-03	Projected 2003-04	Target 2004-05
# of waivers granted	152	230	230
$ of waivers granted	$284,696	$524,666	$525,000

Program Comments: Working with the County Office of Education to promote the College Fee Waiver Program has been more of a success than we initially anticipated.

Health Care Enrollment Program

Program Purpose: To enroll veterans for health care through the Department of Veterans Assistance, and to advocate on behalf of the veteran for ongoing medical care to maximize potential benefits and services.

Total Expenditures: $51,069 **Total Staffing:** 0.60

- **Key Intended Outcome:** Veterans achieve maximum health care benefits.

Health Care Enrollment Indicators:	Actual 2002-03	Projected 2003-04	Target 2004-05
# of claims filed	129	106	110

Program Comments: FY 2003-04 is the first full year of restricted access to the Veterans Assistance Health Care System. The result is that fewer veterans are now eligible for enrollment.

Land Use Services

Agricultural Commissioner /
Sealer Weights & Measures
Building Inspection
Facility Services
Planning
Public Works

Agricultural Commissioner/Sealer of Weights & Measures

Christine Turner, Agricultural Commissioner

MISSION STATEMENT

To protect the agricultural industry by detecting and eradicating dangerous and invasive pests, promote the sale of locally grown products, protect the public and environment by promoting the safe use of pesticides, and increase consumer confidence in local businesses by protecting against fraud and deception.

Appropriation	Budget 2003-04	Position Allocations	Recommended 2004-05	Position Allocations
Agricultural Commissioner/Sealer of Weights & Measures	$ 1,541,983	13	$ 1,432,400	13
Fish & Game Commission	10,610	0	10,610	0
Total:	$ 1,552,593	13	$ 1,443,010	13

CORE FUNCTIONS

Agricultural Commissioner/Sealer of Weights & Measures

The Agricultural Commissioner promotes regional public awareness of Placer County agriculture and the sale of agricultural products and encourages agriculture-related tourism as a means of economic diversification for the farming community. In addition, the program protects Placer County's agricultural and natural resources against damage caused by exotic insects, diseases, and weeds; assure compliance with the federal and state laws pertaining to the proper and safe use of pesticides; and protect farms from incompatible land uses, which would limit agricultural productivity and efficiency. The Sealer of Weights and Measures' program enforces laws and regulations that assure marketplace equity for transactions involving count, weight, or measure.

Fish & Game Commission

Preserves the fisheries and wildlife in Placer County for future generations through local fish plants, habitat improvements, animal trappings and collaring, and pollution monitoring of streams and lakes in cooperation with the State Department of Fish and Game.

FY 2003-04 Major Accomplishments

- Continued to prevent the introduction of non-native plants, insects, and diseases to Placer County's agricultural and natural landscape.
- Helped ensure the high quality of nursery products grown in Placer County.
- Helped in the effort to prevent Exotic Newcastle Disease and other foreign animal diseases from becoming established in Placer County.
- Improved the management and reporting of agricultural production information.
- Promoted certified farmers markets and organic production by conducting verification inspections and audits.
- Improved the level of compliance in the safe use of pesticides.
- As part of the County's ongoing Agricultural Marketing Program, published the 2004 Farm Trails Guide and distributed 100,000 copies that provided information on buying locally produced agricultural products.

- As part of a joint cooperative effort between the County's Agricultural Marketing Program, the High Sierra Resource Conservation Development Area and Cooperative Extension, participated in the development of the High Sierra Beef Project for marketing locally produced beef.
- Coordinated the 2004 October Fall Harvest Weekend; participated on organizing committees for PlacerGROWN meals in Roseville, Fruitvale School, and Loomis.
- Assisted the Placer County Wine and Grape Growers Association with the Auburn Wine Festival, and the Lincoln Chamber of Commerce with the Lincoln Showcase event.
- Worked more closely with other county departments, to develop the new land use database system, to address the impacts of development on agriculture.
- Completed more annual inspections of commercial weighing and measuring devices as mandated by law.
- Gave financial support, using funds from Fish and Game fines, in support of local youth nature programs.
- Promoted increased local enforcement of Fish and Game laws.

FY 2004-05 Planned Accomplishments

- Promote broad community based weed management projects.
- Improve pesticide use safety of household applications.
- Take advantage of inspector training programs offered by state agencies.
- Complete state contracts in the areas of pest prevention, pesticide use enforcement, and weights and measures.
- Cross-train staff and integrate inspections in order to be more efficient and to increase the depth of knowledge of the inspection team.
- Develop marketing products to be used by producers in promoting their products.
- Continued to support local youth nature programs.
- Participate in local events that celebrate the bounty of Placer County agriculture.

Department Comments

For the FY 2004-05, the California Department of Food and Agriculture and the Department of Pesticide Regulation will experience the effects of large budget cuts. These state agencies fund portions of many of our enforcement programs. So far, we have been asked to reduce work plan budgets only slightly. We hope to continue to provide nearly the same level of enforcement presence and community service that we have in the past.

Over the long term, we are looking to becoming more involved in the land use decisions that affect agriculture. In addition, the department will continue to promote locally grown agricultural products by working through the Agricultural Marketing Program.

Agricultural Commissioner/Sealer of Weights & Measures

Christine Turner, Agricultural Commissioner

County Executive Comments And Recommendations

The recommended *Agricultural Commissioner/Sealer* target budget provides full funding for allocated positions. Salary and benefit increases are offset slightly by reductions in extra help and overtime funding due to conclusion of public outreach in response to the threat of Exotic Newcastle Disease (END) in California in FY 2003-04. Services and supplies include appropriations to cover the costs of year five of the agricultural marketing program and to rebudget agricultural marketing funds from prior years that have not been fully expended. Also included is Fruitvale School restoration funding. Recommended amounts reflect reductions to travel, mileage, equipment rental, and radio communications.

The Agricultural Commissioner/Sealer's budget is charged by Animal Control for trapping small animals in the Lake Tahoe area. State reimbursements are received for a portion of the agricultural commissioner's salary and various agriculture and weights-and-measures programs and for pesticide enforcement. Revenue is also received for inspection services related to plants and other agricultural commodities and inspection of vapor recovery devices (gasoline and diesel nozzle dispensers). The department is currently reviewing its fee structure and revenues, which may result in recommendations for future adjustments in fees.

Department requested funding considerations for final budget:

- Truck utility body ($10,000)

The Agricultural Commissioner/Sealer also oversees the *Fish and Game Commission* budget. Recommended expenditures will provide for commissioner per diem, secretarial services, and travel costs, an annual trout derby, local education activities, and wildlife programs. The Fish and Game Commission budget receives an annual contribution from the General Fund, fine revenues, and interest earnings. The estimated fund balance carryover is expected to fund the net county cost.

AGRICULTURAL COMMISSIONER/SEALER OF WEIGHTS & MEASURES
FUND 100 / APPROPRIATION 22210

	Actual 2002-03	Budget 2003-04	Requested 2004-05	Recommended 2004-05	Change %	Adopted 2004-05
Expenditures						
Salaries and Employee Benefits	$ 827,592	$ 974,441	$ 1,064,251	$ 1,064,251	9%	$ -
Services and Supplies	239,604	545,820	346,427	346,427	-37%	-
Capital Assets	-	-	10,000	-	0%	-
Other Financing Uses	14,636	-	-	-	0%	-
Intra Fund Charges	659	21,722	21,722	21,722	0%	-
Net Budget:	$ 1,082,491	$ 1,541,983	$ 1,442,400	$ 1,432,400	-7%	$ -
Revenue						
Intergovernmental Revenue	$ 537,047	$ 569,755	$ 504,559	$ 504,559	-11%	$ -
Charges for Services	41,963	41,100	43,100	43,100	5%	-
Miscellaneous Revenue	10,168	7,000	7,000	7,000	0%	-
Total Revenue:	589,178	617,855	554,659	554,659	-10%	-
Net County Cost:	$ 493,313	$ 924,128	$ 887,741	$ 877,741	-5%	$ -
Allocated Positions	13	13	13	13	0%	-

CORE FUNCTION: AGRICULTURAL COMMISSIONER/SEALER OF WEIGHTS & MEASURES

Weights & Measures Program

Program Purpose: To conduct inspections and enforce laws regarding accuracy in commercial weighing and measuring devices such as gas station pumps, produce scales, price scanners, and labels and certificates used by commerce, in order to protect consumers against fraud and deception and increase consumer confidence in local business.

Total Expenditures: $231,000 **Total Staffing:** 3.0

- **Key Intended Outcome:** To ensure marketplace equity in commercial transactions involving weighing, measuring and labeling.

Weights & Measures Indicators:	Actual 2002-03	Projected 2003-04	Target 2004-05
% of commercial weighing and measuring devices inspected within the year	34%	88%	100%
# of inspections in which violations were found	131	300	0
% of violations cleared at first re-inspection	92%	89%	100%

Program Comments: In FY 2002-03 the department became involved in the statewide Glassy-winged Sharpshooter program in an effort to keep this serious grape pest out of Placer County. Staff resources were redirected to this program. In FY 2003-04, the department filled a vacant position and was able to devote more resources to the Weights and Measures Program.

Pesticide Use Enforcement Program

Program Purpose: To conduct agricultural pesticide use and records inspections in order to help agriculture comply with pesticide use regulations and safeguard the public and environment from pesticide misuse and harmful residues.

Total Expenditures: $231,000 **Total Staffing:** 3.0

- **Key Intended Outcome:** Lower the numbers of improper pesticide use incidents.

Pesticide Use Enforcement Indicators:	Actual 2002-03	Projected 2003-04	Target 2004-05
# of pesticide use enforcement inspections in Placer County per year	181	300	400
# of violations found	89	100	0
% of violations cleared at first re-inspection	100%	100%	100%

Program Comments: In FY 2003-04, Exotic Newcastle Disease (END) was discovered in poultry flocks in southern California. The department scrambled to respond to the request from United States Department of Agriculture (USDA) and California Department of Food and Agriculture to participate in survey and public outreach efforts to ensure that END was not in Placer County. Permanent staff resources were redirected to supervise a team of seasonal extra help staff and resulted in less pesticide-related field work being done in FY 2003-04 than projected prior to the END program.

Plant Health & Pest Prevention Program

Program Purpose: To protect residents and the agricultural industry from exotic insects, diseases, and weeds through nursery shipment inspections, insect detection inspections and the Weed Management Area Project.

Total Expenditures: $820,404 **Total Staffing:** 7.0

- **Key Intended Outcome:** Maintain low incidence of exotic insect, disease and weed infestations.

Plant Health & Pest Prevention Indicators:	Actual 2002-03	Projected 2003-04	Target 2004-05
# of nursery shipments arriving in Placer County per year	33,355	34,000	34,000
# of inspections of nursery shipments arriving in Placer County per year	7,715	8,200	8,200
% of inspections of nursery shipments arriving in Placer County per year	23%	24%	23%
# of exotic insect pest finds during detection trapping inspections per year	18	17	0

Program Comments: As the County continues to grow so does the demand for nursery stock plants. A significant portion of the nursery stock used in Placer County comes from out of county sources and requires inspection when it arrives. The department anticipates that this trend will continue into the future.

Other Agricultural Commissioner Programs

Agricultural Marketing Program: Promotes regional public awareness of Placer County agriculture, the sale of Placer County agriculture products, and agriculture-related tourism in order to enhance economic diversification of the farming community. The Agricultural Marketing Program submits press releases to local media throughout the year that highlight Placer County agriculture, and provides outreach to farmers and ranchers on ways to improve the marketing of their products. The program also distributes approximately 100,000 Placer County Farm Trail Guides to help and encourage consumers to buy fresh agricultural products from local producers.

Total Expenditures: $159,996 **Total Staffing:** 0.0

FISH & GAME COMMISSION
FUND 130 / APPROPRIATION 22370

	Actual 2002-03	Budget 2003-04	Requested 2004-05	Recommended 2004-05	Change %	Adopted 2004-05
Expenditures						
Services and Supplies	$ 5,587	$ 7,755	$ 7,755	$ 7,755	0%	$ -
Intra Fund Charges	-	708	708	708	0%	-
Gross Budget:	5,587	8,463	8,463	8,463	0%	
Intra Fund Credits	(1,855)	(1,755)	(1,755)	(1,755)	0%	-
Appropriations for Contingencies	-	3,902	3,902	3,902	0%	-
Net Budget:	$ 3,732	$ 10,610	$ 10,610	$ 10,610	0%	$ -
Revenue						
Fines, Forfeits and Penalties	$ 1,089	$ 1,500	$ 1,500	$ 1,500	0%	$ -
Revenue from Use of Money and Property	774	700	700	700	0%	-
Total Revenue:	1,863	2,200	2,200	2,200	0%	-
Net County Cost:	$ 1,869	$ 8,410	$ 8,410	$ 8,410	0%	$ -
Allocated Positions	-	-	-	-	0%	-

Program Purpose: To preserve the fisheries and wildlife in Placer County for future generations through habitat improvements, animal trappings and collaring, and pollution monitoring of streams and lakes in cooperation with the State Department of Fish and Game.

Building Inspection

Bill Schulze, Chief Building Official

MISSION STATEMENT
To provide courteous, prompt and professional building permit services by processing applications, reviewing plans and inspecting construction in the unincorporated areas of Placer County in order to verify that work complies with building codes for safe and habitable structures.

BUILDING INSPECTION
FUND 100 / APPROPRIATION 22220

	Actual 2002-03	Budget 2003-04	Requested 2004-05	Recommended 2004-05	Change %	Adopted 2004-05
Expenditures						
Salaries and Employee Benefits	$ 2,500,928	$ 2,879,586	$ 3,464,697	$ 3,449,828	20%	$ -
Services and Supplies	278,438	326,638	353,886	353,886	8%	-
Intra Fund Charges	4,769	11,023	7,915	7,915	-28%	-
Gross Budget:	2,784,135	3,217,247	3,826,498	3,811,629	18%	-
Intra Fund Credits	(130,085)	(125,904)	(109,000)	(109,000)	-13%	-
Net Budget:	$ 2,654,050	$ 3,091,343	$ 3,717,498	$ 3,702,629	20%	$ -
Revenue						
Licenses, Permits and Franchises	$ 2,142,959	$ 2,063,044	$ 3,489,792	$ 3,489,792	69%	$ -
Charges for Services	(93)	710	-	-	-100%	-
Miscellaneous Revenue	309,075	298,245	-	-	-100%	-
Total Revenue:	2,451,941	2,361,999	3,489,792	3,489,792	48%	-
Net County Cost:	$ 202,109	$ 729,344	$ 227,706	$ 212,837	-71%	$ -
Allocated Positions	36	40	40	40	0%	-

CORE FUNCTION

Building Permit Services

Processes applications, issues building permits, reviews plans, conduct on-site inspections, maintains inspection records, and responds to citizens requests for information and to complaints for potential hazards and violations of code.

FY 2003-04 Major Accomplishments

- Updated building permit fees with the support of the construction industry.
- Participated with the other land development departments in preparing for the implementation of the computerized permits program.
- Continued microfilming permits and plans for completed projects. Permit records are required by law to be preserved and made available to the public.
- Updated handouts and information on the web page to reflect the latest codes and regulations.

Building Inspection

Bill Schulze, Chief Building Official

FY 2004-05 Planned Accomplishments

- Meet our performance objectives.
- Implement computerized permits program.
- Continue to refine performance standards for plan check and field inspection.
- Update handouts to provide consistent and reliable information to the public.

Department Comments

Construction activity in Placer County continues to be strong. Revenues were, at the end of 2003, approximately 20% ahead of that point in 2002. With the increase in the fees beginning in January 2004, the fee study consultant, projected residential fees would increase approximately 21%. The department anticipates the overall increase to exceed 21%. Based on the strong construction trend and the fee increase we project revenues of $3,489,792, an increase of 42% over our actual revenues for FY 2002-03.

The base budget requires a net county cost not to exceed $718,397. Our submitted budget is $227,706 net county cost, approximately $490,691 below base budget. This includes filling all our vacant positions with permanent Full Time Equivalent (FTE) and upgrading the supervising building inspector in the Tahoe office to management. The department could achieve close to zero costs if the building permit revenue currently sent to Planning and Public Works were retained in the Building Department (estimates at $200,000 for FY 2004-05), and we hope the current review of land development fees will evaluate sharing of building permit fees. Additionally, while our budget numbers are based on filling all our vacant positions, we propose to use extra-help initially as we monitor the economy. This strategy could potentially save another $150,000.

The department proposed budget strategy is as follows:

- Initially use extra-help to fill vacant positions;
- Review the Tahoe office structure to strengthen decision-making and service;
- Work closely with the local industry and staff to streamline processes to improve productivity and quality of services (we have implemented an ongoing series of meetings with the construction industry);
- Adjust fees in January 2005 for pay raises not anticipated in the fee increase); and
- Recommend that one Tahoe Regional Planning Agency (TRPA) position be added in the Tahoe office (not necessarily in the Building Department), if funding is available, to provide the needed organizational cohesiveness for implementing the memorandum of understanding between TRPA and Placer County.

County Executive Comments And Recommendations

Building Inspection continues to perform construction review service while building activity has remained strong in Placer County. Levels of services are challenged with larger and more complex project construction occurring, with strained department resources. Increased funding is recommended to fill all vacant positions as revenue is projected to grow due to the higher volume of permit activity anticipated, and increased fees as of January 1, 2004. This increase is expected to assist in enhancing service levels, and was recommended with the service level issue in mind. This budget is largely self-supporting through the collection of fees paid for services rendered.

Building Inspection

Bill Schulze, Chief Building Official

CORE FUNCTION: BUILDING PERMIT SERVICES

Applications & Permit Issuance Program

Program Purpose: To review applications, issue permits, and provide public information in order to ensure code compliance and safe, habitable buildings in a way that is as clear, efficient, and timely as possible.

Total Expenditures: $2,678,549 **Total Staffing:** 28.0

- **Key Intended Outcome:** Construction applications are reviewed, permits are issued, and buildings are constructed in compliance with codes**.**

Applications & Permit Issuance Indicators:	Actual 2002-03	Projected 2003-04	Target 2004-05
# of applications received	5,163	5,700	5,700
#/% of applications processed within 5 weeks	4,163 / 80%	3,990 / 70%	5,130 / 90%

Program Comments: The building code specifically requires the Building Department to review plans for compliance with applicable codes. To perform this service in a timely manner (3-5 weeks turnaround for plan review is the target) the department needs qualified individuals, resources, working space and the organizational structure to achieve both productivity and quality control. Productivity declined in the current year due to lack of staffing and increase in permit applications, which fueled the review of building permit fees.

Building Inspections Program

Program Purpose: To inspect on-going construction during various stages to verify compliance with applicable codes and approved plans.

Total Expenditures: $1,147,949 **Total Staffing:** 12.0

- **Key Intended Outcome**: Stakeholders can regard the as-built building to be in compliance with applicable codes.

Building Inspections Indicators:	Actual 2002-03	Projected 2003-04	Target 2004-05
# of building inspection requests	25,983	30,000	30,000
% conducted within 24 hours	90%	90%	90%

Program Comments: The building code requires the department to perform inspections for compliance with applicable codes. We continue a long tradition of providing this service in a timely manner and to do so, the department continues to need qualified individuals, resources, and the organizational structure to achieve both productivity and quality control.

Facility Services

Thomas Miller, Director

MISSION STATEMENT
To protect the public health and conserve resources by treating wastewater, monitoring and maintaining closed landfills, collecting and processing solid waste and diverting recyclables and hazardous materials from the waste stream in a cost effective, compliant manner.

Appropriation	Budget 2003-04	Position Allocations	Recommended 2004-05	Position Allocations
Special Districts (Internal Services Fund)*	$ 5,318,051	43	$ 5,455,540	43
Solid Waste Management (Enterprise Fund)*	2,465,436	19	2,563,766	21
Eastern Regional Landfill (Enterprise Fund)*	1,995,038	0	1,873,844	0
Total:	$ 9,778,525	62	$ 9,893,150	64

* Amounts include total operating expenses and fixed assets

CORE FUNCTIONS

Special Districts (Internal Service Fund)

To operate and maintain the County Sewer Maintenance Districts (SMD) and County Service Areas (CSA) that provide sewer service, domestic water service, drainage maintenance and a water source for fire protection to various CSAs within Placer County.

Solid Waste Management (Enterprise Fund)

To manage the diversion of recyclable materials, and the collection and disposal of solid waste generated within Placer County in an environmentally safe manner.

Eastern Regional Landfill (Enterprise Fund)

To manage and monitor the Eastern Regional Landfill (ERL) to protect the environment and to comply with regulatory requirements, and manage the Eastern Regional Material Recovery Facility (MRF) to divert material away from landfills in compliance with state law.

ERSLA Closure/Post Closure (Enterprise Fund)

To meet the financial assurance obligations for the closure costs and post closure costs of Title XXVII of the Code of Regulations. These regulations require that a certain amount of funding be maintained in trust to ensure that enough funds are dedicated and available to meet the financial needs of the closed facility. This enterprise fund is used to fund the post closure expenses of the landfill.

FY 2003–04 Major Accomplishments

- Negotiate a new discharge permit for the SMD No. 1 wastewater treatment plant that will allow the District to protect the public health while continuing efforts to regionalize wastewater treatment.
- Complete a capacity analysis of a portion of the SMD No. 1 collection system to be used in the five-year master plan for the District.
- Complete the design of the Sheridan (CSA No. 6) Infiltration and Inflow Correction Project to qualify for Community Development Block Grant money for completion of the project.

Facility Services

Thomas Miller, Director

- Completed Phase I of the ERL MRF Expansion Project, including the water system and northern expansion of the MRF.
- Revised and resubmitted the countywide Integrated Waste Management Plan in compliance with state requirements.
- Negotiated a new contract with the garbage collection franchisee for Areas 2, 3 and 4 (Tahoe) that will allow growth in facilities and services for Placer County residents and businesses.
- Negotiated a new contract with the garbage collection franchisee for Areas 1, 5 and 6 (western Placer County) that will provide important new services and rate maintenance provisions for Placer County residents and businesses.
- Provided curbside greenwaste collection services to many of the residents of western Placer County.
- Maintained compliance with local, state and federal regulations.
- Negotiated new waste discharge requirements for three closed landfills.

FY 2004-05 Planned Accomplishments

- Develop a new sewer system master plan for the community of Applegate to comply with requirements to stop surface water discharge and provide cost effective wastewater service.
- Construct the Sheridan Infiltration and Inflow Correction Project.
- Complete approximately $400,000 of infiltration and inflow correction construction in SMD No. 1, SMD No. 2, and SMD No. 3.
- Hire consultants to begin studies, preliminary designs and environmental work on regionalizing the Auburn, Applegate and Lake of the Pines sewer systems into the Lincoln Regional Wastewater Treatment Plant.
- Install two new water monitoring wells at the Eastern Regional Landfill and two new water monitoring wells at the Loomis Landfill to improve our understanding of each site's geology and hydrology.

Department Comments

The department continues efforts to provide cost effective wastewater collection and treatment services. During the upcoming year, the Special Districts Division will focus on compliance with increasingly stringent regulatory requirements and accommodating the continuing growth within the various sewer districts. Negotiating a new discharge permit for SMD No. 1, developing a sewer master plan for the community of Applegate to comply with regulatory requirements, and managing development of sewer infrastructure in the western areas of the County will challenge staff and resources.

The Solid Waste Management Division will continue maintaining and monitoring the County's closed landfills, protecting the public health and the environment. The division also oversees garbage collection contracts, and has reduced the franchise fee charged to all collection customers by 2% for FY 2004-05.

The Solid Waste Management Division's staff also manages the Eastern Regional Landfill Enterprise Fund. Challenges facing this unit during the upcoming year include completing construction of a major expansion to the MRF.

County Executive Comments And Recommendations

Special District Services is an internal service fund that provides services on a fee basis. The recommended budget will cover the cost of requested extra-help and overtime and the addition of one senior civil engineer to handle significant workload increases and to strengthen staff supervision and regional oversight. Recommended fixed assets include architectural costs and replacement of remote monitoring system for a new shop ($50,000) and $314,000 for vehicles and equipment scheduled for replacement. Revenues ($5,492,540) will reimburse the operating expenses and equipment needs ($5,492,540).

Land Use Services

Facility Services

Thomas Miller, Director

To meet an increasing demand for regulatory review and facility planning, *Solid Waste Management* recommends the allocation of two new waste disposal site attendants. Recommended expenditures will cover the cost of staffing for current and requested new positions, the County Litter Program, professional services for Local Enforcement Agency (LEA) activities, and County Counsel costs.

Also recommended is $13,000 for replacement of an outdated remote monitoring system and special department expenses for monitoring, sampling, maintenance, and other activities to meet regulatory requirements. The costs of this budget are offset by interest earnings ($190,000); landfill fees, which have declined in FY 2004-05 due to Board-approved reductions in franchise fees charged to garbage collection customers; and miscellaneous revenues ($1,629,000) derived from reimbursements form Placer Waste Management Authority, Eastern Regional Landfill, and Special Districts budgets.

Eastern Regional Landfill operating expenditures have increased primarily due to required permitting updates, management of the domestic water supply for the site, and a restructuring and consolidation of complex contracts for operations, collections, and onsite facilities. Also recommended are significant increases in the cost of general liability insurance and $150,000 for anticipated one-time regulatory requirements for additional monitoring wells and improvements. Tipping fees ($1,688,000) and interest earnings ($48,000) support this budget. The net remaining funding available is recommended for addition to reserves for fixed asset acquisition.

PROPRIETARY FUNDS

SPECIAL DISTRICTS
INTERNAL SERVICE FUND
FUND 260800 / APPROPRIATION 06280

	Actual 2002-03	Budget 2003-04	Requested 2004-05	Recommended 2004-05	Change %	Adopted 2004-05
Operating Expenses						
Salaries and Employee Benefits	$ 2,958,235	$ 3,217,771	$ 3,550,169	$ 3,550,169	10%	$ -
Services and Supplies	1,664,510	1,472,406	1,325,545	1,288,545	-12%	-
Other Charges	111,256	93,874	116,326	116,326	24%	-
Other Financing Uses	23,943	-	21,000	21,000	100%	-
Appropriations for Contingencies	-	75,000	75,000	75,000	0%	-
Total Operating Expenditures:	$ 4,757,944	$ 4,859,051	$ 5,088,040	$ 5,051,040	4%	$ -
Revenue						
Revenue from Use of Money and Property	$ 19,380	$ 23,000	$ 20,000	$ 20,000	-13%	$ -
Charges for Services	4,857,292	5,221,051	5,472,540	5,472,540	5%	-
Miscellaneous Revenue	40,906	-	-	-	0%	-
Other Financing Sources	-	27,000	-	-	-100%	-
Total Revenue:	4,917,578	5,271,051	5,492,540	5,492,540	4%	-
Net Income (Loss)	$ 159,634	$ 412,000	$ 404,500	$ 441,500	7%	$ -
Fixed Assets	$ 7,842	$ 459,000	$ 404,500	$ 404,500	-12%	$ -
Allocated Positions	43	43	44	43	0%	-

CORE FUNCTION: SPECIAL DISTRICTS

Special District Engineering Program

Program Purpose: To design sewer line and treatment plant rehabilitation and expansion projects through in-house and contracts, and to provide management of all construction projects and review new development plans in order to provide quality sewer infrastructure to unincorporated areas of Placer County.

Land Use Services

Facility Services

Thomas Miller, Director

Total Expenditures: $ 1,497,965 **Total Staffing:** 12.0

- **Key Intended Outcome:** Quality sewer infrastructure is available to areas of unincorporated Placer County.

Special District Services Indicators:	Actual 2002-03	Projected 2003-04	Target 2004-05
$ of rehabilitation projects per year	$300,000	$300,000	$300,000
# of sewer connection inspections made within 48 hours/ # completed per technician	N/A	2,000 / 500	2,500 / 625
# of development plans processed within specified timelines/ # processed per engineer	N/A	300 / 100	300 / 100
# Underground Service Alert markings completed/# marked per technician	N/A	800 / 200	800 / 200

Program Comments: The engineers and engineering technicians in Special Districts have four main tasks: design and construct sewer rehabilitation projects, plan check new sewer plans of developers, inspect the sewer connection of new homes, and to mark the pavement and ground where existing sewers exist when Underground Service Alert is called by contractors who are digging near our sewers. The indicators above show the level of work required by that staff.

Wastewater Treatment Plant Operations

Program Purpose: To operate and maintain wastewater treatment plants for county SMD and CSA to ensure compliance with regulations that protect the public health, the environment and water quality.

Total Expenditures: **$** 1,497,965 **Total Staffing:** 12.0

- **Key Intended Outcome:** The public health, environment and water quality in the State of California are protected.

Wastewater Treatment Plant Operations Indicators:	Actual 2002-03	Projected 2003-04	Target 2004-05
# of million gallons (MG) of water treated	795 MG	795 MG	820 MG
$ per million gallons of water treated	$1,775 / MG	$1,775 / MG	$1,775 / MG
# of water quality permit violations per year	2	2	2
$ paid in fines due to water quality permit violations	$ -	$ -	$ -

Program Comments: The wastewater treatment plant operations staff operates and maintains two mechanical treatment plants, two sewer pond systems, the Sheridan Domestic Water System and the Blue Canyon Community Sewer System. They operate those systems under permits issued by the State of California and Federal Environmental Protection Agency (EPA). When the plants are not operating correctly, violations occur and possible fines are paid. The indicators above show the level of work required and the problems incurred.

Land Use Services

Collection System Maintenance Program

Program Purpose: To clean, repair and upgrade sewer pipes and sewage pump stations for county SMD and CSA in order to ensure sewer infrastructure is maintained to maximize its life span, prevent sewage system overflows and protect the public health.

Total Expenditures: **$** 2,496,609 **Total Staffing:** 20.0

- **Key Intended Outcome:** Lifespan of infrastructure is maximized, sewage system overflows are prevented and the public health is protected.

Collection System Maintenance Indicators:	Actual 2002-03	Projected 2003-04	Target 2004-05
# of sewage overflows per year	5	5	5
# of preventable sewage overflows per year	4	4	4
# of miles of sewer pipeline managed/ # of miles of sewer pipe maintained per staff per EPA standards	232 / 26	245 / 30.6	270 / 25
$ per mile to maintain collection system	$11,900 / mile	$11,000 / mile	$9,200 / mile

Program Comments: Special Districts Division maintains 260 miles of sewer pipe in nine sewer districts around the County. They also maintain 36 sewage liftstations in those districts. Sewers need to be cleaned and pump stations maintained or sewage overflows occur. The indicators above reflect the level of maintenance put into the sewer system and the number of overflows that occur. The Federal EPA standard for collection system maintenance is approximately 20 miles of sewer pipe per sewer worker.

SOLID WASTE MANAGEMENT
ENTERPRISE FUND
FUND 220450 / APPROPRIATION 04500

	Actual 2002-03	Budget 2003-04	Requested 2004-05	Recommended 2004-05	Change %	Adopted 2004-05
Operating Expenses						
Salaries and Employee Benefits	$ 1,123,544	$ 1,372,096	$ 1,687,118	$ 1,594,236	16%	$ -
Services and Supplies	534,287	853,840	817,030	817,030	-4%	-
Other Charges	322	14,500	14,500	14,500	0%	-
Appropriations for Contingencies	-	125,000	125,000	125,000	0%	-
Total Operating Expenditures:	$ 1,658,153	$ 2,365,436	$ 2,643,648	$ 2,550,766	8%	$ -
Revenue						
Revenue from Use of Money and Property	$ 229,039	$ 240,000	$ 190,000	$ 190,000	-21%	$ -
Intergovernmental Revenue	28,832	2,000	-	-	-100%	-
Charges for Services	1,879,380	1,819,000	1,654,000	1,654,000	-9%	-
Miscellaneous Revenue	1,037,365	1,166,495	1,501,011	1,408,129	21%	-
Total Revenue:	3,174,616	3,227,495	3,345,011	3,252,129	1%	-
Net Income (Loss)	$ 1,516,463	$ 862,059	$ 701,363	$ 701,363	-19%	$ -
Fixed Assets	$ 62,185	$ 100,000	$ 13,000	$ 13,000	-87%	$ -
Allocated Positions	18	19	21	21	11%	-

Note: This budget also provides for labor to support the Eastern Regional Landfill's operations ($174,599/2.0 positions) and the Western Placer Waste Management Authority ($1,151,915/15 positions).

CORE FUNCTION: SOLID WASTE MANAGEMENT

Landfill Monitoring & Maintenance Program

Program Purpose: To monitor and maintain three closed landfills located in Meadow Vista, Foresthill and Loomis to protect the public by mitigating possible environmental impacts caused by past burial of solid waste.

Total Expenditures: $798,080 **Total Staffing:** 2.0

- **Key Intended Outcome:** Environmental impacts are mitigated.

Landfill Monitoring & Maintenance Indicators:	Actual 2002-03	Projected 2003-04	Target 2004-05
# of violations of state minimum standards noted by the Enforcement Agent or Regional Water Quality Control Board	0	0	0
# of landfill gas samples exceeding 5% at property line	0	0	0
# of water samples taken per quarter (average)	N/A	35	38

Program Comments: All three landfills remain in compliance with Corrective Action Plans required by the Regional Water Quality Control Board. Landfill gas recovery systems are operating effectively to control gas migration. Water samples taken as required by Waste Discharge Requirements.

Garbage Collection Program

Program Purpose: To provide efficient garbage collection services to resident and business owners in order to cost effectively manage solid waste generated throughout unincorporated areas in Placer County.

Total Expenditures: $399,040 **Total Staffing:** 1.0

- **Key Intended Outcome:** Solid waste is managed efficiently and effectively.

Garbage Collection Indicators:	Actual 2002-03	Projected 2003-04	Target 2004-05
# of customer complaints received	3	6	5
% of customer complaints responded to within 24 hours	80%	90%	100%
Ratio of increase in customer cost for garbage collection (Auburn Placer Disposal Service (APDS) toter customer) to increase in Consumer Price Index (CPI)	0	1.0	0.9
Ratio of increase in customer cost for garbage collection (Tahoe Truckee Sierra Disposal (TTSD) 32-gal can customer) to increase in CPI	1.25	1.8	1.5
# of customers served by APDS	25,349	25,000	25,000
# of customers served by TTSD	N/A	9,150	9,200

Program Comments: The number of complaints received remains small compared to the number of customers served. Both garbage services are doing a good job of handling problems that occur on a routine basis. Collection costs for Auburn Placer Disposal Service were not increased last year, and may actually decrease in FY 2004-05 due to a 2% reduction in franchise fees approved by the Board of Supervisors last year. Tahoe Truckee Sierra Disposal rates will continue to increase faster than the CPI due to tipping fee increases at the Eastern Regional Landfill.

Recycling & Household Hazardous Waste Program

Program Purpose: To provide recycling and hazardous waste services to citizens throughout the unincorporated areas of Placer County in order to conserve resources, reduce the quantity of wastes buried in landfills, and provide safe disposal of hazardous wastes while meeting state mandated waste diversion goals.

Total Expenditures: $133,013 **Total Staffing:** 1.0

- **Key Intended Outcome:** Resources are conserved, the quantity of waste buried in landfills is reduced, and hazardous wastes are disposed of safely.

Recycling & Household Hazardous Waste Programs Indicators:	Actual 2002-03	Projected 2003-04	Target 2004-05
% diversion per requirement imposed by AB 939 (50% diversion mandate/data lags by two years)	52%	58%	55%
# of unincorporated Placer County customers using free Household Hazardous Waste (HHW) services	1,250	1,400	1,500
% satisfaction of HHW event customers	N/A	N/A	80%

Program Comments: Diversion programs have been very successful. Unincorporated Placer County is the only large local agency in the County that is exceeding the 50% diversion mandate. A very successful one-day HHW event was held in October of 2003. We intend to offer this program again in 2004.

EASTERN REGIONAL LANDFILL
ENTERPRISE FUND
FUND 220400 / APPROPRIATION 02890

	Actual 2002-03	Budget 2003-04	Requested 2004-05	Recommended 2004-05	Change %	Adopted 2004-05
Operating Expenses						
Services and Supplies	$ 401,408	$ 652,253	$ 1,032,239	$ 1,032,239	58%	$ -
Other Charges	131,459	552,785	551,605	551,605	0%	-
Appropriations for Contingencies	-	140,000	140,000	140,000	0%	-
Total Operating Expenditures:	$ 532,867	$ 1,345,038	$ 1,723,844	$ 1,723,844	28%	$ -
Revenue						
Revenue from Use of Money and Property	$ 166,602	$ 97,250	$ 117,720	$ 117,720	21%	$ -
Other Financing Sources	78,526	80,000	80,000	80,000	0%	-
Total Revenue:	1,681,134	1,604,832	1,895,310	1,895,310	18%	-
Net Income (Loss)	$ 1,148,267	$ 259,794	$ 171,466	$ 171,466	-34%	$ -
Fixed Assets	$ 44,500	$ 650,000	$ 150,000	$ 150,000	-77%	$ -
Allocated Positions	-	-	-	-	0%	-

Facility Services

Thomas Miller, Director

CORE FUNCTION: EASTERN REGIONAL LANDFILL

Landfill Monitoring & Maintenance Program

Program Purpose: To protect the public from possible environmental impacts caused by past burial of solid waste in the Eastern Regional Landfill.

Total Expenditures: $749,538 **Total Staffing:** 0

- **Key Intended Outcome:** Groundwater is protected, recyclables are reused and landfill space is saved.

Landfill Monitoring & Maintenance Indicators:	Actual 2002-03	Projected 2003-04	Target 2004-05
# of violations of state minimum standards noted by the Local Enforcement Agent or Regional Water Quality Control Boards	0	0	0
# of water samples taken per quarter (average)	20	12	14
# of landfill gas samples exceeding 5% at the property line	0	0	0

Program Comments: The landfill remains in compliance with a myriad of local, state and federal regulations. Staff successfully negotiated reductions in the amount of sampling events required under new Waste Discharge Requirements. Construction of two new groundwater-monitoring wells may be required next year. The landfill gas control system has been operating with very few shutdowns and has effectively controlled landfill gas.

Material Recovery Facility Operations Program

Program Purpose: To recover recyclable materials from the wastes generated in Placer County, Nevada County, Truckee, Colfax and El Dorado County, and transfer unwanted materials to the Lockwood Landfill in Nevada.

Total Expenditures: $1,124,306 **Total Staffing:** 0

- **Key Intended Outcome:** Recyclable materials recovered from waste stream, resources preserved and landfill space is saved.

Material Recovery Facility Operations Indicators:	Actual 2002-03	Projected 2003-04	Target 2004-05
% of materials diverted at the ERL MRF	32%	N/A	33%
# of tons processed per quarter through ERL Operations (average)	18,561	19,200	19,800
Ratio of increase in cost per ton to process and dispose of waste to increase in CPI	1.94	2	2
# of violations of state minimum standards noted by the Local Enforcement Agent or Regional Water Quality Control Boards	1	0	0

Program Comments: A major facility expansion was initiated this year and will continue into next year. This will allow our contractor to process more materials and recover a higher percentage of those processed. Costs are projected to rise faster than the CPI because we need to contribute funds towards the purchase of existing and planned buildings from our contractor.

Land Use Services

ERSLA CLOSURE/POST CLOSURE
ENTERPRISE FUND
FUND 220404 / APPROPRIATION 02840

	Actual 2002-03	Budget 2003-04	Requested 2004-05	Recommended 2004-05	Change %	Adopted 2004-05
Operating Expenses						
Other Financing Uses	$ 78,526	$ -	$ 180,000	$ 180,000	100%	$ -
Total Operating Expenditures:	$ 78,526	$ -	$ 180,000	$ 180,000	100%	$ -
Revenue						
Revenue from Use of Money and Property	$ 103,114	$ -	$ 70,000	$ 70,000	100%	$ -
Total Revenue:	103,114	-	70,000	70,000	100%	-
Net Income (Loss)	$ 24,588	$ -	$ (110,000)	$ (110,000)	100%	$ -
Fixed Assets	$ -	$ -	$ -	$ -	0%	$ -
Allocated Positions	-	-	-	-	0%	-

Program Purpose: The ERSLA Closure/Post Closure appropriation meets the financial assurance obligations for the closure costs and post closure costs of Title XXVII of the Code of Regulations. These regulations require that a certain amount of funding be maintained in trust to ensure that enough funds are dedicated and available to meet the financial needs of the closed facility.

For several years, the County has been contributing funds to the trust fund per the regulations. This appropriation is used to fund the post closure expenses of the landfill. The Integrated Waste Management Board has approved the transfer of trust funds to this appropriation to fund operations. The trust continues to demonstrate the ability to fund expenses for the mandatory 30-year maintenance period.

Planning

Fred Yeager, Director

MISSION STATEMENT
To provide professional and technical services for evaluating, managing and guiding growth countywide by developing and implementing ordinances, policies, regulations, plans and studies; and further to provide the community with cost effective and balanced planning, environmental, and development services that maintain or improve the local quality of life for Placer County residents and visitors.

LAND USE PLANNING
FUND 100 / APPROPRIATION 22330

	Actual 2002-03	Budget 2003-04	Requested 2004-05	Recommended 2004-05	Change %	Adopted 2004-05
Expenditures						
Salaries and Employee Benefits	$ 2,896,699	$ 3,955,440	$ 4,383,798	$ 4,391,461	11%	$ -
Services and Supplies	1,444,879	2,377,450	2,280,061	2,280,061	-4%	-
Capital Assets	34,138	-	15,000	15,000	100%	-
Intra Fund Charges	243,285	151,350	110,000	110,000	-27%	-
Gross Budget:	4,619,001	6,484,240	6,788,859	6,796,522	5%	-
Intra Fund Credits	(3,982)	(4,698)	(4,698)	(4,698)	0%	-
Net Budget:	$ 4,615,019	$ 6,479,542	$ 6,784,161	$ 6,791,824	5%	$ -
Revenue						
Licenses, Permits and Franchises	$ 140,160	$ 142,826	$ 147,664	$ 147,664	3%	$ -
Fines, Forfeits and Penalties	15,900	10,338	20,000	20,000	93%	-
Intergovernmental Revenue	455,060	1,022,521	1,092,821	1,092,821	7%	-
Charges for Services	773,083	776,000	825,010	825,010	6%	-
Miscellaneous Revenue	4,123	3,500	-	-	-100%	-
Other Financing Sources	20,700	42,495	-	-	-100%	-
Total Revenue:	1,409,026	1,997,680	2,085,495	2,085,495	4%	-
Net County Cost:	$ 3,205,993	$ 4,481,862	$ 4,698,666	$ 4,706,329	5%	$ -
Allocated Positions	49	49	50	49	0%	-

CORE FUNCTION

Land Use Planning

Guides land use patterns and activities in Placer County through community planning, permit evaluation and preservation of natural resources.

FY 2003-04 Major Accomplishments

- Within the Application Processing Program, processed an estimated 1,583 permits of varying types in this fiscal year. Major projects under review or processed included the Northstar Village, Auburn Home Depot, Placer Ranch (CSUS campus), De La Salle University and Community, Siller Ranch, Placer Vineyards, Eaglewood, Patterson Sand and Gravel, etc. At the time of preparation of the budget, applications proposing the following were under review: 23,700 residential units, 499,633 square feet of commercial space, 383,880 square feet of industrial space, and 12 recreational projects.

- Completed the Martis Valley Community Plan implementing zoning and its accompanying environmental impact report (EIR). The proposed Foresthill Divide Community Plan and its accompanying EIR were completed and distributed for public review and the public hearing process initiated with four Planning Commission hearings.

Land Use Services

- Complete a preliminary Conservation Strategy for the County's Habitat Conservation Plan and Natural Communities Conservation Plan (HCP/NCCP) project and the Dry Creek Coordinated Resource Management Plan (CRMP).
- Completed the acquisition of 1,874 acres of open space or agricultural lands throughout the County, including the Spears Ranch.
- Closed 513 code enforcement cases while investigating a total of 800 cases.
- The base layers of Geographic Information Systems (GIS) data have been created and are in constant use on a variety of projects. The preparation of mailing/notification lists has been fully automated. Training of staff for the Permit Tracking System (PLUS) was completed and the system brought on-line.

FY 2004-05 Planned Accomplishments

- Process approximately 1,557 permits. Complete several major projects, including Siller Ranch, Northstar Highlands, Eaglewood, Home Depot , Patterson Sand and Gravel, and others. Substantial staff time and resources will be devoted to the Placer Vineyards Specific Plan, the Placer Ranch Specific Plan, and the De La Salle University and Community Development.
- Respond to 330,500 requests for information and increase the first time answer rate to 75% of inquiries received.
- Complete the Foresthill Divide Community Plan (if not completed in June, 2004) and the Colfax/Weimar/ Applegate Community Plan. It is also anticipated that substantial effort will be spent on the Curry Creek Community Plan.
- Complete ecosystem restoration plans for Curry, Pleasant Grove, and Dry Creeks. In addition completion of the County's HCP/NCCP for the Phase I area will be completed and permit negotiations under way with state and federal agencies.
- Continue research and negotiations on the acquisition of additional agricultural, habitat and recreation lands.
- Process and conduct initial reviews of 800 code complaints in this fiscal year.
- Fully implement the automated Permits Tracking System (PLUS). In addition, continued development of GIS data layers and public accessibility to some information in the GIS is expected to be provided.

Department Comments

The department expects to see an increase in workload while at the same time eliminating requirements for discretionary permits for a number of activities. One significant indication of this workload, not necessarily fully reflected in the budget proposal, is the number of project environmental reviews underway. At present, there are a total of 26 EIRs being prepared (20 private projects and 6 public projects). The total EIR contract costs are $4.5 million and represent a significant workload for the Planning Department as well as other land development departments.

The advanced planning program has been scaled back to allow the completion of ongoing activities on the Colfax/Weimar/Applegate and Foresthill Divide Community Plans; preliminary work on the Ophir/Newcastle Community Plan and deferral of updates of other community plans.

The natural resources program has also been scaled back to reflect reduced state and federal agency funding, yet recommended funding levels will still allow for substantial progress on the ecosystem restoration plans and the HCP/NCCP effort.

Finally, funding has been included to allow for the implementation of the automated Permit Tracking System. The backfilling of positions to allow for the staff time necessary to implement the system is required since the same staff is otherwise fully occupied with application processing and public service.

The department will continue to seek out opportunities to streamline and expedite the permit process consistent with the mission of protecting the public and minimizing the adverse impacts of growth in the County. Continued work on implementing the County's Land Development Strategy will also take place as opportunities arise, such as with the new Land Development Building, Permit Tracking System and GIS.

County Executive Comments And Recommendations

The *Planning Department* continues to navigate dynamic land development and intense growth issues while delivering a budget that meets the intent of a target budget concept. The department has absorbed countywide increases in salary and benefits, as well as separate and substantial salary increases in specified professional classifications approved by the Board of Supervisors in March 2004. In support of a GIS program that emphasizes a cohesive multi-departmental work plan to address countywide priorities, the GIS budget is embedded within the expenditures of the department budget. This structure accounts for the seeming increase of $150,000 over the target budget. In fact, the GIS expenditures planned result in an approximate $100,000 reduction in the General Fund contribution over FY 2003-04.

The budget is responsive to a constrained fiscal year by incorporating reductions, that include: $30,290 in extra help, $60,000 in advanced planning projects (new community plans); $1,366 for PC acquisitions; $14,357 for office supplies; and $19,960 for training. It is noteworthy that a Western Placer County Community Plan is under consideration, however, funding is not included in the budget. Fifty thousand dollars is recommended for completion of advanced planning projects started in FY 2003-04; scheduled for completion in FY 2004-05. The number of development permits and associated revenue are projected to remain steady in the upcoming year. The department, in coordination with all land development departments, is participating in a fee study. Changes to the fee structure may occur prior to final budget, which may result in increased revenue over current projections. Overall staffing levels have remained constant, however the department anticipates three to four retirements in FY 2004-05. Filling of these positions can be accomplished within the appropriation. A new allocation for an administrative secretary for the Tahoe area has been considered over the past few years and it is not recommended at this time. Professional services contracts are recommended at $140,000 to provide planner services for major projects. These contracts have direct funding streams through development projects.

The Natural Resources section of the department has planned expenditures and revenues based upon an annual work plan. Priority projects identified are: preparation of EIRs for the Habitat Conservation Plan (HCP) and Natural Communities and Conservation Plan (NCCP), water quality monitoring, and Placer Legacy acquisition and development. Given the state and federal budget concerns, prudent monitoring of grants and revenue commitments in support of this program is warranted.

CORE FUNCTION: LAND USE PLANNING

Applications Processing Program

Program Purpose: To review and process development permit applications. To identify and address the General Plan and community plans consistency issues, to analyze, investigate and mitigate environmental impacts, to determine the adequacy of public services, to ensure compatibility of land use activities, and to process applications to a decision point.

Land Use Services

Planning

Fred Yeager, Director

Total Expenditures: $2,384,926 **Total Staffing:** 18.28

- **Key Intended Outcome:** Provide information to decision makers on the General Plan, community plans, environmental public service, and land use compatibility issues, allowing sufficient information to reach an informed decision.

Application Processing Indicators:	Actual 2002-03	Projected 2003-04	Target 2004-05
# of applications for discretionary project approvals accepted by the County	1,500	1,789	1,466
% of initial completeness reviews completed within 30 days	90%	90%	95%
% of projects requiring exemptions or negative declarations set for hearing within six months of applications being accepted as complete	75%	90%	75%
% of development project EIR completed within one year of applications being accepted as complete	4%	4%	20%
% of customer satisfaction rating of above-average or better in application processing category	50%	50%	60%

Public Service Program

Program Purpose: To provide information to property owners, applicants, community groups and citizens in order to inform them about Placer County planning policies, regulations, application review processes, opportunities for public input, natural resources programs, development projects, and long range plans.

Total Expenditures: $1,602,851 **Total Staffing:** 12.43

- **Key Intended Outcome:** Continue to better inform the public about community development issues.

Public Service Indicators:	Actual 2002-03	Projected 2003-04	Target 2004-05
# of inquiries requesting information from the department	300,500	325,000	330,500
% of customers who receive responses to requests with first visits or phone calls	65%	80%	75%
% of customer satisfaction ratings of above average or better	90%	95%	95%
# requests for county web pages	N/A	151,147	223,591

Advance Planning Program

Program Purpose: To develop and update long-range planning documents including the General Plan, community plans and ecosystem restoration plans to guide development of Placer County and its communities for the benefit of current and future residents, visitors, and business interests.

Total Expenditures: $610,997 **Total Staffing:** 3.96

Land Use Services

Planning

Fred Yeager, Director

- **Key Intended Outcome:** Have clearly defined county plans and policies for use in guiding future development.

Advance Planning Indicators:	Actual 2002-03	Projected 2003-04	Target 2004-05
# of community plans or the General Plan elements that are updated	2	5	2
# of staff presentations/attendance to Municipal Advisory Councils (MAC), citizen and other established committees	200	200	210
# of workshops with Board of Supervisors or Planning Commission on advanced planning issues	N/A	8	8

Natural Resources Program

Program Purpose: To undertake resource and ecosystem related studies and pursue land and easement acquisitions that will benefit the public by maintaining a viable agricultural segment of the economy, conserving natural features necessary for access to a variety of outdoor recreation opportunities, retaining important scenic and historic areas, preserving the diversity of plant and animal communities, protecting endangered and other special status plant and animal species, separating urban areas into distinct communities, and ensuring public safety.

Total Expenditures: $492,192 **Total Staffing:** 3.43

- **Key Intended Outcome:** Maintain a viable agricultural economy to ensure access to outdoor recreation; protect plants, animals, and scenic and historic areas; and ensure that urban areas are separated into distinct communities.

Natural Resources Indicators:	Actual 2002-03	Projected 2003-04	Target 2004-05
# of acres of land permanently protected for open space/agricultural purposes	235	235	1,500
# of restoration projects completed	1	1	3
$ in grant funds awarded	$1.6 M	$1.6 M	$2 M

Code Enforcement Program

Program Purpose: To enforce Placer County regulations, to ensure implementation of community goals, and to protect the health, safety and welfare of the citizens of Placer County.

Total Expenditures: $724,371 **Total Staffing:** 6.11

- **Key Intended Outcome:** Maintain the health, safety and welfare of Placer County neighborhoods and communities.

Code Enforcement Indicators:	Actual 2002-03	Projected 2003-04	Target 2004-05
# of code enforcement complaints processed	800	800	880
% of initial contacts completed within 30 days	80%	75%	100%
% of complaints resolved within 180 days	45%	50%	50%

Office Automation Program

Program Purpose: To increase the efficiency and quality of the above key programs and provide enhanced record keeping and reporting through the use of state-of-the-art technology, including GIS imaging of files and a new Permit Tracking System (PLUS).

Total Expenditures: $973,522 **Total Staffing:** 5.81

- **Key Intended Outcome:** To improve records keeping and reporting and better enable staff to respond to requests for information.

Office Automation Indicators:	Actual 2002-03	Projected 2003-04	Target 2004-05
# of files converted to digital format/% of files converted	0 / 0%	0 / 0%	10,000 / 40%
# of staff attending GIS annual training	4	4	4
% of GIS requests completed within 10 days	70%	75%	75%
# of GIS priorities identified in the annual work plan/budget completed	N/A	N/A	15
% of GIS priorities completed	N/A	N/A	50%
% of data found to be current and accurate during quality testing	N/A	N/A	95%

Public Works

Tim Hackworth, Director

MISSION STATEMENT
Design, construct, and maintain roads, bridges and related infrastructure by adhering to systematic standards. Plan for orderly and consistent growth while meeting appropriate community expectations.

Appropriation	Budget 2003-04	Position Allocations	Recommended 2004-05	Position Allocations
Land Development	$ 5,832,581	42	$ 7,674,501	43
Special Aviation (Airport)	28,000	0	10,200	0
Design & Transportation	28,311,885	39	21,259,100	38
Road Maintenance	11,726,144	90	14,234,739	90
Fleet Operations (Internal Service Fund)*	7,774,233	31	7,539,000	31
Transit (Enterprise Fund)*	4,983,749	24	4,089,000	24
Tahoe Area Regional Transit (Enterprise Fund)*	4,383,900	19	2,094,400	19
Public Works Administration	335,199	14	382,100	14
Total:	$ 63,375,691	259	$ 57,283,040	259

* Amounts include total operating expenses and fixed assets

CORE FUNCTIONS

Land Development

Plan and review projects associated with commercial, industrial and residential development projects to ensure compliance with adopted standards.

Transportation

Provide quality plans and specifications and timely construction for public infrastructure projects. Create long-range transportation plans to reduce congestion, improve safety, and mitigate growth-induced impacts. Plan, design and construct environmental-improvement projects to maintain quality of the Lake Tahoe Basin.

Road Maintenance

Provide safe roads, bridges and drainage systems through maintenance that is compatible with community needs.

Special Aviation (Airport)

Maintain the Blue Canyon Airport.

Fleet Operations (Internal Service Fund)

Provide vehicles and transportation to departments that is safe, economical, and environmentally sound.

Placer County Transit (Enterprise Fund)

Provide safe and reliable service within and between the communities of western Placer County.

Tahoe Area Regional Transit (Enterprise Fund)

Provide safe and reliable service within and between the communities of the North Tahoe area.

Public Works

Tim Hackworth, Director

Administration & Support

Manage and support the department's operating divisions.

FY 2003-04 Major Accomplishments

- Completed the design of two Signal Projects--Baseline Road at Watt Avenue and Auburn Folsom Road at Horseshoe Bar Road.
- Completed the design and construction of a Norton Grade Slide Repair Project .
- Completed the design, permitting and construction of the Beaver Street erosion control project at Lake Tahoe. Completed the design and permitting portions of the Upper Cutthroat, Timberland and Lake Tahoe Park Erosion Control Projects at Lake Tahoe.
- Applied for and received $1,942,785 in U.S. Forest Service grants, $1,870,000 in California Tahoe Conservancy grants, and $877,500 in Tahoe Regional Planning Agency (TRPA) mitigation funds to support the Tahoe Water-Quality Program.
- Completed re-write of the circulation element of the Granite Bay Community Plan.
- Completed tree and brush removal at Blue Canyon Airport in accordance with Federal Aviation Administration (FAA) requirements.
- Completed runway lighting system repair project at the Blue Canyon Airport.
- Completed emergency bridge replacement on Dowd Road.
- Completed emergency bridge joint repair/replacement on Foresthill Bridge.
- Completed Dry Creek Community Facilities District (CFD) improvements.
- Implemented Automated Permit System.
- Acquired energy efficient vehicles with assistance from the Air Pollution Control District (APCD).
- Established “Placer Lightning” fleet of electric vehicles.
- Completed Cabin Creek Compressed Natural Gas (CNG) fueling facility.
- Established streamlined evaluation for countywide vehicle usage.
- Completed Bell Road Widening Project.

FY 2004-05 Planned Accomplishments

- Construction of the Bell Road at Orr Creek Bridge Replacement Project and Bell Road at Dry Creek Bridge Replacement Project.
- Complete the design for the Fuller Avenue at Auburn Folsom Road signal.
- Complete construction of the Upper Cutthroat, Timberland and Lake Tahoe Park Erosion Control Projects at Lake Tahoe.
- Apply for approximately $2,700,000 in U.S. Forest Service grants, $2,500,000 in California Tahoe Conservancy grants, and $1,000,000 in TRPA mitigation funds to support the Tahoe Water-Quality Program.

Land Use Services

Public Works

Tim Hackworth, Director

- Continue development of Auburn-Folsom Road Widening Project.
- Rehabilitate the restroom building at the Blue Canyon Airport.
- Provide commuter transit service to Sacramento.
- Complete CNG fueling upgrades at Auburn.
- Construct National Avenue and Highway 28 signal.
- Implement first phase of Geographic Information Systems (GIS) application.
- Revise the County Subdivision Ordinance.

Department Comments

Public Works' mission is to provide and maintain transportation infrastructure for the safe movement of people and goods throughout Placer County. This is accomplished through the Transportation Division and the Road Maintenance Division. Countywide oversight of Tahoe Basin activity is provided by Public Works. Public Works assists the County Executive Office (CEO) on water issues throughout the County.

The Transportation Division develops road and bridge projects for our increasing population demand. Transportation planning is a critical component to growth and long-term adequacy of the transportation infrastructure system. The Lake Tahoe Basin erosion control group plans, designs and constructs the TRPA-sponsored Environmental Improvement Program (EIP) projects in a basin wide effort to maintain water quality of Lake Tahoe.

The Land Development Division ensures private project compliance with Board approved standards by conditioning projects, checking project plans and inspecting construction. Technical review of subdivision and parcel maps provides compliance with the Subdivision Map Act, the County General Plan and community plans. National Pollutant Discharge Elimination System (NPDES) is managed in this division to comply with Environmental Protection Act (EPA) mandates for storm-water pollution reduction and monitoring.

The Road Maintenance Division provides personnel, equipment and materials to maintain our roadway and bridge network. Snow-removal operations provide access for residents and emergency service providers in mountainous areas.

The Special Aviation Fund provides seasonal access to the Blue Canyon Airport.

Fleet Services, an internal service fund, provides and maintains vehicles to all Placer County departments.

Transit provides bus and transit services through Placer County Transit (PCT) for western Placer County while Tahoe Area Regional Transit (TART) is the service provider for the North Tahoe region, including routes to Truckee and Incline Village, Nevada.

County Executive Comments And Recommendations

The *Engineering and Transportation* budget varies significantly from year to year due to changes in projects and contracts. For FY 2004-05 the net budget is reduced by a total of $6,801,885 mainly due to a reduction in road contracts. Currently, staff is working on more bridges vs. road projects, and large projects are in the design phase. Expenditures include $759,000 for right of way acquisition for Auburn Folsom Road, Highway 49 connectors, and the Lozano Road/Auburn Ravine Bridge replacement. The department is transferring one manager to the Land Development budget to consolidate the NPDES function. Supplemental funding is provided for printing $5,000, office supplies $9,300, postage $1,800. This appropriation receives revenue of $1 million from the General Fund for road-overlay projects and $250,000 set aside for special road projects.

Land Use Services

Road Maintenance's net budget was reduced by $952,301 primarily by leaving six vacant positions unfunded. The revenue includes the annual General Fund contribution of $3,770,896 in support of the required state Maintenance of Effort (MOE) which is $3,234,974 for the Road Fund. Supplemental funding is provided for overtime $40,000 for snow removal, Nextel Radio System $75,000, and fuels $25,000.

Department requested funding considerations for final budget:

- Motor grader ($260,000)

Historically, fees and reimbursement for services from development projects have supported *Land Development* budget. In FY 2004-05 it is anticipated that several large projects will begin construction, however these projects may be delayed by various issues, which may result in some interim costs to the General Fund. Expenditures include four extra help interns: two for the soils lab; one for GIS activity; one for support to the construction inspection office; and a part-time associate civil engineer for NPDES program. As noted above, a Department of Public Works (DPW) manager was moved to this allocation from Engineering for a total increase of $137,283 in salaries and benefits. A vacant engineering technician position is fully funded, but on hold pending construction on large development projects that are expected to move forward in FY 2004-05.

Special Aviation recommended expenditures totaling $10,200, the majority funded by an ongoing $10,000 state grant, affects a net county cost of $200. There are utility expenditures of $300 where there were none previously. Electrical power is now required due to the installation of a new lighting system in FY 2003-04. The County Executive Office recommends the $2,500 appropriation for contingencies.

Fleet Services is an internal service fund that relies on vehicle rates, a 4-cent per-mile fuel surcharge, service charges, fund balance, and reserves to fund the ongoing operation, maintenance, and replacement of current pool vehicles. The acquisition of new department-requested vehicles is directly borne by the purchasing departments. The Road and Transit Divisions in the Public Works Department fund maintenance costs for Placer County buses and road equipment. Vehicle rates were increased for FY 2004-05 over the previous year based on a two-year average. The overall percent increase is an average of about 11.99% for the Sheriff Department, and 12.6% to all other departments. Funding is recommended for: three extra help ($14,900); one equipment service worker and two equipment mechanics ($147,396); workers compensation ($2,461); contracts for underground fuel tank remediation ($61,000); gasoline ($140,000); parts ($75,000); administration ($25,000); professional services from the County ($15,000); Cabin Creek ($150,000); total vehicle replacements and a vehicle lift ($601,092).

Placer County Transit is an enterprise fund that supports the transportation system, primarily serving South Placer, Roseville, Lincoln, Rocklin, Granite Bay, and North Auburn. Expenditures have increased for ongoing contracts for service with: Van Pool Services Inc. (VPSI), CTSA, Nevada County Transit, Hwy 49 Dial-A-Ride which is in the Request For Proposal process for next year, CTSA/Pride, and the Volunteer Center. This will be the first full year implementation of the commuter bus program from Colfax to downtown Sacramento. The County will contract with Amador Stage Lines to provide the service, and it is funded by fare revenue, Congestion Mitigation and Air Quality (CMAQ), cities, and county Transportation Development Act (TDA) funds. The Auburn CNG station improvements are met with funding from Federal Transit Administration (FTA) funds and the Sacramento Emergency Clean Air Transportation Program (SECAT). Overall, the net budget has decreased by $894,749 since the purchase of new CNG busses is complete.

Tahoe Area Regional Transit is an enterprise fund that supports the transportation system, serving the North Tahoe area. Expenditures include ongoing contracts for Americans with Disabilities Act (ADA), taxi service with Alpine Taxi, a TDA fiscal audit, and certified folder display for the distribution of schedules in the Tahoe area. Overall, the net budget has decreased by $2,289,500 since the purchase of new CNG busses is complete. Finally, in April of 2004, the Board approved a fee increase for the base fare from $1.25 to $1.50, and a decrease in the senior/disabled fare from $1.00 to $.75. As a result fare revenue is expected to increase by 5% in FY 2004-05.

PUBLIC WORKS LAND DEVELOPMENT
FUND 100 / APPROPRIATION 11400

	Actual 2002-03	Budget 2003-04	Requested 2004-05	Recommended 2004-05	Change %	Adopted 2004-05
Expenditures						
Salaries and Employee Benefits	$ 1,971,067	$ 3,428,495	$ 3,751,663	$ 3,751,663	9%	$ -
Services and Supplies	448,278	3,195,586	4,021,238	4,021,238	26%	-
Capital Assets	9,877	-	-	-	0%	-
Other Financing Uses	-	28,000	-	-	-100%	-
Intra Fund Charges	163,695	164,000	236,600	236,600	44%	-
Gross Budget:	2,592,917	6,816,081	8,009,501	8,009,501	18%	-
Intra Fund Credits	(148,797)	(983,500)	(335,000)	(335,000)	-66%	-
Net Budget:	$ 2,444,120	$ 5,832,581	$ 7,674,501	$ 7,674,501	32%	$ -
Revenue						
Licenses, Permits and Franchises	$ 120,940	$ 98,500	$ 132,000	$ 132,000	34%	$ -
Revenue from Use of Money and Property	-	75,000	-	-	-100%	-
Intergovernmental Revenue	234	-	-	-	0%	-
Charges for Services	1,072,448	4,174,580	5,860,200	5,860,200	40%	-
Miscellaneous Revenue	8,058	29,000	4,000	4,000	-86%	-
Other Financing Sources	6,682	-	-	-	0%	-
Total Revenue:	1,208,362	4,377,080	5,996,200	5,996,200	37%	-
Net County Cost:	$ 1,235,758	$ 1,455,501	$ 1,678,301	$ 1,678,301	15%	$ -
Allocated Positions	26	42	43	43	2%	-

CORE FUNCTION: LAND DEVELOPMENT

Improvement Plan Review Program

Program Purpose: To review improvement plans for major and minor subdivisions, commercial and industrial development, and major utility encroachments in order to ensure conformance with Placer County standards prescribed during the County's entitlement process.

Total Expenditures: $3,365,476 **Total Staffing:** 17.0

- **Key Intended Outcome:** Approve projects and coordinate with other public agencies and Placer County divisions in a manner consistent with established goals of four-week turnaround on the first plan submittal, three-week turnaround on second plan submittal and two-week turnaround on all subsequent submittals.

Improvement Plan Review Indicators:	Actual 2002-03	Projected 2003-04	Target 2004-05
# of grading permits issued	166	200	210
# of plans reviewed with 80% compliance of stated time line goals	996	998	1,000

Program Comments: Grading permits are issued for grading projects that require regulatory oversight per criteria set forth in the Placer County Grading Ordinance. The numbers represent the total number of permits issued per fiscal year. Improvement plans (full engineered plans) are reviewed for projects that have been granted discretionary permits through a public hearing body, and for projects that involve significant encroachment within county-maintained facilities. The numbers represent the number of reviews (not necessarily the number of permits) completed within the specified goals for turnaround times.

Map Review & Survey Services Program

Program Purpose: To provide technical review of subdivision and parcel maps, records of surveys, minor boundary-line adjustments, corner records, legal descriptions, and annexations and detachments; and provide surveying services and recordation of final maps, parcel maps and other documents in compliance with standards.

Total Expenditures: $867,221 **Total Staffing:** 8.0

- **Key Intended Outcome:** Project conformance to the Subdivision Map Act, the County's Land Development Manual and specific project conditions of approval.

Map Review & Survey Services Indicators:	Actual 2002-03	Projected 2003-04	Target 2004-05
# of survey reviews completed	182	188	260
# of map checks completed within mandated Subdivision Map Act time frames	514	530	570

Program Comments: These performance indicators represent an estimate of land development activity coupled with the anticipated complexity of the projects. The estimate for “map checks” is largely based upon past data. The estimate for “survey reviews” is based upon past data corrected to represent anticipated annual submittals. Over the past year, efforts to reduce a large backlog of survey maps has resulted in unusually high survey review indicators.

Environmental Review/Project Conditioning Program

Program Purpose: To review project applications; provide comment on environmental-review documents; and prepare recommendations for conditions on projects submitted to the County in order to mitigate impacts to roadways, grading and drainage and ensure compliance with Placer County standards. To serve as lead department for compliance with the NPDES Program, an unfunded mandate from the state and federal governments.

Total Expenditures: $672,489 **Total Staffing:** 6.0

- **Key Intended Outcome:** Projects comply with Placer County standards and policies. Reasonable mitigation measures are provided to address environmental impacts of development.

Environmental Review/Project Conditioning Indicators:	Actual 2002-03	Projected 2003-04	Target 2004-05
# of environmental reviews completed within 30 days	250	250	250
# of projects for which conditions are recommended with less than ten percent condition challenges	450	450	450

Program Comments: Completing environmental reviews and providing conditions of approval for the County's hearing bodies is a primary function of Land Development. These indicators show response required to provide service necessary to process projects.

Construction Inspection Program

Program Purpose: To provide infrastructure inspection and quality-assurance testing for private development, utility construction and Public Works' projects in order to ensure conformance to Placer County standards and project conditions of approval.

Total Expenditures: $3,104,315 **Total Staffing:** 12.0

- **Key Intended Outcome:** Inspections and testing are completed in a timely manner.

Construction Inspection Indicators:	Actual 2002-03	Projected 2003-04	Target 2004-05
# of private projects	70	74	90
# of utility projects	37	40	30
# of Public Works' projects	3	8	2
# of responses to inspection requests within 48 hours	110	122	122

Program Comments: Construction projects are inspected in a timely manner. The data includes project work completed by consultants.

PUBLIC WORKS ENGINEERING, TRANSPORTATION & CONSTRUCTION
FUND 120 / APPROPRIATION 11320

	Actual 2002-03	Budget 2003-04	Requested 2004-05	Recommended 2004-05	Change %	Adopted 2004-05
Expenditures						
Salaries and Employee Benefits	$ 3,334,697	$ 3,505,000	$ 3,762,200	$ 3,762,200	7%	$ -
Services and Supplies	12,299,522	25,960,000	15,360,300	15,344,200	-41%	-
Capital Assets	13,703	42,000	759,000	759,000	1707%	-
Other Financing Uses	25,101	27,500	-	-	-100%	-
Intra Fund Charges	1,612,236	2,021,950	1,609,600	1,609,600	-20%	-
Appropriations for Contingencies	-	35,000	35,000	35,000	0%	-
Gross Budget:	17,285,259	31,591,450	21,526,100	21,510,000	-32%	-
Intra Fund Credits	(4,005,609)	(3,279,565)	-	-	-100%	-
Net Budget:	$ 13,279,650	$ 28,311,885	$ 21,526,100	$ 21,510,000	-24%	$ -
Revenue						
Revenue from Use of Money and Property	$ 469,606	$ 550,000	$ 450,000	$ 450,000	-18%	$ -
Intergovernmental Revenue	5,865,281	15,671,500	10,902,000	10,902,000	-30%	-
Charges for Services	6,840,283	9,988,000	7,223,800	7,223,800	-28%	-
Miscellaneous Revenue	28,758	16,000	10,000	10,000	-38%	-
Other Financing Sources	-	-	1,000,000	1,000,000	100%	-
Total Revenue:	13,203,928	26,225,500	19,585,800	19,585,800	-25%	-
Net County Cost:	$ 75,722	$ 2,086,385	$ 1,940,300	$ 1,924,200	-8%	$ -
Allocated Positions	49	39	38	38	-3%	-

CORE FUNCTION: DESIGN & TRANSPORTATION

Engineering Program

Program Purpose: Provide design and engineering expertise for Placer County's transportation system in order to build infrastructure that improves safety, mobility and accessibility that meets the needs of the community.

Total Expenditures: $17,281,300 **Total Staffing:** 12.0

- **Key Intended Outcome:** Provide safe and reliable infrastructure facilities.

Engineering Indicators:	Actual 2002-03	Projected 2003-04	Target 2004-05
# of road construction projects completed	2	3	1
# of bridge rehabilitation/replacement projects completed	0	2	3
# of traffic signal projects completed	0	2	1

Program Comments: Engineering Indicators evaluate the yearly production of three main types of engineering projects, (i.e. road construction, bridge rehabilitation/replacement, and traffic signal projects). The Engineering Programs goal is to complete projected improvement projects within budget.

Planning Program

Program Purpose: Work with the community in developing transportation-needs assessments and long-range plans and programs, review land-development proposals, and secure federal and state financing in order to strategically integrate development of Placer County's transportation system and surrounding-jurisdiction impacts.

Total Expenditures: $1,755,000 **Total Staffing:** 12.0

- **Key Intended Outcome:** The Placer County transportation system and surrounding-jurisdiction impacts are strategically integrated.

Planning Indicators:	Actual 2002-03	Projected 2003-04	Target 2004-05
# of community plans reviewed and updated	3	3	4
# of major land development plans reviewed	4	30	6
# of evening community meetings attended	54	50	50

Program Comments: Provide support to Planning Department and their consultants in preparation of community plans throughout the County. Review major land development proposals to develop measures to mitigate adverse impacts to the County Road System. Attend community meetings (Municipal Advisory Councils, homeowners associations, schools, service and business groups) to discuss and address traffic and transportation related issues.

Tahoe Water Quality Program

Program Purpose: To provide efficient delivery of water-quality improvement projects in order maintain Lake Tahoe water quality.

Total Expenditures: $1,956,000 **Total Staffing:** 11.0

- **Key Intended Outcome:** Lake Tahoe water quality is maintained.

Tahoe Water Quality Indicators:	Actual 2002-03	Projected 2003-04	Target 2004-05
# of active water quality projects	17	17	17
# of EIP projects constructed	2	2	2
$ in grant funds secured	$1.7 M	$2.4 M	$7 M
% of Tahoe Basin county roads retrofitted with best management practices	30%	33%	36%

Program Comments: The number of active water quality projects will remain the same. Two erosion control projects, Upper Cutthroat and Lake Tahoe Park, are planned for construction in the summer of 2004.

Tahoe Development Support Program

Program Purpose: Provide permitting and construction support for private development activity and effectively and efficiently respond to permitting requests and construction demands.

Total Expenditures: $533,800 **Total Staffing:** 3.0

- **Key Intended Outcome:** Provide Tahoe Basin quality construction projects which comply with county and regional agency requirements.

Tahoe Development Support Indicators:	Actual 2002-03	Projected 2003-04	Target 2004-05
# of permits issued	1,100	1,140	1,150
# of construction projects inspected within 48 hour response time per inspection	70	75	80
# of private projects	100	75	80
# of utility projects	30	35	35
# of Public Works' projects	3	3	2
# of responses to inspection requests within 48 hours	133	113	117

Program Comments: Response to developers' interests in a compressed construction season continues to be a challenge and goal.

PUBLIC WORKS ROAD MAINTENANCE
FUND 120 / APPROPRIATION 32600

	Actual 2002-03	Budget 2003-04	Requested 2004-05	Recommended 2004-05	Change %	Adopted 2004-05
Expenditures						
Salaries and Employee Benefits	$ 5,685,495	$ 6,765,501	$ 6,857,500	$ 6,857,500	1%	$ -
Services and Supplies	5,367,012	6,110,394	5,599,139	5,549,139	-9%	-
Other Charges	111,265	343,000	267,000	267,000	-22%	-
Capital Assets	1,129,458	2,130,000	1,036,000	776,000	-64%	-
Intra Fund Charges	570,736	598,145	965,100	965,100	61%	-
Gross Budget:	12,863,966	15,947,040	14,724,739	14,414,739	-10%	-
Intra Fund Credits	(4,732,692)	(4,220,896)	(180,000)	(180,000)	-96%	-
Net Budget:	$ 8,131,274	$ 11,726,144	$ 14,544,739	$ 14,234,739	21%	$ -
Revenue						
Taxes	$ 2,089,869	$ 2,150,000	$ 2,655,900	$ 2,655,900	24%	$ -
Licenses, Permits and Franchises	71,092	70,000	70,000	70,000	0%	-
Revenue from Use of Money and Property	748	-	-	-	0%	-
Intergovernmental Revenue	7,907,939	7,608,350	7,608,350	7,608,350	0%	-
Charges for Services	95,211	367,795	595,000	595,000	62%	-
Miscellaneous Revenue	35,643	30,000	30,000	30,000	0%	-
Other Financing Sources	289,110	815,000	3,800,896	3,800,896	366%	-
Total Revenue:	10,489,612	11,041,145	14,760,146	14,760,146	34%	-
Net County Cost:	$ (2,358,338)	$ 684,999	$ (215,407)	$ (525,407)	-177%	$ -
Allocated Positions	89	90	90	90	0%	-

CORE FUNCTION: ROAD MAINTENANCE

Road Maintenance Program

Program Purpose: Maintain the quality of Placer County's roadway infrastructure and provide annual preventative maintenance programs.

Total Expenditures: $14,724,739 **Total Staffing:** 90.0

- **Key Intended Outcome:** Safe and functional roadway system is available for public use.

Road Maintenance Indicators:	Actual 2002-03	Projected 2003-04	Target 2004-05
# of miles of road maintained (every road is inspected monthly)	1,000	1,000	1,050
# of miles of snow removal (response to maintain passable condition within 24 hours)	235	235	235
# of encroachment permits issued	514	800	800
# of transportation permits issued	1,448	1,900	1,900
# of overlay miles of road	8	13	5
% of county-maintained chip seal mileage	7.6%	8.0%	4.5%

Program Comments: Responsible for routine maintenance on 1,050 miles at all times and under all conditions for the traveling public. During the winter, this responsibility additionally includes snow removal on up to 235 miles.

PROPRIETARY FUNDS

SPECIAL AVIATION
FUND 107 / APPROPRIATION 32760

	Actual 2002-03	Budget 2003-04	Requested 2004-05	Recommended 2004-05	Change %	Adopted 2004-05
Expenditures						
Services and Supplies	$ 6,948	$ 25,300	$ 7,600	$ 7,600	-70%	$ -
Intra Fund Charges	1,019	200	2,400	100	-50%	-
Appropriations for Contingencies	-	2,500	2,500	2,500	0%	-
Net Budget:	$ 7,967	$ 28,000	$ 12,500	$ 10,200	-64%	$ -
Revenue						
Revenue from Use of Money and Property	$ 468	$ -	$ -	$ -	0%	$ -
Intergovernmental Revenue	10,000	10,000	10,000	10,000	0%	-
Total Revenue:	10,468	10,000	10,000	10,000	0%	-
Net County Cost:	$ (2,501)	$ 18,000	$ 2,500	$ 200	-99%	$ -
Allocated Positions	-	-	-	-	0%	-

Program Purpose: The Blue Canyon Airport provides an emergency landing field for light, general-aviation aircraft flying over the Sierra Nevada range. Blue Canyon is also used by the California Highway Patrol and the Forest Service and California Division of Forestry. The airport is a lighted facility, capable of service 24 hours a day when not covered by snow. The airport is open to public use, although traffic and aviation facilities are limited. The airport is not maintained (snow removal) during the winter months. The mission of the airport is to provide a safe and well-maintained facility for emergency and general-aviation use.

FLEET OPERATIONS
INTERNAL SERVICE FUND
FUND 250200 / APPROPRIATION 06300

	Actual 2002-03	Budget 2003-04	Requested 2004-05	Recommended 2004-05	Change %	Adopted 2004-05
Operating Expenses						
Salaries and Employee Benefits	$ 1,867,754	$ 2,069,333	$ 2,411,590	$ 2,411,590	17%	$ -
Services and Supplies	3,509,677	4,329,400	4,376,318	4,376,318	1%	-
Other Charges	1,146,011	-	-	-	0%	-
Total Operating Expenditures:	$ 6,523,442	$ 6,398,733	$ 6,787,908	$ 6,787,908	6%	$ -
Revenue						
Revenue from Use of Money and Property	$ 67,383	$ 80,000	$ 80,000	$ 80,000	0%	$ -
Charges for Services	4,815,160	5,055,000	5,446,000	5,446,000	8%	-
Miscellaneous Revenue	1,637,775	1,658,000	1,833,000	1,833,000	11%	-
Other Financing Sources	595,128	92,500	30,000	30,000	-68%	-
Total Revenue:	7,115,446	6,885,500	7,389,000	7,389,000	7%	-
Net Income (Loss)	$ 592,004	$ 486,767	$ 601,092	$ 601,092	23%	$ -
Fixed Assets	$ 1,864,716	$ 1,375,500	$ 751,092	$ 751,092	-45%	$ -
Allocated Positions	30	31	31	31	0%	-

Program Purpose: The Fleet Operations Fund is an internal service fund established to provide safe and cost-effective vehicle service to all county departments. This appropriation provides funding for the maintenance, operating costs and replacement costs related to the County's fleet. Preventive maintenance, vehicle replacement and policy implementation and the maximum utilization of vehicles are ongoing functions of this division.

PLACER COUNTY TRANSIT
ENTERPRISE FUND
FUND 210100 / APPROPRIATION 06000

	Actual 2002-03	Budget 2003-04	Requested 2004-05	Recommended 2004-05	Change %	Adopted 2004-05
Operating Expenses						
Salaries and Employee Benefits	$ 1,195,560	$ 1,306,100	$ 1,410,600	$ 1,410,600	8%	$ -
Services and Supplies	1,546,987	1,669,349	2,078,100	2,078,100	24%	-
Other Charges	272,144	-	-	-	0%	-
Other Financing Uses	-	144,100	10,300	10,300	-93%	-
Intra Fund Transfers	5	-	-	-	0%	-
Appropriations for Contingencies	-	150,000	125,000	125,000	-17%	-
Total Operating Expenditures:	$ 3,014,696	$ 3,269,549	$ 3,624,000	$ 3,624,000	11%	$ -
Revenue						
Taxes	$ 1,925,270	$ 2,095,030	$ 1,380,000	$ 1,380,000	-34%	$ -
Revenue from Use of Money and Property	53,331	60,000	32,000	32,000	-47%	-
Intergovernmental Revenue	1,201,615	1,658,800	1,086,300	1,086,300	-35%	-
Charges for Services	781,601	647,200	868,200	868,200	34%	-
Miscellaneous Revenue	284,635	492,800	734,500	734,500	49%	-
Other Financing Sources	4,893	30,000	26,200	26,200	-13%	-
Total Revenue:	4,251,345	4,983,830	4,127,200	4,127,200	-17%	-
Net Income (Loss)	$ 1,236,649	$ 1,714,281	$ 503,200	$ 503,200	-71%	$ -
Fixed Assets	$ 1,408,848	$ 1,714,200	$ 465,000	$ 465,000	-73%	$ -
Allocated Positions	24	24	24	24	0%	-

Program Purpose: The Placer County Transit (PCT) system strives to achieve a stable, efficient transportation system capable of serving the social and economic needs of Placer County. This system provides daily bus service to south Placer, Roseville, Lincoln, Rocklin, Granite Bay and North Auburn. In addition, intermittent routes are scheduled to Colfax, Alta and Foresthill. Current service gives special consideration to the transportation needs of seniors, youth, low-income residents, and the disabled for travel to employment, education and training, medical and Placer County facilities, as well as increasing social and recreational opportunities. Public users, intracounty users and service contractors realize a multiple benefit.

Commuter Bus Service/Vanpools: PCT received a regional grant of Congestion Mitigation Air Quality (CMAQ) funds through the Placer County Transportation Agency and Sacramento Area Council of Governments to start a two-year demonstration commuter bus service to downtown Sacramento. The County contracts with a private carrier to provide and operate the vans used for vanpool service. Ten vanpools serve commuters from Placer County.

Interagency Coordination: Transit coordinates routes and schedules with Auburn Transit, Roseville Transit, Lincoln Transit, Sacramento Regional Transit, Gold Country Stage, CTSA and the cities of Colfax, Rocklin and Loomis.

CNG Fueling-Station Upgrade: Transit operates a CNG facility at the service station in Auburn and is currently upgrading the compressor capacity and storage.

TAHOE AREA REGIONAL TRANSIT
ENTERPRISE FUND
FUND 210120 / APPROPRIATION 06020

	Actual 2002-03	Budget 2003-04	Requested 2004-05	Recommended 2004-05	Change %	Adopted 2004-05
Operating Expenses						
Salaries and Employee Benefits	$ 1,050,352	$ 1,139,500	$ 1,259,400	$ 1,259,400	11%	$ -
Services and Supplies	727,455	687,300	815,000	815,000	19%	-
Other Charges	310,449	-	-	-	0%	-
Appropriations for Contingencies	-	20,000	20,000	20,000	0%	-
Total Operating Expenditures:	$ 2,088,256	$ 1,846,800	$ 2,094,400	$ 2,094,400	13%	$ -
Revenue						
Taxes	$ 787,593	$ 641,000	$ 675,000	$ 675,000	5%	$ -
Revenue from Use of Money and Property	6,827	8,200	5,000	5,000	-39%	-
Intergovernmental Revenue	208,067	1,773,300	268,800	268,800	-85%	-
Charges for Services	649,722	711,100	297,100	297,100	-58%	-
Miscellaneous Revenue	601,399	1,079,700	445,900	445,900	-59%	-
Other Financing Sources	58,525	170,600	402,600	402,600	136%	-
Total Revenue:	2,312,133	4,383,900	2,094,400	2,094,400	-52%	-
Net Income (Loss)	$ 223,877	$ 2,537,100	$ -	$ -	-100%	$ -
Fixed Assets	$ 1,093,474	$ 2,537,100	$ -	$ -	-100%	$ -
Allocated Positions	19	19	19	19	0%	-

Program Purpose: The Tahoe Area Regional Transit (TART) Program is designed to provide year-round public transit for the North Lake Tahoe area of Placer County and Incline Village, Nevada. Daily transportation services are provided to North Lake Tahoe and Truckee area residents, and the system also provides transit for area tourists.

Complementary Paratransit Service: To meet Americans with Disabilities Act requirements, TART contracts with a private taxi company for paratransit services for eligible disabled clients.

Summer Transit Program: To support the implementation of the North Lake Tahoe Resort Association (NLTRA) Tourism Master Plan, TART has agreed to operate an enhanced summer transit program.

Interagency Coordination: Placer County Public Works staff will continue to participate closely with agencies and organizations in relation to transit and transportation activities in the Tahoe area. This includes coordination with the Tahoe Transportation District (TTD), the Truckee/North Tahoe Transportation Management Association (TNT/TMA) and NLTRA.

ADMINISTRATION & SUPPORT

FUND 100 / APPROPRIATION 11280

	Actual 2002-03	Budget 2003-04	Requested 2004-05	Recommended 2004-05	Change %	Adopted 2004-05
Expenditures						
Salaries and Employee Benefits	$ 1,092,808	$ 1,049,700	$ 1,087,300	$ 1,087,300	4%	$ -
Services and Supplies	114,281	157,900	121,100	121,100	-23%	-
Intra Fund Charges	90,331	128,300	127,500	127,500	-1%	-
Gross Budget:	1,297,420	1,335,900	1,335,900	1,335,900	0%	-
Intra Fund Credits	(923,728)	(1,000,701)	(953,800)	(953,800)	-5%	-
Net Budget:	$ 373,692	$ 335,199	$ 382,100	$ 382,100	14%	$ -
Revenue						
Charges for Services	$ 372,348	$ 335,200	$ 382,100	$ 382,100	14%	$ -
Total Revenue:	372,348	335,200	382,100	382,100	14%	-
Net County Cost:	$ 1,344	$ (1)	$ -	$ -	-100%	$ -
Allocated Positions	17	14	14	14	0%	-

Program Purpose: Administration provides overall general management and detailed support to Public Works operating divisions through financial and Management Information System activities. Activities assist the Public Works Department to effectively and efficiently respond to the needs of the department, the Board of Supervisors, the County Executive Office, and the other stakeholders.

Allocation of Administration and Support Expenditure Budget	Amount	Percent
Land Development	$ 176,600	13.46
Design & Transportation	455,100	34.69
Road Maintenance	322,100	24.55
Fleet Operations (Internal Service Fund)	230,500	15.89
Placer County Transit (Enterprise Fund)	73,600	5.61
Tahoe Area Regional Transit (Enterprise Fund)	53,400	4.07
Flood Control District	22,600	1.72
Facility Services	24,000	Actual
Total	**$1,335,900**	**100%**

Public Protection Services

County Executive Office
District Attorney
Probation
Sheriff-Coroner-Marshal

County Executive Office

Jan Christofferson, County Executive Officer

MISSION STATEMENT
To provide emergency response capability, disaster recovery and response, fire protection and indigent defense services; and to provide funding for the Grand Jury and Placer County court operation in order to protect property and keep Placer County residents and visitors safe.

Appropriation	Budget 2003-04	Position Allocations	Recommended 2004-05	Position Allocations
Criminal Justice Other Programs	$ 9,277,000	0	$ 8,875,561	0
Emergency Services	497,993	4	559,725	4
Disaster Response & Recovery	200,000	0	200,000	0
Fire Protection Services	3,507,323	0	3,502,149	0
Total	$ 13,482,316	4	$ 13,137,435	4

CORE FUNCTIONS

Criminal Justice Other Programs

Provides funding for the Grand Jury, Indigent Defense, and Court Operations. The Grand Jury is a public body with authority to investigate complaints from citizens and provide oversight and review of local government operations, financial management and officials and their staff, and provide assistance to the District Attorney regarding criminal matters. Indigent Defense is provided through contracts with local law firms and attorneys, and is responsible for representing all indigent persons assigned legal counsel by the Placer County Courts. Court Operations is an appropriation used to budget an annual Maintenance of Effort (MOE) payment to the state that is required by the Trial Court Funding Act of 1997. Reimbursements to General Fund departments that provide services to court related programs, and services provided directly to the Courts resulting from local agreements.

Emergency Services

Plans and directs disaster mitigation, response, and recovery for operations throughout the County in case of natural disasters, or technological or terrorist events. Staff ensures preparedness through development of emergency plans and training, and coordinates operational Area emergency medical services through Sierra Sacramento Valley Emergency Medical Services Authority.

Fire Services

Provides fire and emergency medical response in the Placer County area not served by fire districts or municipal fire departments through contract with the California Department of Forestry and Fire Protection (CDF) and six volunteer fire companies. Provides countywide hazardous materials (HAZMAT) coordination and response in cooperation with other fire entities, law enforcement agencies, and Placer County Health and Human Services.

FY 2003-04 Major Accomplishments

- Successfully responded to 35 incidents including fire emergencies, train derailments, and hazardous materials incidents.
- Managed the Emergency Operations Center for the Sierra and Ponderosa Fires, and the statewide Disaster Medical Exercise.
- Coordinated response procedures for Exotic Newcastle Disease in cooperation with the Agriculture Commissioner and the Health and Human Services Department.

- Coordinated fire protection agreements for the Dry Creek community, the Bickford Ranch development, and the Thunder Valley Casino Fire Station.
- Assisted development and implementation of the 2002 Mass Casualty Incident (MCI) and the 2003 Sierra College MCI exercise involving over 300 participants and three hospitals.
- Provided Standardized Emergency Management System (SEMS) and First Responder Operations Hazardous Materials Training for the management team and first responders of the City of Lincoln. Provided SEMS training to the Health and Human Services Department (HHS) staff.
- Updated the Placer Operational Area's Weapons of Mass Destruction Consequences Management Team Plan.
- Developed emergency response plans for anthrax and small pox events in coordination with HHS and the emergency response community.
- Developed Placer Operational Area's Radiological Detection and Population Protections Plan that upgraded radiation detection capabilities for hazardous materials teams.

FY 2004-05 Planned Accomplishments

- Upgrade the Emergency Operations Center's technology and communications capabilities.
- Plan for and convene the Placer Operational Area Council in conformance with state guidelines.
- Monitor implementation of Phase I of the Exotic Newcastle Disease Plan, and prepare to implement Phase II.
- Complete Phase II of the Small Pox Inoculation Plan, and prepare for implementation of Phase III.
- Include weapons of mass destruction considerations and protocols in the operational areas and cities' emergency operations plans. Implement a countywide training program for first responders, supervisors and managers.
- Upgrade radiological, chemical and biological monitoring and detection capabilities.
- Exercise the Radiological Plan.
- Update the Placer Operational Area's, Emergency Operations and Hazardous Materials Emergency Response Plans.
- Improve overall county response capability through training of first responders and promoting citizen volunteer training.

Department Comments

The world situation is uncertain and while we cannot predict what terrorists may do or where, we must be prepared. Our response capabilities should allow responders to operate in all threatening environments. Placer County must also be prepared to render assistance via mutual aid to calls for assistance from other jurisdictions during times of emergency. As national threat conditions change, our mitigation measures will include deliberate, visible security measures that would discourage an attack before it happens; increased agency readiness measures; and preserves the continuity of government. At the outset of any incident, whether within the County or close by, Placer County will respond in a timely and coordinated manner using SEMS.

Priorities for the Office of Emergency Services (OES) are:

- Improve response capability for the detection of nuclear, biological, chemical agents, and mass decontamination.
- Improve communications and responder personal protective equipment.
- Provide training for first responders for weapons of mass destruction and secondary explosive devices.
- Promote citizen volunteer training in keeping with the President of the United States' initiative.

Staff anticipate that costs for fire protection services will rise significantly over the next several years due to contract increases with our state contracting agency, CDF. Discussions are underway to mitigate these financial impacts, while continuing to provide a high level of service to our constituents. Due to low rainfall totals, and increasingly dry conditions, fire agencies across the state are predicting that this fire season will be especially onerous, and we will experience a high fire hazard within the County area. In particular, those areas covered by Placer County fire are at risk due to their rural nature, and the increasing urban, wildland interface issues that are occurring with rapid population growth countywide. Several measures are being taken as a result of these concerns:

- Fire agencies continue to encourage our residents to clear brush out to 30 feet in and around their homes.
- Placer County will maintain capabilities at critical stations.
- The County will continue to strengthen our strong mutual aid relationships with other agencies statewide.

County Executive Comments And Recommendations

The *Criminal Justice Other Programs* appropriation contains three separate and distinct programs: Indigent Defense, Court Operations, and the Grand Jury. The costs in this budget, particularly for Indigent Defense, are typically difficult to estimate, as the occurrences of serious felonies are unpredictable. Serious felonies sometimes involve significant costs related to investigations, forensics, psychiatric evaluations, and other expert testimony, especially if the case goes to trial. These costs are closely monitored, but nevertheless future budget adjustments may be required depending on the severity of crimes committed that require services.

The net budget continues to reflect the cost of a negotiated agreement with the Superior Court concerning the distribution of certain statutorily undesignated revenues, including civil assessment revenues, and funding to pay for one full-time traffic referee ($114,000) to assist the Courts with increasing traffic caseloads, and consideration for related increasing collections. In addition, this budget includes a mandated annual MOE payment to the State of California. With the exception of Dispute Resolution Program revenue ($75,000) and Public Defender fees ($57,000), all revenues are related to Court Operations. The CEO recommendation allows for the fact that revenues are transferred from unapportioned trust funds, and the Superior Court deposits funds at least a full month later than normally experienced. For example, July collections are deposited to the appropriation in September. The CEO recommendation maintained all expenses at the department submitted level with the exception of the State's Court MOE ($2,421,418) which is a formula driven value based on certain adjusted revenues that are statutorily required to be shared with the state at fiscal year end.

Funding for *Emergency Services* is recommended at the FY 2003-04 level. This funding level will fund four positions. In FY 2003-04 the senior administrative clerk allocation was transferred to the Executive Office to assist with the centralization of fiscal responsibilities within the department. A vehicle is included in the recommended budget and will be funded by the FEMA administration trust fund. Emergency Services will receive revenue from the Federal Emergency Management Administration ($40,000); contributions from cities ($17,500); funding from the Department of Public Works (DPW) ($10,000) for a share of the Local Hazard Mitigation Program; and sales tax revenue ($123,200).

Disaster Response/Recovery provides an immediate source of funding for disasters or other events that may strike within the County ($200,000), and is fully funded by federal and state revenues that offset related county's costs.

The *Fire Control Fund* appropriates funds for Placer County's fire protection service to the unincorporated area, which is managed through a contract with the California Department of Forestry and Fire Protection (CDF). The General Fund contribution to this appropriation funds fire protection service in the area of Placer County west of Highway 65 and provides funding for hazardous materials response ($550,000). The County Service Area (CSA) of Dry Creek Fire (CSA 28, Zone 165) and the County Service Area of Sunset West also reimburses this fund for fire protection services; Dry Creek CSA ($569,877) and Sunset West CSA ($971,765). Recommended expenditures have increased primarily due to a significant increase in the CDF contract, in large part due to a change in the method of calculating costs for the Amador Plan. In FY 2003-04 the senior administrative services officer was transferred to the Executive Office budget to assist with the centralization of the fiscal operations of the department. Fire services are funded by property related taxes ($817,470) public safety sales tax revenue ($264,000), fire mitigation revenue ($54,141), and other revenue ($50,000). Although assessed value in the County is increasing, property tax revenue for FY 2004-05 is estimated lower than the prior year due to the proposed Education Revenue Augmentation Fund (ERAF) shift in the State's budget. Fund balance carryover from FY 2003-04 and possibly the cancellation of reserves will be necessary to balance the fund ($210,000). Possible reductions in fire services may result if sufficient funding does not materialize.

CRIMINAL JUSTICE OTHER PROGRAMS
FUND 100 / APPROPRIATION 21480

	Actual 2002-03	Budget 2003-04	Requested 2004-05	Recommended 2004-05	Change %	Adopted 2004-05
Expenditures						
Salaries and Employee Benefits	$ 89	$ 731	$ 731	$ 731	0%	$ -
Services and Supplies	5,241,971	5,817,492	5,817,979	5,817,979	0%	-
Other Charges	3,142,306	2,901,487	2,589,828	2,535,418	-13%	-
Intra Fund Charges	371,746	557,290	508,854	521,433	-6%	-
Net Budget:	$ 8,756,112	$ 9,277,000	$ 8,917,392	$ 8,875,561	-4%	$ -
Revenue						
Fines, Forfeits and Penalties	$ 5,027,610	$ 4,513,181	$ 4,668,853	$ 4,863,000	8%	$ -
Intergovernmental Revenue	331,396	10,720	-	-	-100%	-
Charges for Services	252,159	262,000	242,000	232,000	-11%	-
Miscellaneous Revenue	610	500	500	600	20%	-
Total Revenue:	5,611,775	4,786,401	4,911,353	5,095,600	6%	-
Net County Cost:	$ 3,144,337	$ 4,490,599	$ 4,006,039	$ 3,779,961	-16%	$ -
Allocated Positions	-	-	-	-	0%	-

Note: In FY 2003-04 the Contribution to Court Operations budget was consolidated with the appropriations for the Grand Jury (#21670) and Indigent Defense (#21760). This consolidated appropriation was renamed Criminal Justice Other Programs, and will provide funding for the activities the three programs of Indigent Defense, Grand Jury and the Contribution to Court Operations. The actual 2002-03 figures include the Grand Jury and Indigent Defense for comparison purposes.

CORE FUNCTION: CRIMINAL JUSTICE OTHER PROGRAMS

Placer County Court Operations Program

Program Purpose: To provide funding for the Maintenance of Effort (MOE) payment to the State of California as required by the Trial Court Funding Act of 1997, and provide reimbursements to General Fund departments for services to court related programs not eligible for Trial Court funding.

Total Expenditures: $3,098,591 **Total Staffing:** 0

- **Key Intended Outcome:** Placer County meets the obligations required under the Trial Court Funding Act of 1997.

Grand Jury Program

Program Purpose: To provide funding for the operations of the Grand Jury, a body composed of 19 citizens selected annually by the Superior Court to inquire into public offenses, possible misconduct of public officials, and the operations of local government.

Total Expenditures: $94,536 **Total Staffing:** 0

- **Key Intended Outcome:** The Placer County Grand Jury prepares a report of its investigations and reviews with detailed findings and recommendations.

Indigent Defense Program

Program Purpose: To provide funding for indigent persons assigned legal representation by the Placer County Courts.

Total Expenditures: $5,724,265 **Total Staffing:** 0

- **Key Intended Outcome:** Indigent persons are provided legal representation.

EMERGENCY SERVICES
FUND 100 / APPROPRIATION 22310

	Actual 2002-03	Budget 2003-04	Requested 2004-05	Recommended 2004-05	Change %	Adopted 2004-05
Expenditures						
Salaries and Employee Benefits	$ 210,414	$ 297,890	$ 303,236	$ 283,712	-5%	$ -
Services and Supplies	151,957	128,039	146,495	146,495	14%	-
Other Financing Uses	-	-	27,500	27,500	100%	-
Intra Fund Charges	66,158	99,064	119,494	139,018	40%	-
Gross Budget:	428,529	524,993	596,725	596,725	14%	-
Intra Fund Credits	(27,008)	(27,000)	(37,000)	(37,000)	37%	-
Net Budget:	$ 401,521	$ 497,993	$ 559,725	$ 559,725	12%	$ -
Revenue						
Intergovernmental Revenue	$ 150,807	$ 146,468	$ 180,700	$ 180,700	23%	$ -
Miscellaneous Revenue	283	-	27,500	27,500	100%	-
Total Revenue:	151,090	146,468	208,200	208,200	42%	-
Net County Cost:	$ 250,431	$ 351,525	$ 351,525	$ 351,525	0%	$ -
Allocated Positions	4	4	4	4	0%	-

CORE FUNCTION: EMERGENCY SERVICES

Emergency Response Program

Program Purpose: To plan for emergencies and disasters and provide direction and coordination for the deployment of governmental and non-governmental assets in disasters to protect lives, property and the environment.

Total Expenditures: $528,013 **Total Staffing:** 3.5

- **Key Intended Outcome:** Placer County is prepared to respond effectively in emergencies and disasters.

Emergency Response Indicators:	Actual 2002-03	Projected 2003-04	Target 2004-05
# of trainings conducted annually	3	11	10
# of persons trained annually in disaster response	55	182	200
# of emergency responses managed	35	22	20
# of Emergency Operations Center activations per year	3	5	3
# of emergency plans and procedures updated	2	2	2
# of emergency preparedness presentation provided to the public	5	8	8

Program Comments: Placer County OES encouraged the accomplishment of training in hazardous materials awareness, operations, technician and specialist courses. These courses are fundamental to employee safety and to an informed response in a multitude of possible scenarios. Staff intends to increase our training capability over the next year and to assist other agencies in delivering required training. The demands for presentations on family safety and individual preparedness increased during this fiscal year, and we anticipate that this will continue next year. These opportunities are central to our emergency services preparedness efforts.

Homeland Security/Terrorism Preparedness Program

Program Purpose: To coordinate planning, preparation, and training for response in case of a terrorist event to safeguard public health and well being.

Total Expenditures: $ 68,712 **Total Staffing:** 0.50

- **Key Intended Outcome:** Placer County is prepared to respond to and manage the aftermath of terrorist events.

Homeland Security/Terrorism Preparedness Indicators:	Actual 2002-03	Projected 2003-04	Target 2004-05
# of volunteer "Citizens Corps" teams formed and trained (Neighborhood Watch and Community Emergency Response Teams)	0	4	4
# of improvements to detection capability for chemical, radiological or biological agents	2	5	4
# of plans / protocols updated	2	3	2
$ in equipment purchased	$95,357	$438,228	$566,680
# of first responders attending training	55	40	80
$ in grant secured for Placer County	$253,500	$2.5 million	$1.0 million

Program Comments: Placer County established its first Citizen's Corps Program this year in the City of Roseville. This coming year we will add programs in the Cities of Rocklin and Lincoln. Additionally, we will grow a Medical Reserve Corps capability within the County and establish countywide Citizen's Corps Council to document and recruit interested volunteers. Homeland Security Grants have given OES the ability to significantly improve our planning and exercise capabilities. Grants are also used to equip and train first responders for action in very complex, multi-discipline emergencies.

DISASTER RESPONSE & RECOVERY
FUND 100 / APPROPRIATION 22350

	Actual 2002-03	Budget 2003-04	Requested 2004-05	Recommended 2004-05	Change %	Adopted 2004-05
Expenditures						
Salaries and Employee Benefits	$ -	$ 75,000	$ 75,000	$ 75,000	0%	$ -
Services and Supplies	626	125,000	125,000	125,000	0%	-
Net Budget:	$ 626	$ 200,000	$ 200,000	$ 200,000	0%	$ -
Revenue						
Intergovernmental Revenue	$ -	$ 200,000	$ 200,000	$ 200,000	0%	$ -
Miscellaneous Revenue	19,000	-	-	-	0%	-
Total Revenue:	19,000	200,000	200,000	200,000	0%	-
Net County Cost:	$ (18,374)	$ -	$ -	$ -	0%	$ -
Allocated Positions	-	-	-	-	0%	-

CORE FUNCTION: EMERGENCY SERVICES

Disaster Response & Recovery Program

Program Purpose: To provide a ready funding source for disaster response costs so that immediate and necessary needs can be met.

Total Expenditures: $200,000 **Total Staffing:** 0

- **Key Intended Outcome:** Funds are available to respond to disaster.

Disaster Response & Recovery Indicators:	Actual 2002-03	Projected 2003-04	Target 2004-05
# of incidents where funds are utilized	0	0	0
$ available for disaster contingencies	$100,000	$200,000	$200,000
$ spent per year for disaster response and recovery	$ -	$ -	$ -

Program Comments: This fund provides Placer County with a time buffer in the event of a large emergency. This buffer is essential to emergency management, bridging the gap until state and federal funds become available for the emergency.

FIRE SERVICES
FUND 170 / APPROPRIATION 22160

	Actual 2002-03	Budget 2003-04	Requested 2004-05	Recommended 2004-05	Change %	Adopted 2004-05
Expenditures						
Salaries and Employee Benefits	$ 84,132	$ 98,425	$ -	$ -	-100%	$ -
Services and Supplies	1,634,608	3,243,958	3,455,972	3,302,523	2%	-
Other Charges	54,102	54,142	54,141	54,141	0%	-
Capital Assets	-	30,000	-	-	-100%	-
Other Financing Uses	16,306	-	-	-	0%	-
Intra Fund Charges	27,152	85,798	150,485	150,485	75%	-
Gross Budget:	1,816,300	3,512,323	3,660,598	3,507,149	0%	-
Intra Fund Credits	(558,304)	(5,000)	(5,000)	(5,000)	0%	-
Net Budget:	$ 1,257,996	$ 3,507,323	$ 3,655,598	$ 3,502,149	0%	$ -
Revenue						
Taxes	$ 777,552	$ 825,038	$ 810,470	$ 810,470	-2%	$ -
Revenue from Use of Money and Property	15,182	4,384	10,000	10,000	128%	-
Intergovernmental Revenue	383,637	1,405,802	271,000	271,000	-81%	-
Charges for Services	790,704	598,778	1,635,783	1,635,783	173%	-
Miscellaneous Revenue	2,747	30,000	-	-	-100%	-
Other Financing Sources	16,306	517,460	550,000	550,000	6%	-
Total Revenue:	1,986,128	3,381,462	3,277,253	3,277,253	-3%	-
Net County Cost:	$ (728,132)	$ 125,861	$ 378,345	$ 224,896	79%	$ -
Allocated Positions	1	-	-	-	0%	-

CORE FUNCTION: FIRE SERVICES

Fire Protection Services Program

Program Purpose: To provide fire protection and emergency medical services to Placer County areas not served by fire districts or municipal fire departments in order to minimize loss of life, property damage, and impact to the environment.

Total Expenditures: $3,610,598 **Total Staffing:** 0

- **Key Intended Outcome:** Minimize loss of life, property and environmental damage from structural and wild land fires.

Fire Protection Services Indicators:	Actual 2002-03	Projected 2003-04	Target 2004-05
# of total responses	1,767	1,967	1,967
% of incidents responded to within ten minutes of notification	90%	90%	90%
# of fatalities from accidents in covered area	6	9	6
# of fatalities from fires in covered area	0	0	0
$ amount of property damage from fires in covered area	$3.5 million	$425,000	$500,000

Hazardous Materials Emergency Response Program

Program Purpose: To protect the health of the public, first responders and the environment from the adverse effects of hazardous materials release through an interagency emergency response.

Total Expenditures: $ 22,000 **Total Staffing:** 0

- **Key Intended Outcome:** Adverse effects of hazardous materials released are minimized.

Hazardous Materials Emergency Response Indicators:	Actual 2002-03	Projected 2003-04	Target 2004-05
# of hazardous materials responses per year	30	18	30
% of successful responses (stop leak, prevent a release and abate the hazard)	99%	99%	99%
# of people trained in hazardous materials response	25	124	80
# of cases of serious injury or death from incidents	0	0	0

Program Comments: While the number of reportable incidents was down this year, we do not believe that there is a trend for fewer hazardous materials incidents in the county. The potential for hazardous materials incidents continues to be great. We increased our training especially in hazardous material awareness and operations. We anticipate similar demands for training next year. Our hazardous materials teams are significantly more capable this year and we see that trend continuing next year with Federal resources being the key catalyst.

Chipper Program

Program Purpose: To provide no-cost mechanical chipping services of tree and brush clippings for residents in order to offer environmentally friendly options to open air vegetation burning that reduces air pollution and fuel loads.

Total Expenditures: $ 28,000 **Total Staffing:** 0

- **Key Intended Outcome:** Cleaner air and reduced fuel loads.

Chipper Indicators:	Actual 2002-03	Projected 2003-04	Target 2004-05
# of calls for chipper service	1,662	1,850	2,200
# of tons of clippings chipped	4778	5,378	5,850
% air indicator	N/A	N/A	N/A

District Attorney

Brad Fenocchio, District Attorney

MISSION STATEMENT

To pursue justice, protect victims' rights and public safety on behalf of the people of the State of California and the County of Placer. Through vigorous, equal, and efficient enforcement of the criminal law, prosecutors working on behalf of the Office of the District Attorney represent the people of the State of California in the criminal justice system and work with law enforcement agencies to assure the rights of the innocent, to prosecute and hold accountable the guilty, and to protect victims' and witnesses' rights.

DISTRICT ATTORNEY
FUND 110 / APPROPRIATION 21710

	Actual 2002-03	Budget 2003-04	Requested 2004-05	Recommended 2004-05	Change %	Adopted 2004-05
Expenditures						
Salaries and Employee Benefits	$ 8,000,261	$ 9,100,900	$ 10,143,791	$ 9,900,407	9%	$ -
Services and Supplies	1,261,322	1,494,169	1,766,151	1,128,439	-24%	-
Other Charges	73,100	-	-	-	0%	-
Intra Fund Charges	868,315	1,020,357	910,983	910,983	-11%	-
Gross Budget:	10,202,998	11,615,426	12,820,925	11,939,829	3%	-
Intra Fund Credits	(4,254,395)	(57,359)	(57,359)	(57,359)	0%	-
Net Budget:	$ 5,948,603	$ 11,558,067	$ 12,763,566	$ 11,882,470	3%	$ -
Revenue						
Fines, Forfeits and Penalties	$ 75,786	$ 117,600	$ 102,600	$ 102,600	-13%	$ -
Intergovernmental Revenue	4,523,120	4,573,458	4,890,959	4,890,959	7%	-
Charges for Services	59,880	48,364	48,364	48,364	0%	-
Other Financing Sources	-	6,840,547	6,840,547	6,840,547	0%	-
Total Revenue:	4,658,786	11,579,969	11,882,470	11,882,470	3%	-
Net County Cost:	$ 1,289,817	$ (21,902)	$ 881,096	$ -	-100%	$ -
Allocated Positions	107	107	107	107	0%	-

CORE FUNCTION

District Attorney Services

Prosecutes serious and violent crime throughout the County and assists with criminal investigations conducted by law enforcement agencies, makes reasonable and ethical decisions in initiating prosecutions, provides aid and assistance to those who have been victimized by crime and directs resources to prosecute criminal misconduct.

FY 2003-04 Major Accomplishments

- Successfully obtained resolutions in 7,200 criminal cases.
- Successfully provided 24-hour standby assistance to law enforcement agencies.
- Successfully provided 24-hour standby assistance to victims of domestic violence and elder abuse.
- Successfully implemented cost savings activities to limit expenditure without compromising the effective prosecution of any criminal case.
- Reduced operating expenses in an effort to conform to County Executive Office and Board of Supervisors expectations.

District Attorney

Brad Fenocchio, District Attorney

FY 2004-05 Planned Accomplishments

- Continue to appropriately investigate, review and charge criminal cases in a timely manner.
- Continue to obtain timely resolutions of criminal cases.
- Continue to seek justice for the victims of crime.
- Continue to ensure that victims receive appropriate restitution.
- Continue to ensure that defendants are appropriately punished for their criminal conduct.
- Continue to provide support to victims and witnesses through the Victim Witness Program.
- Continue to be available to law enforcement officers 24 hours a day for assistance.
- Continue to provide legal training to law enforcement agencies.
- Continue to purse additional office revenue and cost reduction activities.
- Continue work on the development of the South Placer Criminal Justice Facility.

Department Comments

We have worked hard this past year in an environment where growth has brought an increase in law enforcement personnel and a resultant increase in criminal case referrals, as we also attempted to downwardly adjust our necessary expenses to fit within budgetary recommendations.

We were successful in maintaining service levels.

It will be our continuing challenge to maintain a high level of service and meet law enforcement's and the public's expectations in an environment where our own resources may be shrinking.

This office stands ready to do whatever is reasonable in order to continue performing its duty of assuring the public's safety while, simultaneously, adjusting to the possibility of losing staff through attrition, without funding to replace them; while cutting back on expenditures that could impact case investigation and preparation; and while possibly reducing the number of office locations serving the justice system.

The pressures to maintain our high level of service are understandable and this service expectation will naturally expand with the population increase. The pressures to reduce the costs of providing that same level of service are equally understandable in an economic environment such as the one that currently exists. We remain committed to securing the public's safety. To secure that commitment, we are hopeful that the necessary funds become available.

County Executive Comments And Recommendations

The recommended gross expenditures have increased by 2.8% over FY 2003-04, with increases occurring in costs for personnel and charges from other departments. Public safety revenues (including public safety sales taxes and intergovernmental grants and revenues) are not adequate to fund the department's requested budget. Accordingly, to help pay for these cost increases and help mitigate potential service level impacts, the District Attorney has implemented cost saving measures, including maintaining position vacancies, negotiating reduced costs for services provided and instituting operational efficiencies. Given the uncertainty of future impacts related to the state and limited discretionary funding, the General Fund contribution to this budget remains at the FY 2003-04 level for a total of $6,240,547.

The department's requested budget does not include funding for four vacant positions (a victim witness advocate, which is dependent upon state funding, an investigator, which is dependent upon Child Support Services reimbursements, an administrative technician and an attorney for one half of the year). Not included in the proposed budget, because of inadequate public safety revenues, are requests for additional funding augmentations of $243,384 for personnel and benefit costs, $500,000 for new case management software and ancillary costs and $137,712 for the current system maintenance charges. Revenues have been revised to reflect current projections. The County Executive Office will work with the District Attorney and prepare additional budget recommendations as part of the final budget based upon the actual carryover public safety fund balance, the District Attorney's current priorities, and after considering the results of the technology feasibility study.

The District Attorney is continuing to assess how best to allocate available resources and mitigate service level impacts. Given the funding constraints, it is important that the public protection system continue to collaboratively seek systemwide economies and efficiencies, and review systemwide priorities, strategies and programs to ensure that available resources are directed to the most critical priorities of the District Attorney, Probation Department, and Sheriff. Additional budget adjustments may be necessary to ensure a balance between available revenues and planned expenditures if the carryover public safety fund balance and revenues, including public safety sales taxes and other intergovernmental revenues from the state, are not fully realized.

Department requested funding considerations for final budget:

- Augment funding for salaries and benefits ($243,384)
- Augment funding for a new case management system ($500,000)
- Augment funding for services and supplies ($137,712)

CORE FUNCTION: DISTRICT ATTORNEY

General Criminal Case Determinations Program

Program Purpose: To review and file charges in criminal cases and to represent the people in the State of California and County of Placer in court in order to hold the guilty accountable and protect public safety.

Total Expenditures: $10,513,158 **Total Staffing:** 81.0

- **Key Intended Outcome:** To effectively represent the people in the state and County of Placer in court.

General Criminal Case Determinations Indicators:	Actual 2002-03	Projected 2003-04	Target 2004-05
# of felony/misdemeanor/ juvenile and drug court appearances**	60,983	64,140	67,347
# of felony cases filed**	2,004	2,092	2,197
# of misdemeanor cases filed**	4,288	5,052	5,305
# of juvenile cases filed**	805	668	701
% of felony conviction rate*	N/A	93%	93%
% of misdemeanor conviction rate*	N/A	94%	94%
% of juvenile conviction rate*	N/A	94%	94%
# of felony family protection cases convicted	N/A	139	146

# of misdemeanor family protection cases convicted	N/A	340	357
# of Three Strike cases convicted	N/A	109	114
# of sexual assault cases convicted	N/A	143	150
# of driving under the influence (DUI) cases convicted	N/A	1,823	1,914
*Note: It is difficult to determine conviction rates in these matters on a fiscal year basis. Cases may be filed during one fiscal period and are adjudicated during the next fiscal period.			
**Note: Includes cases ultimately dismissed for insufficient evidence, or in the interest of justice, or for other legal reasons.			

Investigations Program

Program Purpose: To assist attorneys by conducting supplemental and pre-trial investigations of criminal and civil offenses, and to locate and return parentally abducted children.

Total Expenditures: $1,538,511 **Total Staffing:** 14.0

- **Key Intended Outcome:** Attorneys will continue to receive the information and support necessary to present clear and concise cases and assist the court to enforce orders that parentally abducted children are returned to appropriate locations.

Investigations Indicators:	Actual 2002-03	Projected 2003-04	Target 2004-05
# of cases referred	2,821	2,850	2,900
# of parentally abducted children	14	14	16
% of children recovered	100%	100%	100%

Victim Services Program

Program Purpose: To provide advocacy and assistance to witnesses and victims of crime and witnesses by obtaining restraining orders and assisting with restitution through the State Board of Control.

Total Expenditures: $769,256 **Total Staffing:** 12.0

- **Key Intended Outcome:** Victims will continue to be aided during a time of crisis and assisted in their recovery.

Victim Services Indicators:	Actual 2002-03	Projected 2003-04	Target 2004-05
# of new victims assisted	1,604	1,600	1,600
# of restitution claims submitted on behalf of the victims	716	808	850

Bad Check Program

Program Purpose: To collect full payment for bad checks written to local businesses and merchants at no cost to the victims in order to assist merchants in the recovery of lost business proceeds.

Total Expenditures: *** **Total Staffing:** ***

***Note: Contracted to Computer Support Services for collection.
Occasionally requires General Fund expenditures for prosecution.

- **Key Intended Outcome:** Merchants' losses through bad checks will be reduced.

Bad Check Indicators:	Actual 2002-03	Projected 2003-04	Target 2004-05
$ recovered thus far	$192,319	$187,207	$190,500
% of total checks recovered	75%	72%	72%

Probation

Frederick Morawcznski, Chief Probation Officer

MISSION STATEMENT
The mission of the Probation Department is to promote the safety of the citizens of Placer County by conducting investigations for the court, enforcing court orders, ensuring victim's rights, engaging in crime prevention partnerships, and facilitating the resocialization of offenders.

Appropriation	Budget 2003-04	Position Allocations	Recommended 2004-05	Position Allocations
Probation Officer	$ 12,385,191	123	$ 12,538,999	123
Food Services Program (Internal Services Fund)*	1,974,329	13	1,800,911	13
Total:	$ 14,359,520	136	$ 14,339,910	136

* Amounts include total operating expenses and fixed assets

CORE FUNCTIONS

Juvenile Probation Services

Comprised of four key programs: Detention and Treatment Services, Supervision Services, Court Services and Delinquency/Crime Prevention Services. Under the auspices of these four categories fall a myriad of programs designed to provide safety to the community through a continuum of services, including prevention, intervention, suppression and incarceration.

Adult Probation Supervision/Crime Intervention

Comprised of two key programs: Court Services and Supervision/Crime Intervention Services. These two key program areas are designed to protect the community through assisting the Courts in sentencing decisions and to provide supervision of convicted criminals, while offering convicted criminals local community correctional opportunities to make restitution to victims and become law abiding citizens.

Food Services (Internal Service Fund)

Provide food services to juvenile and adult institutions in Placer County.

FY 2003-04 Major Accomplishments

- With the support of the Board of Supervisors, the County Executive Officer and key stakeholders, completed the organizational assessment process, coordinated by the Board of Corrections.
- Reduced net county costs for out-of-county placements of minors in group homes and camps, through increased referrals to collaborative family centered county programs and use of other local alternatives.
- Implemented a centralized intake model at the Juvenile Detention Facility (JDF), and other alternatives to incarceration such as a Juvenile Electronic Monitoring Program, enabling the department to safely establish a 50 minor capacity threshold at the JDF.
- Expanded alternative sentencing options while maintaining cost neutrality.
- Pursued the development of local mental health alternatives for criminal justice clientele that are mentally ill.
- In conjunction with Revenue Services implemented an on-site revenue and recovery officer to enhance collections.

- Implemented an automated telephonic reporting and tracking system, enhancing efficiency, reducing costs, and increasing revenue collection.
- Established a secured departmental web site dedicated to the electronic transfer of court and law enforcement documents, increasing efficiency and reducing costs.
- With the assistance of the Board of Corrections completed a comprehensive staffing analysis for the JDF.
- In conjunction with the Personnel Department and consultants initiated a departmental classification and organizational redesign study.
- Expanded and improved collaboration with partner agencies through increased communication.

FY 2004-05 Planned Accomplishments

- Develop and implement pilot project placing probation officers in schools as resource officers.
- Complete departmental classification and organizational redesign project.
- Reassess fee structure and prepare recommendations for the Board of Supervisors.
- Pursue additional grant funding, revenue enhancement and cost reduction activities.
- Continue expansion of alternative sentencing options while maintaining cost neutrality.
- Establish a departmental program that pursues continuous operational improvement.

Department Comments

This budget year again presents challenges and opportunities for the Probation Department. The state budget crisis and the resultant effect on local government operations are considerable and continue to require policymakers to make difficult decisions. While the challenges are difficult, the Probation Department continues to work cooperatively with our criminal justice system partners, the County Executive Office (CEO), and the Board of Supervisors to find creative solutions to the significant service delivery issues we've encountered during this process.

In conformance with Placer County budget policies the department has submitted a highly restrained spending plan that requires maintaining the reduced service levels currently in place. Service cuts implemented during the year impact our operations in Tahoe, adult supervision, juvenile supervision, Children's System of Care (CSOC), Adult Court and the JDF. Other units have absorbed the services provided by our Special Services Division and we will cease all operations from our Loomis office beginning July 1, 2004. Specific programmatic cuts include a self-imposed population cap at the JDF; elimination of most supervision of offenders from other counties who reside in Placer County; increased caseloads in adult supervision resulting in curtailed monitoring of known offenders; reduction in community service, elimination of the preparation of Own Recognizance Reports for the Courts and an increase in the caseloads for juvenile supervision resulting in fewer face to face visits with juvenile offenders and their families.

As last year, we have employed a performance-based budgeting model by identifying two core functions, Juvenile Probation Services and Adult Probation Services. The overarching function of administration is apportioned to the core functions and provides for the overall management and leadership of the department, secretarial and clerical services, information systems management, data processing and automation support, budget development and analysis, fiscal and grants management, purchasing, payroll and employee services, and staff development.

Our priority function within Juvenile Probation Services continues to be the operation of the JDF, which provides safety to the community through the secure detention of minors, albeit at levels less than its rated capacity. While the current population cap can be sustained in the short term through careful assessment, alternative sentencing, and judicial restraint, continuance of this cost reduction strategy in the long-term will be impossible due to overall population growth within the county.

Our other priorities in Juvenile Probation Services include providing accurate and timely mandated reports to the Courts, supervision of minors on probation, delivery of a variety of prevention programs, collaboration with community-based organizations, support to CSOC, and special court activities such as Drug and Peer Courts. While curtailed spending and maintaining position vacancies have impacted these efforts, we along with our collaborative partners, have continued to pursue a family centered and local alternative approach to supervision, as opposed to costly group home and camp placements. To this end, it is estimated over $1 million in county costs have been avoided since January 2003.

Our priority function in Adult Probation Services is the direct supervision of individuals placed on probation for a variety of felony and misdemeanor offenses. Probation supervision programs in Placer County range from specialty caseloads involving intensive enforcement of the terms of probation, often in conjunction with other law enforcement agencies, to work release, electronic monitoring, community service, and out-of-county supervision. These programs, while providing cost-effective alternatives to incarceration and offender accountability, allow defendants to continue work, make restitution to victims and be productive members of society, so long as they obey the conditions of probation. While some of these programs are not mandatory, they are generally cost neutral in consideration of the cost of incarceration and a continued life of crime, and are often paid for by the probationer.

Of equal importance to our adult supervision activities, the department conducts pre-sentence investigations, and prepares reports that provide important information to the Criminal Courts, assisting the Judge in sentencing decisions. Officers completing these mandated reports objectively assess the defendants' criminal involvement, offer a venue for victim impact statements and provide appropriate and legal recommendations to the Courts. Through these activities a defendant's eligibility for community corrections supervision can be considered and risk for release accurately assessed.

All Adult Probation Services operations have been impacted by cost reduction measures, which have resulted in increased caseloads in virtually all functions.

It is imperative the department's essential and unique role in the criminal justice system continues to be supported at a minimum of the base level, so our important mission of promoting public safety can be achieved. Funding at supplemental requested levels will directly and proportionately enhance the safety of our community.

County Executive Comments And Recommendations

The recommended gross expenditures for the *Probation Officer* budget have increased by only .5% over FY 2003-04, with minor increases occurring in personnel and charges for services from other departments. Public safety revenues (including public safety sales taxes, other intergovernmental grants and revenues, and fees paid by offenders) are not adequate to fund the requested budget. Accordingly, to help pay for these cost increases and help mitigate potential service level impacts, the Probation Officer has implemented significant cost reduction measures including maintaining position vacancies (resulting in increased caseloads), and operating the juvenile detention facility at a reduced capacity and treating young offenders in local programs vs. instead of assigning them to costly camp and group homes. In addition, operational efficiencies such as electronic data exchange with the courts, client paid telephone reporting for offenders, and centralized intake procedures have been implemented. Due to the uncertainty of the state and limited discretionary revenue, the General Fund contribution to this budget remains at the FY 2003-04 funding level of $6,054,817.

The department's base budget, and the County Executive's recommended budget includes funding estimates for the costs of labor agreements that may result from negotiations, but does not include funding for 11 vacant positions: 4 juvenile probation officers, 6 adult probation officers and 1 probation manager ($664,570). In light of public safety funding constraints and the expected loss of Temporary Assistance to Needy Families (TANF) federal revenues ($337,592); not included in the recommended expenditure budget is a request for over $1.4 million of additional funding augmentations to fill the vacant positions ($740,514); and the cost of additional positions that might be necessary if the JDF were operated at a higher capacity. Importantly, a staffing study and organizational analysis will be completed prior to the final budget and there might be findings and recommendations that need to be considered. The County Executive Office will prepare additional recommendations prior to the final budget upon determination of actual carryover public safety fund balance and after considering the results of the completed staff analysis and organizational study.

Probation

Frederick Morawcznski, Chief Probation Officer

The Probation Department is continuing to assess how best to allocate available resources and mitigate service-level impacts. Given the funding constraints and probable further adverse impacts related to the state budget, it is important that the public protection system continue to collaboratively seek system wide economies and efficiencies, and review system wide priorities, strategies and programs to ensure that available resources are directed to the most critical priorities. To assist with this effort, the CEO has set aside funding for juvenile justice related studies as determined by the public protection system. Nevertheless, additional budget adjustments may be necessary to insure a balance between available revenues and planned expenditures if the carryover public safety fund balance and revenues, including public safety sales taxes and other intergovernmental revenues from the state, are not fully realized.

Department requested funding considerations for final budget:

- Augment funding for salaries and benefits ($740,514)
- Augment funding for additional positions and associated supplies and equipment for the Juvenile Detention Facility and to implement the results of a staffing and organizational study ($664,570)
  Note: Full costs have not been determined

The *Food Services* recommended budget decreased due to the reduction in services required by the jail and juvenile detention facility as a result of the Sheriff and Probation operating their facilities at a reduced capacity. In response, revenues reflect decreased meal charges to each department, while expenditures reflect a position vacancy and reduced service and supplies and equipment costs. In light of public safety funding constraints, CEO is amenable to the departments' requests to temporarily suspend the collection of a surcharge used to reimburse a FY 2001-02 General Fund loan by maintaining the meal charge at the FY 2003-04 charge plus one cent ($2.67). It is expected that this rate will cover all expenses and still modestly increase the reserve. Reimplementation of the surcharge will be reassessed in November 2004 for the following fiscal year. If the departments modify their operations, further budget adjustments may be necessary.

PROBATION OFFICE
FUND 110 / APPROPRIATION 22050

	Actual 2002-03	Budget 2003-04	Requested 2004-05	Recommended 2004-05	Change %	Adopted 2004-05
Expenditures						
Salaries and Employee Benefits	$ 7,699,513	$ 8,650,880	$ 10,623,726	$ 9,024,830	4%	$ -
Services and Supplies	2,043,332	2,110,018	2,087,051	1,943,196	-8%	-
Other Charges	791,795	600,000	500,000	500,000	-17%	-
Other Financing Uses	33,919	-	-	-	0%	-
Intra Fund Charges	1,330,108	1,618,614	1,574,840	1,574,040	-3%	-
Gross Budget:	11,898,667	12,979,512	14,785,617	13,042,066	0%	-
Intra Fund Credits	(4,717,463)	(594,321)	(503,067)	(503,067)	-15%	-
Net Budget:	$ 7,181,204	$ 12,385,191	$ 14,282,550	$ 12,538,999	1%	$ -
Revenue						
Fines, Forfeits and Penalties	$ -	$ 500	$ -	$ -	-100%	$ -
Intergovernmental Revenue	5,418,509	5,230,776	5,613,182	5,408,182	3%	-
Charges for Services	1,153,433	1,105,000	1,180,000	1,060,000	-4%	-
Miscellaneous Revenue	26,078	16,000	16,000	16,000	0%	-
Other Financing Sources	-	6,054,817	6,054,817	6,054,817	0%	-
Total Revenue:	6,598,020	12,407,093	12,863,999	12,538,999	1%	-
Net County Cost:	$ 583,184	$ (21,902)	$ 1,418,551	$ -	-100%	$ -
Allocated Positions	123	123	137	123	0%	-

CORE FUNCTION: JUVENILE PROBATION SERVICES

Juvenile Detention & Treatment Services Program

Program Purpose: To provide detention and treatment services to minors arrested by law enforcement pending court and pursuant to orders of the court. Minors receive family counseling, anger management, substance abuse counseling, family reunification and education services while in secure confinement.

Total Expenditures: $5,299,165 **Total Staffing:** 49.0

SECURE DETENTION

To provide safe and secure detention of incarcerated minors in the County's JDF, and through the department's participation in a joint powers authority authorizing the use of the Fouts Springs Youth Facility in Colusa County.

- **Key Intended Outcome:** Provide safe and secure detention of minors while awaiting court, awaiting placement or completing court ordered commitment.

Secure Detention Indicators:	Actual 2002-03	Projected 2003-04	Target 2004-05
# of violent incidents	12	10	10
# of detention days (annually/based on daily population)	21,716	17,501	18,000
Average daily population	54	52	48
# of minors committed to the program at Fouts Springs	N/A	20	20
# of minors released early due to self population cap	N/A	25	60

Program Comments: Current year projected number of detention days is less than last years' actual due to the self imposed population cap of 50, implemented as a result of the current fiscal climate.

TREATMENT SERVICES

Treatment services for detained minors are provided directly by department staff and in collaboration with the County's Health & Human Services Department (HHS), the Placer County Office of Education and the County's Systems Management, Advocacy and Resource Team (SMART) collaborative. The myriad of services includes: traditional education services, health education components, mental/emotional education components, counseling services and the Family Reunification Program (FRP).

- **Key Intended Outcome:** Aid minors in dealing with life challenges and/or to aid the minor and family in reunifying and maintaining the family unit.

Treatment Services Indicators:	Actual 2002-03	Projected 2003-04	Target 2004-05
% of youth assessed and assigned to treatment programs within seven days of admission to facility	100%	100%	100%
% of minors who successfully complete programs while in custody	98%	98%	98%
# of minors admitted to the JDF	1,258	900	900
# of minors and families participating in the FRP	9	9	12
# of minors accessing social awareness programs	N/A	3,000	3,400

Program Comments: The ability to increase the number of social awareness programs is directly the result of an independent funding source Juvenile Justice Crime Prevention Act (JJCPA).

Delinquency / Crime Prevention Services Program

Program Purpose: To dedicate significant resources in support of county prevention and intervention services in addition to traditional probation activities provided by the department. These additional services include: Juvenile Drug Court, Juvenile Peer Court, Juvenile Diversion Program, operation of the Crisis Resolution Center, Youth Resource Center, Family Reunification Program, citation hearings and information probation.

Total Expenditures: $1,419,419 **Total Staffing:** 13.0

JUVENILE JUSTICE CRIME PREVENTION ACT (JJCPA)

To provide prevention, intervention, suppression, and incapacitation programs to youthful offenders and at-risk youth within the County through the use of state allocated funds.

- **Key Intended Outcome:** Reduce the amount and severity of crimes committed by minors in the County.

JJCPA Indicators:	Actual 2002-03	Projected 2003-04	Target 2004-05
# of juveniles served by Youth Resource Center (YRC) program	48	50	60
#/% of juveniles who avoid new law violations sustained while participating in YRC	31 / 69%	34 / 84%	33 / 82%
% of days of unexcused absence at the Youth Resource Center	11%	7%	5%
# of juveniles served by Crisis Resolution Center Program (CRC)	123	130	140
#/% of children referred to a less intensive level of care (from the CRC)	N/A	98 / 75%	115 / 82%
#/% of parents who report that the CRC program helped them improve their ability to resolve family problems	N/A	84 / 65%	84 / 65%

Program Comments: JJCPA is an independent funding source that allows for providing services to minors at the Juvenile Detention Facility, Crisis Resolution Center, and the Youth Resource Center. Each of these programs is designed to increase the skills and knowledge of the individual receiving services to help them sustain a delinquent free and system free lifestyle.

CHILDRENS SYSTEMS OF CARE (CSOC)

To work in collaboration with County HHS staff in the provision of support services to the Juvenile Drug Court, Peer Court, Diversion, Tier III and informal probation supervision to minors from within the County who are at-risk for involvement in criminal activities.

- **Key Intended Outcome:** Prevent the reoccurrence and/or escalation of criminal activities by minors.

Systems of Care Indicators:	Actual 2002-03	Projected 2003-04	Target 2004-05
# of juveniles served by Drug Court Program	81	81	85
#/% of individuals successfully completing the Drug Court Program	21 / 25%	20 / 25%	27 / 32%
#/% of Drug Court graduates who have avoided further criminal justice system involvement	17 / 81%	15 / 75%	20 / 75%
# of children served by Rallying Around Families Together Program (RAFT)	15	25	55
#/% of children (families) completing RAFT	8 / 53%	10 / 40%	35 / 63%
# of days children participating in RAFT that remained at home with their families	3,413	4,300	5,000

Program Comments: CSOC is designed to help families and children become self-sufficient in keeping themselves and their families safe, healthy, at home, in school, and out of trouble. The Juvenile Drug Court Program and RAFT are specifically designed to reduce placements by addressing the needs of youth and families. Both of these caseloads are capped at 25 minors due to the current fiscal climate.

Juvenile Probation Supervision Program

Program Purpose: To enforce court orders and conditions of probation through intense caseload management, field supervision, community corrections and juvenile placement.

Total Expenditures: $1,892,559 **Total Staffing:** 17.0

SUPERVISION SERVICES

To provide graduated supervision services depending on the assessed risk to the public. This enforcement function includes unannounced home visits, searches of the defendants and their property, testing for substance abuse and arrests if necessary.

- **Key Intended Outcome:** Promotion of a safe community for the citizens of Placer County, while allowing convicted criminals to participate in rehabilitative programs and serve their sentences in a cost effective manner.

Supervision Services Indicators:	Actual 2002-03	Projected 2003-04	Target 2004-05
# of juveniles supervised on probation	433	410	500
#/% of felony cases supervised on probation	208 / 48%	200 / 49%	240 / 48%
#/% of misdemeanor cases supervised on probation	225 / 52%	210 / 51%	260 / 52%
% of offenders successfully completing probation as indicated by court order	N/A	70%	70%

Program Comments: As a result of the current fiscal constraints, there are a fewer number of supervision officers available to supervise an increasing juvenile probation population.

JUVENILE PLACEMENT
To supervise minors in out-of-home placement by making state-mandated (once per month) visits to all minors ordered to out-of-home placement and by assisting in the reunification with the minor's family upon return to the home.

- **Key Intended Outcome:** Insure the health and well being of minors placed out-of-home and to facilitate their return as soon as possible.

Juvenile Placement Indicators:	Actual 2002-03	Projected 2003-04	Target 2004-05
# of minors in placements	N/A	45	40
#/% of placement failures	N/A	5 / 11%	4 / 10%
# of minors in placement with felony convictions	N/A	25	28
# of minors in placement with only misdemeanor convictions	N/A	20	12

Program Comments: The number of minors placed in low-level group home settings are expected to decline due to implementation of a Family Centered Approach to the rehabilitation of minors. However, the majority of minors requiring out-of-home placement require a higher level of specialized services for a very complex set of psychological, behavioral and familial issues.

Court Services Program

Program Purpose: To conduct juvenile pre-sentence investigations and make sentencing recommendations to the Courts on all felony and select misdemeanor cases. Other services include: court appearances as directed, detention reports and intake services, progress reviews on probationers and assistance to the Courts related to the issuance of warrants.

Total Expenditures: $851,652 **Total Staffing:** 8.0

COURT REPORT PREPARATION
To prepare juvenile court reports and recommendations for the Superior Courts to assist in making sentencing and dispositional decisions.

- **Key Intended Outcome:** Provide timely, accurate and legal reports and recommendations.

Court Report Preparation Indicators:	Actual 2002-03	Projected 2003-04	Target 2004-05
# of reports provided to the Courts	413	450	410
% of recommendations followed by the Courts without modification	N/A	95%	95%
#/% of reports filed late	N/A	40 / 10%	49 / 12%
#/% of court referrals that result in a continuance at the request of and for probation needs	N/A	8 / 2%	6 / 1.5%

Program Comments: The Juvenile Court's goal to move minors through the court process in a timely manner has caused additional pressure on the probation officer to provide a comprehensive report in a timely manner.

CORE FUNCTION: ADULT PROBATION SERVICES

Adult Probation Supervision / Crime Intervention Program

Program Purpose: Dedicates significant resources in support of supervision, intervention and crime suppression activities including: Adult Drug Court, adult drug treatment pursuant to Proposition 36, and enforcement of court orders and conditions of probation through intense caseload management, field supervision and community corrections.

Total Expenditures: $3,406,606 **Total Staffing:** 32.0

SUPERVISION SERVICES
To provide graduated supervision services depending on the assessed risk to the public. This enforcement function includes unannounced home visits, searches of the defendants and their property, testing for substance abuse and arrests if violations of probation are detected.

- **Key Intended Outcome:** Ensure a safe community for the citizens of Placer County, while allowing convicted criminals to participate in rehabilitative programs, repay their victims and serve their sentence in a cost effective manner.

Supervision Services Indicators:	Actual 2002-03	Projected 2003-04	Target 2004-05
% of offenders successfully completing probation as indicated by court orders	N/A	80%	75%
#/% of felony offenders supervised	1,981 / 68%	1,872 / 66%	1,980 / 68%
#/% of misdemeanor offenders supervised	931 / 32%	973 / 34%	930 / 32%

Program Comments: As a result of the current fiscal constraints, there are a fewer number of supervision officers available to supervise an increasing adult probation population. This division is functioning with a 30% vacancy rate due to budgetary constraints.

ALTERNATIVE SENTENCING
To provide alternatives to offenders assessed as low-risk or who have short jail sentences with the opportunity to apply and participate in electronics monitoring, work release or community service options in lieu of custody.

- **Key Intended Outcome:** Allow criminal offenders, while under strict probation supervision, to maintain their family structures and employment.

Alternative Sentencing Indicators:	Actual 2002-03	Projected 2003-04	Target 2004-05
% of offenders successfully completing alternative sentencing programs	81%	85%	88%
# of jail days avoided due to program participation	52,539	47,956	53,000
$ of jail costs avoided due to program participation	$2,314,867	$2,112,941	$2,335,180

Program Comments: Alternative sentencing options have been reduced due to the current fiscal climate, though they remain a viable and significant alternative to incarceration.

PROPOSITION 36
To work in collaboration with the County's HHS, District Attorney and Public Defender to provide specialized treatment and focused services, in lieu of incarceration for adult misdemeanors and felons convicted of drug use and/or possession.

- **Key Intended Outcome:** Encourage criminal offenders, while under strict probation supervision, to break their drug habits, maintain their family structures and employment, and to participate in rehabilitative programs while meeting their obligations to the court.

Proposition 36 Indicators:	Actual 2002-03	Projected 2003-04	Target 2004-05
% of formal probationers successfully completing Proposition 36 programs	10%	10%	10%
# of sanctions imposed during the Proposition 36 Program	245	300	250
% of probationers failed/removed from the program within the first 90 days	N/A	15%	3%
# of cases	N/A	N/A	170

Program Comments: There are two officers currently supervising 180 formal probationers in the mandated Proposition 36 Program (the recommended statewide standard is 50 probationers per officer for this caseload). Historically this population is at a very high risk for failure.

Court Services Program

Program Purpose: To conduct adult pre-sentence investigations and make sentencing recommendations to the Courts on all felony and select misdemeanor cases. Other services include: court appearances as directed, progress reviews on probationers, bail reviews, and responses to the Courts related to the issuance of warrants.

Total Expenditures: $1,916,216 **Total Staffing:** 18.0

COURT REPORT PREPARATION
To provide state mandated court reports and make recommendations for the Superior Courts to assist in making sentencing, release and dispositional decisions.

- **Key Intended Outcome:** Provide timely, accurate and legal reports and recommendations.

Court Report Preparation Indicators:	Actual 2002-03	Projected 2003-04	Target 2004-05
# of reports provided to the Courts	976	1,000	1,050
% of recommendations followed by the Courts without modifications	88%	90%	90%
# of late reports	162	150	125
# of court referrals that result in a continuance at the request of and for probation needs	15	15	20

Program Comments: There are currently 6.5 Full Time Equivalent (FTE) officers preparing an average of 86 reports per month for the courts. These officers also perform many other duties such as appear in court at least weekly, conduct prisoner transports, assist other officers with arrests and searches, and train other officers.

OWN RECOGNIZANCE REPORTS

To provide Own Recognizance (OR) reports as requested by the Courts to assist in making release pending trial decisions.

- **Key Intended Outcome:** Provide timely, accurate and legal reports and recommendations.

Own Recognizance Reports Indicators:	Actual 2002-03	Projected 2003-04	Target 2004-05
# of reports provided to the Courts	1,157	N/A	N/A
# of reports not completed due to lack of staff time	960	N/A	N/A

Program Comments: Responsibility for these reports was transferred to the Sheriff Department's Jail staff early in FY 2003-04.

PROPRIETARY FUND

FOOD SERVICES PROGRAM
INTERNAL SERVICE FUND
FUND 250300 / APPROPRIATION 02030

	Actual 2002-03	Budget 2003-04	Requested 2004-05	Recommended 2004-05	Change %	Adopted 2004-05
Operating Expenses						
Salaries and Employee Benefits	$ 628,054	$ 759,909	$ 760,848	$ 760,848	0%	$ -
Services and Supplies	1,005,019	1,122,962	976,025	976,025	-13%	-
Other Charges	12,317	6,454	6,454	6,454	0%	-
Intra Fund Transfers	-	36,004	40,884	40,884	14%	-
Total Operating Expenditures:	$ 1,645,390	$ 1,925,329	$ 1,784,211	$ 1,784,211	-7%	$ -
Revenue						
Revenue from Use of Money and Property	$ 4,934	$ 5,000	$ 4,000	$ 4,000	-20%	$ -
Charges for Services	1,786,071	2,042,880	1,796,910	1,796,910	-12%	-
Miscellaneous Revenue	819	-	-	-	0%	-
Total Revenue:	1,791,824	2,117,148	1,800,910	1,800,910	-15%	-
Net Income (Loss)	$ 146,434	$ 191,819	$ 16,699	$ 16,699	-91%	$ -
Fixed Assets	$ 8,628	$ 49,000	$ 16,700	$ 16,700	-66%	$ -
Allocated Positions	13	13	13	13	0%	-

Program Purpose: To provide food services to juvenile and adult institutions in Placer County.

Sheriff-Coroner-Marshal

Ed Bonner, Sheriff-Coroner-Marshal

MISSION STATEMENT

The mission of the Placer County Sheriff's Department is to maintain the quality of life we enjoy and to ensure our county is a safe place to live, work and visit.

This will be accomplished through safeguarding individual liberties, building community partnerships, preventing crime, and resolving those crimes that do occur.

We are also responsible for the professional care and custody of those confined within our jail facilities. Other duties include those of marshal, security of courts, and efficient investigation of coroner cases.

We are committed to this mission and conduct our responsibilities toward a goal of excellence and with dedication to the community we serve.

Appropriation	Budget 2003-04	Position Allocations	Recommended 2004-05	Position Allocations
Sheriff-Protection & Prevention	$ 32,939,270	242	$ 34,314,276	244
Corrections & Detention	18,963,515	145	20,495,289	145
Sheriff Administration & Support	2,554,401	47	843,916	45
Total:	$ 54,457,186	434	$ 55,653,481	434

CORE FUNCTIONS

Sheriff-Coroner-Marshal-Public Safety Services

To provide law enforcement patrol services, investigative follow-up, crime prevention, community programs, emergency dispatch services, civil services, court security and coroner services.

Corrections & Detention

To serve the courts, law enforcement agencies, victims of crimes and inmates and their families by appropriately detaining, classifying and housing inmates in a safe and secure environment. Provide inmates with necessary training programs and rehabilitation services.

ADMINISTRATION & SUPPORT

Provides department administration, support and technology to all Sheriff operations. Sustain human resources and fiscal supervision, meet training requirements and provide vehicle, equipment and facility maintenance.

FY 2003-04 Major Accomplishments

- Maintained the majority of current programs and community policing efforts with reduction in staff.
- Maintained high service levels while experiencing an increase in calls of 39%.
- Added a beat in South Placer in partnership with the Thunder Valley Casino.
- Maintained a safe custodial environment at the jail.
- Continued to promote public safety to the community and in our schools to include a Problem Oriented Policing Program in mid-Placer County.

- Established a sub-committee for the Domestic Violence Response Team.
- Began implementation of the new Regional Integrated Public Safety System.
- Ranked fifth in the state for Supervised Release Contact Messages with 9-1-1 Dispatch Operations.
- Implemented Comm Link radio system for improved regional communications.
- Completed the split of L-pod tank at the jail and support facilities.
- Expanded services and information on the Sheriff's web site.
- Secured new sources of funding from Community Oriented Policing Services (COPS) federal earmarks, and Public Safety Foundation of America for Command Net Radio and Homeland Security.
- Collaborated with allied law enforcement agencies to improve and enhance regional law enforcement efforts.
- Provided quality staff training, maintaining high levels of competency with 100% compliance rating during Police Officers Standards Training (POST) audit.
- Completed training 25 staff for the Crisis Intervention Team.
- Completed the Ride With Pride Program for 300 youth.
- Earned recognition from Mothers Against Drunk Drivers (MADD) for more than 1,000 Driving Under the Influence (DUI) arrests.
- New classes offered in computers and other General Education Degree (GED) related subjects to Jail inmates.
- Maximized revenue through a review of processes and fees.

FY 2004-05 Planned Accomplishments

- Maintain high quality public safety programs in response to continued countywide growth.
- Maintain strong enforcement of DUI laws.
- Collaborate with outside community agencies to develop strategies for at-risk youth.
- Re-align beat structures consistent with census information.
- Open new Jail pod utilizing expanded and remodeled Jail space to 90% full capacity.
- Provide quality staff training to maintain high levels of competency.
- Provide schools with consistent and comprehensive prevention efforts to reduce drug and alcohol abuse.
- Complete implementation of the Regional Integrated Public Safety System to include automated field reporting.
- Implement COPNET to enhance data collection and sharing between allied law enforcement agencies.

- Implement 9-1-1 wireless calling in the Placer region.
- Upgrade Auburn and Tahoe Dispatch Centers.
- Collaborate with allied law enforcement agencies to complete the Grizzly Range.
- Enhance multi-agency law enforcement partnerships and cooperation.
- Begin construction of the Auburn Justice Center.
- Complete design review for the Tahoe Justice Center.
- Complete implementation and rollout of the Command Net Radio System.
- Continue to expand services and information on the Sheriff's web site.
- Continue to secure new sources of funding via federal earmarks, COPS, and Homeland Security grants.
- Achieve budget reductions and operate within budget constraints with no staff layoffs.

Department Comments

The budget submitted for FY 2004-05 continues to present challenges to the Sheriff's Department. Service requirements continue to rise with continued growth anticipated in law enforcement activity coupled with the ongoing threats to our national security. Our residents need to feel safe and secure and maintain their quality of life. The impact of the state's budget crisis and its effect on local government aggravate the problem and diminish the resources needed to respond. We do not want to reverse the strides that have been made in providing quality public safety and crime prevention services to our citizens. We have reduced staffing through attrition and closely monitored and managed our limiting resources. We do not want to lay off staff. Higher, uncontrollable costs in retirement, health, worker's compensation, general liability, and facility operations coupled with revenue shortfalls will have an impact on public safety service levels. The Sheriff is dedicated to working with the Board of Supervisors, the County Executive Office (CEO) and other public safety agencies to maintain services and programs provided to our communities at the highest level possible within the funding provided. We feel this can best be accomplished if the budget is approved at the department requested level. We anticipate that the amounts needed to fund at this level will be available from fund balance, due to carryover saving measures that have been implemented in FY 2003-04.

If the CEO's recommended budget is adopted, this will adversely affect operations and impact our ability to provide public safety and detention services at the same level as we currently provide. This could impact officer safety and may result in greater liabilities to the County. Some of the impacts include not being able to fund outdated technology that is used to operate our Criminal Justice System within the office and in the field. If information cannot be readily accessed, vital information could be delayed that would otherwise have led to prompt apprehension and solving crimes. Operating at the base budget level would require further vacancies beyond the 22 existing positions. Our goal would be to accomplish additional vacancies through attrition, with no layoffs. This could result in four additional corrections officer vacancies to an already taxed corrections system, possibly leaving a captain's position vacant upon retirement straining the oversight and management of Sheriff operations, leaving an administrative legal clerk vacant while deferring our records imaging program, reducing up to seven deputy sheriff positions that could impact service levels and response times, and the possibility of reduced hours of operations in the Tahoe Dispatch Center.

One of the challenges continues to be how to utilize the Jail expansion to increase our Jail population to meet our new capacity. Lack of funding prevents us utilizing 120 beds. A steady increase in bookings has been realized from other agencies due to population increases throughout the County. Funding of just over $1.5 million dollars is needed to open the housing units not currently in use. Impacts to the community and other criminal justice agencies by having to release inmates early makes this both a concern and a priority.

These challenges not withstanding, opportunities are still forthcoming. Opportunities present themselves in the challenge to develop new ideas, review our organization and provide a proactive approach to conduct operations as efficiently as possible, maintaining priorities in delivering quality law enforcement services. This includes opportunities to enhance and strengthen collaboration and alliances with our regional law enforcement and allied agencies. In the upcoming year, the Sheriff's Department will be working with other public safety agencies within the County to complete the Regional Integrated Public Safety System and continue the radio upgrade projects that will enhance communications and data-sharing capabilities. Community programs to promote awareness, educate and ultimately reduce crime will be promoted in our schools, the continued enhancement of our web site, investigative and community-based partnerships and policing efforts. Building for the future continues with the progress of the Auburn Justice Center and planning for the North Lake Tahoe Justice Center.

With continued economic uncertainties, plans are in place to assure that the quality and integrity of our organization is maintained. Within the budget framework we will continue to provide training for staff to maintain the skills they need. The adoption of the requested budget submitted is critical for us to successfully reach our goals and provide the quality and level of public safety needed to our citizens.

County Executive Comments And Recommendations

The recommended gross expenditures have increased by 1.6% over FY 2003-04, with increases primarily occurring in personnel and offset by reductions in services and supplies, equipment, and charges from other departments. Given the uncertainty of future impacts related to the state budget and limited discretionary revenues, the General Fund contribution to this department remains at the FY 2003-04 level of $24,828,011. Although total public safety sales taxes are budgeted at $23,004,397 for the three public safety departments, which is about 13.5% over FY 2003-04, other public safety revenues, intergovernmental grants and fees paid by offenders have not sufficiently increased to fund the department's requested budget

The department budgeted funding to help pay for the costs of labor agreements that may result from negotiations, but 22 vacant positions will not be filled: 9 positions (previously funded by the courts or expired grants), 3 positions allocated for the Tahoe jail but kept vacant because the County is contracting with Nevada County for jail services in that area, 8 positions for the new jail housing unit that has not been fully opened, 1 training position, and 1 patrol position. Additionally, the budget does not include funding for the next phases of a comprehensive regional data and radio communications system (to be paid for, in part, by federal funding).

Accordingly, to help pay for increased costs and help mitigate potential service level impacts the Sheriff has implemented cost saving measures including maintaining position vacancies, continuing to operate the jail at a reduced capacity, reducing the use of extra help employees, and generally reducing discretionary spending.

The recommended budget reflects the Sheriff's priorities based on available funding. However, because of funding constraints, not included in the Sheriff's base budget and the CEO's recommended budget are supplemental funding requests for an additional $1.38 million for personnel costs, $504,539 for services and supplies, $412,242 for equipment and $1.58 million to open jail housing units and operate the jail at its maximum rated capacity. Program impacts associated with the recommended budget are noted in the department's comments. However, the Sheriff's Department is projecting a fund balance carryover of about $2.3 million, which would be sufficient to fund many of the supplemental funding requests and, therefore, mitigate potential adverse impacts. The County Executive Office will work with the Sheriff's Department and prepare additional budget recommendations as part of the final budget based upon the actual carryover public safety fund balance, updated expenditure projections, and the Sheriff's most current priorities.

The gap between the requested budget and available revenues is a tremendous challenge for the department, made all the more difficult by a combination of reduced state revenues and rapid cost increases. As an example of the kinds of significant cost increases for which revenues cannot keep pace, just four expenditure accounts (retirement, health insurance, workers' compensation and general liability) increased by almost $6.2 million between FY 2002-03 (actual costs) and FY 2004-05 (the department's requested budget): retirement increased by $3.49 million (82%), health insurance increased by $1.0 million (37%), workers' compensation increased by $1.2 million (58%), and general liability contributions increased by $534,247 (142%). These kinds of cost increases have

contributed to an imbalance between expenditures and revenues, and cannot be sustained without potentially jeopardizing service levels in this department and other Placer County programs.

The Sheriff will continue to assess how best to allocate available resources and mitigate adverse impacts that might arise from limited revenues and an uncertain state budget. Given the funding constraints, the County Executive Office encourages the public protection system to continue to collaboratively seek system wide economies and efficiencies, and review system wide priorities, strategies and programs to ensure that available resources are directed to the most critical priorities of the Sheriff, District Attorney and Probation Officer. Additional budget adjustments may be necessary to ensure a balance between available revenues and planned expenditures if the carryover public safety fund balance and revenues, including public safety sales taxes and other intergovernmental revenues from the state, are not fully realized.

Department requested funding considerations for final budget:

- Augment funding for salaries and benefits ($1,380,375)
- Augment funding for services and supplies ($504,539)
- Augment funding for fixed assets ($412,242)
- Augment funding for eight positions and associated supplies and equipment to staff the jail ($1.5 million)

SHERIFF PROTECTION AND PREVENTION
FUND 110 / APPROPRIATION 21800

	Actual 2002-03	Budget 2003-04	Requested 2004-05	Recommended 2004-05	Change %	Adopted 2004-05
Expenditures						
Salaries and Employee Benefits	$ 21,658,421	$ 24,557,073	$ 26,891,558	$ 25,787,075	5%	$ -
Services and Supplies	4,136,838	3,739,660	3,771,398	3,663,651	-2%	-
Capital Assets	47,575	50,000	-	-	-100%	-
Other Financing Uses	75,347	-	-	-	0%	-
Intra Fund Charges	3,516,945	4,857,753	5,071,672	5,046,672	4%	-
Gross Budget:	29,435,126	33,204,486	35,734,628	34,497,398	4%	-
Intra Fund Credits	(12,399,291)	(265,216)	(183,122)	(183,122)	-31%	-
Net Budget:	$ 17,035,835	$ 32,939,270	$ 35,551,506	$ 34,314,276	4%	$ -
Revenue						
Licenses, Permits and Franchises	$ 36,697	$ 55,812	$ 43,390	$ 43,390	-22%	$ -
Fines, Forfeits and Penalties	165,670	113,650	175,535	175,535	54%	-
Revenue from Use of Money and Property	2	-	-	-	0%	-
Intergovernmental Revenue	12,310,178	14,222,267	15,483,493	15,483,493	9%	-
Charges for Services	1,692,777	2,505,439	2,353,943	2,353,943	-6%	-
Miscellaneous Revenue	149,741	260,688	160,653	160,653	-38%	-
Other Financing Sources	165,898	16,105,557	16,031,430	16,031,430	0%	-
Total Revenue:	14,520,963	33,263,413	34,248,444	34,248,444	3%	-
Net County Cost:	$ 2,514,872	$ (324,143)	$ 1,303,062	$ 65,832	-120%	$ -
Allocated Positions	257	242	244	244	1%	-

Note: Beginning in FY 2003-04, the Sheriff's Department consolidated several budget units into the Sheriff Protection and Prevention (# 21800) and Jail Corrections and Detention (# 22000). Appropriations closed in FY 2003-04 are Auburn/South Placer Support Services (# 21950); Sheriff Communications Services (# 21940) and Sheriff Tahoe Operations (# 21790). In addition, the Sheriff Grants Program (# 21780) closed in FY 2002-03.

CORE FUNCTION: SHERIFF-CORONER-MARSHAL PUBLIC SAFETY SERVICES

Sheriff Patrol Program

Program Purpose: To provide a comprehensive array of law enforcement services to the unincorporated area of Placer County, and to the City of Colfax and the Town of Loomis per contract, in order to protect lives and property and to prevent crime.

Total Expenditures: $19,263,537 **Total Staffing:** 131.0

- **Key Intended Outcome:** Placer County lives and property are protected.

Sheriff Patrol Indicators:	Actual 2002-03	Projected 2003-04	Target 2004-05
Total # of departmentwide incoming calls	125,425	127,938	136,773
# of departmentwide calls for service	63,181	81,290	110,534
# of departmentwide officer-initiated field observations	62,244	62,532	66,621
# of departmentwide nonemergency responses to the public	87,081	87,166	93,062
# of departmentwide arrests	3,483	3,834	4,027
% crime rate per capita	0	0	0
Western County Operations: (Auburn, Loomis and Colfax substations and Granite Bay and Foresthill service centers)			
# of calls for service	47,276	65,606	87,182
# of officer-initiated field observations	47,333	50,302	53,308
# of non-emergency responses to the public	65,316	67,882	72,590
# of arrests	3,146	3,528	3,572
Eastern County Operations: (North Lake Tahoe substation, Kings Beach, and Eastern Placer County)			
# of calls for service	15,905	15,684	23,352
# of officer-initiated field observations	14,911	12,230	13,313
# of non-emergency responses to the public	21,765	19,284	20,472
# of arrests	337	306	455

Program Comments: With the continued growth of the County, all call levels are anticipated to increase. Systems and call parameters have been standardized to reflect consistent statistics countywide. Inconsistencies from numbers reported in FY 2002-03 may reflect these variances.

Investigations Program

Program Purpose: To investigate crimes that occur in the unincorporated areas of Placer County and successfully identify, apprehend and prosecute criminal perpetrators.

Total Expenditures: $5,372,635 **Total Staffing:** 33.0

- **Key Intended Outcome:** Successful identification, apprehension and prosecution of criminal perpetrators.

Investigations Indicators:	Actual 2002-03	Projected 2003-04	Target 2004-05
# of departmentwide crimes against persons	746	800	801
% of departmentwide clearance rate – persons	81%	85%	87%
% of departmentwide clearance rate – homicide	N/A	N/A	100%
% of departmentwide compliance rate of registered sex offenders	98%	98.5%	98%
# of departmentwide crimes against property	2,948	3,273	3,257
% of departmentwide clearance rate – property	47%	52%	45%
% of departmentwide clearance rate – burglaries	24%	30%	24%
Western County Operations: (Auburn, Loomis and Colfax substations and Granite Bay and Foresthill service centers)			
# of crimes against persons	617	642	643
% of clearance rate – persons	81%	85%	87%
% of clearance rate – homicide	N/A	N/A	100%
% of compliance rate of registered sex offenders	98%	98%	98%
# of crimes against property	2,948	2,957	2,941
% of clearance rate – property	47%	52%	54%
% of clearance rate – burglaries	24%	30%	24%
Eastern County Operations: (North Lake Tahoe substation, Kings Beach, and Eastern Placer County)			
# of crimes against persons	129	158	158
% of clearance rate – persons	N/A	N/A	N/A
% of clearance rate – homicide	N/A	N/A	100%
% of compliance rate of registered sex offenders	98%	99%	98%
# of crimes against property	N/A	316	316
% of clearance rate – property	N/A	N/A	N/A
% of clearance rate – burglaries	N/A	N/A	N/A

Program Comments: New data collection systems are being developed for Eastern County Operations to report clearance rates. Currently, many department-wide numbers only reflect Western County Operations.

Special Teams Program

Program Purpose: To provide special enforcement team, dive team, K-9 team, mounted unit, explosive ordinance device team, honor guard, bike unit, Search and Rescue (SAR) and air operations to support all phases of patrol field operations in the unincorporated areas of Placer County and other allied agencies.

Total Expenditures: $801,497 **Total Staffing:** 2.0

- **Key Intended Outcome:** Patrol operations receive support by special teams.

Special Teams Indicators:	Actual 2002-03	Projected 2003-04	Target 2004-05
# of hours special teams deployed	N/A	N/A	N/A
% of responses to emergency operations	N/A	N/A	N/A
# of helicopter flight hours for air operations	650	754	725
# of ground unit estimated hours saved by using helicopter	625	684	950
# of calls for service where helicopter patrol supports ground operations	478	556	600
# of persons rescued by helicopter	9	10	10
# of explosive ordinance detail call outs/% of actual explosive devices encountered	48 / 33%	48 / 33%	48 / 33%
% of search and rescue operations/% of SAR incidents meeting operational goals	N/A	N/A	N/A

Program Comments: Special teams and SAR deployment statistical systems are still in the process of development with no current statistics available to report. We anticipate reducing the number of flight hours in an effort to reduce costs for FY 2004-05. In spite of the reduced hours, we are trying to be more efficient and improve our other performance indicators. We hope to accomplish this with our high tech equipment and improved training.

Evidence Unit Program

Program Purpose: To provide photography, evidence collection, storage and analysis, and fingerprint identification for field services personnel in support of effective prosecution.

Total Expenditures: $846,571 **Total Staffing:** 6.0

- **Key Intended Outcome:** High quality evidence is available to support investigation and prosecution.

Evidence Unit Indicators:	Actual 2002-03	Projected 2003-04	Target 2004-05
# of incoming items of evidence processed	7,829	8,364	8,364
# of outgoing items of evidence processed	7,887	5,952	5,952
% of items effectively processed (not damaged, lost or misplaced)	99%	99%	100%
# of field responses/assistance to patrol investigations	114	117	100
# of evidence items processed in laboratory	383	730	500
# of fingerprints examined	4,303	6,454	5,000
% of items where fingerprints are recovered	45%	40%	40%

Program Comments: Training was provided in March of FY 2003-04 to all sworn personnel. Field responses and evidence items will now be handled to a greater by patrol staff. The number of fingerprints was unusually large this year and it is not anticipated to be as high next year.

Civil Process Program

Program Purpose: To review, process and serve court-ordered papers, wage garnishments, levies, evictions and restraining orders in order to carry out orders of the courts in a timely, efficient and professional manner.

Total Expenditures: $626,915 **Total Staffing:** 4.0

- **Key Intended Outcome:** Court orders are effectively served and executed.

Civil Process Indicators:	Actual 2002-03	Projected 2003-04	Target 2004-05
# of civil cases processed	3,566	4,609	4,040
# of papers served	3,340	3,540	4,040
% of legal papers served within the indicated time frame	99%	76%	100%
# of restraining orders served	405	430	470
% of restraining orders served within the indicated time frame	100%	65%	100%

Coroner Services Program

Program Purpose: To determine the manner and the cause of death in all cases of homicide, suicide or accident, or where circumstances surrounding a death are obscure or questionable, and to perform related duties of safeguarding personal property, notifying next of kin, and providing information to appropriate parties. These services are provided within Placer County and on a contractual basis to surrounding counties.

Total Expenditures: $731,959 **Total Staffing:** 3.0

- **Key Intended Outcome:** Coroner services are performed efficiently and effectively.

Coroner Services Indicators:	Actual 2002-03	Projected 2003-04	Target 2004-05
# of coroner cases processed	689	688	764
# of Placer County autopsies performed	265	312	348
# of other autopsies performed	118	108	112
% where causes of death are determined	98%	98.5%	98%
% of cases identified as needing autopsy services at the morgue (versus hospital or mortuary)	39%	45.5%	49%

Communication & Dispatch Services Program

Program Purpose: To provide dispatch services for critical emergency responses for the residents and businesses in Placer County in an expeditious manner so as to save lives and protect property.

Total Expenditures: $3,414,659 **Total Staffing:** 34.0

- **Key Intended Outcome:** Lives are saved and properties are protected.

Communication & Dispatch Services Indicators:	Actual 2002-03	Projected 2003-04	Target 2004-05
# of law enforcements calls dispatched	132,012	135,784	133,000
% of priority 1 & 2 enforcement calls dispatched within two minutes of receipt	90%	90%	90%
# of fire calls dispatched	11,761	10,868	16,000
% of priority 1 & 2 fire calls dispatched within two minutes of receipt	93%	90%	90%

Program Comments: The numbers reflected above indicate calls for service created in addition to our estimated phone calls received and processed that do not generate a call for service. These statistics do not reflect any out-going activity required by the dispatcher to process the call to conclusion.

Community Program

Program Purpose: To provide Drug Alcohol Resistance Education (DARE), Problem Oriented Policing (POP), School Resource Officers (SRO) and Community Service Officers (CSO) to school programs, community outreach and work in coordination with other agencies to prevent the use of drugs and alcohol, deter violence and criminal activity, reduce truancy and resolve disputes and local issues in order to make our schools and other agencies safe and secure.

Total Expenditures: $2,431,453 **Total Staffing:** 16.0

- **Key Intended Outcome:** Officers work collaboratively in the community to find solutions to address societal issues.

Community Indicators:	Actual 2002-03	Projected 2003-04	Target 2004-05
# of staff hours on school campuses	N/A	8,000	8,000
# of crimes reported on school campuses	N/A	250	180
% of crime arrests on school campuses	N/A	80%	80%
# of programs conducted	N/A	80	90
# attending programs	N/A	4,000	4,500
% of high schools staffed	N/A	100%	100%
% of junior high schools staffed	N/A	79%	100%

Program Comments: All high schools are staffed with school resource officers (SRO). In the past, only a percent of junior high schools have had full-time SROs. Other schools had the services of D.A.R.E. officers as needed. An operational shift occurred this year expecting D.A.R.E. officers to function as SROs on those campuses without a full-time officer assigned.

Court Security Program

Program Purpose: To ensure safe, secure environments for courthouse for trial courts, juvenile courts, and child support services.

Total Expenditures: $2,245,402 **Total Staffing:** 15.0

- **Key Intended Outcome:** Court facilities are safe and secure.

Court Security Indicators:	Actual 2002-03	Projected 2003-04	Target 2004-05
# of facilities monitored	7	7	5
# of people screened	366,348	435,224	430,000
# of weapons confiscated during weapons screening	9,329	9,584	9,500
# of acts of violence	2	1	0

Other Public Safety and Prevention Activities

LAW ENFORCEMENT RECORDS MANAGEMENT SERVICES MAJOR SUPPORT ACTIVITY: The records unit processes and distributes crime reports to the public and allied law enforcement entities and ensures the security of the information contained within them. The unit serves the public by issuing licenses and permits, registering offenders, providing live scan services and maintaining restraining orders.

JAIL CORRECTIONS & DETENTION
FUND 110 / APPROPRIATION 22000

	Actual 2002-03	Budget 2003-04	Requested 2004-05	Recommended 2004-05	Change %	Adopted 2004-05
Expenditures						
Salaries and Employee Benefits	$ 10,667,130	$ 10,921,987	$ 13,676,711	$ 12,538,282	15%	$ -
Services and Supplies	2,809,705	2,811,646	3,477,422	2,873,638	2%	-
Other Charges	501	18,000	18,000	18,000	0%	-
Capital Assets	15,340	303,000	279,696	279,696	-8%	-
Intra Fund Charges	3,383,060	5,036,704	5,288,957	4,922,957	-2%	-
Gross Budget:	16,875,736	19,091,337	22,740,786	20,632,573	8%	-
Intra Fund Credits	(7,713,296)	(127,822)	(137,554)	(137,284)	7%	-
Net Budget:	$ 9,162,440	$ 18,963,515	$ 22,603,232	$ 20,495,289	8%	$ -
Revenue						
Fines, Forfeits and Penalties	$ 85	$ -	$ -	$ -	0%	$ -
Intergovernmental Revenue	8,442,073	8,483,669	9,782,694	9,782,694	15%	-
Charges for Services	92,266	678,000	520,144	520,144	-23%	-
Miscellaneous Revenue	201,452	583,879	1,098,064	1,098,064	88%	-
Total Revenue:	8,735,876	18,563,349	20,219,532	20,219,532	9%	-
Net County Cost:	$ 426,564	$ 400,166	$ 2,383,700	$ 275,757	-31%	$ -
Allocated Positions	128	145	153	145	0%	-

Note: Beginning in FY 2003-04, the Sheriff's Department consolidated several budget units into the Sheriff Protection and Prevention (# 21800) and Jail Corrections and Detention (# 22000). Appropriations closed in FY 2003-04 are Auburn/South Placer Support Services (# 21950); Sheriff Communications Services (# 21940) and Sheriff Tahoe Operations (# 21790). In addition, the Sheriff Grants Program (# 21780) closed in FY 2002-03.

CORE FUNCTION: JAIL CORRECTIONS & DETENTION

Inmate Care & Custody Program

Program Purpose: The custody division provides care, including medical and food, custody and day-to-day supervision of pre-trial and court-sentenced inmates, to assure a safe and secure correctional environment for inmates, staff and visitors.

Total Expenditures: $20,820,326 **Total Staffing:** 142.0

- **Key Intended Outcome:** Inmates, visitors and staff will be safe and secure in the correctional environment.

Inmate Care & Custody Indicators:	Actual 2002-03	Projected 2003-04	Target 2004-05
# of inmates booked per year	9,215	9,555	9,800
# of average daily population of inmates	476	487	495
# of inmate suicides	0	0	0
# of escapes from jail facilities	0	0	0
# of assaults on staff	5	4	4
% of assaults per inmate population	1.05%	0.82%	1% or less
# of early releasings due to lack of capacity	2,500	2,727	4,000

Program Comments: The number of bookings continue to increase while the capacity of the Jail is limited due to budgetary constraints. This causes the number of inmates released early to rise dramatically.

Inmate Program

Program Purpose: The Inmate Program provides educational, vocational, and work programs, along with substance abuse, and faith-based counseling, to help inmates develop skills that reduce recidivism and facilitate their successful return to the community.

Total Expenditures: $648,368 **Total Staffing:** 4.0

- **Key Intended Outcome:** Inmates receive the type of educational programs and services needed to facilitate a successful return to society.

Inmate Indicators:	Actual 2002-03	Projected 2003-04	Target 2004-05
# of eligible inmates participating in education programs/% of eligible inmates participating in education programs	1,231 / N/A	1,712 / N/A	1,700 / N/A
# of eligible inmates participating in substance abuse/% of eligible inmates participating in substance abuse counseling	1,350 / N/A	1,500 / N/A	1,500 / N/A
# of hours of mental health medical services provided	2,496	2,496	2,496
# of hours of chaplaincy visits	N/A	516	516

Program Comments: The percent of eligible inmates for education and substance abuse programs had not been collected to-date, but will be factored in the future.

Inmate Transportation Program

Program Purpose: The Inmate Transportation Program is responsible for transporting inmates to courts, alternate custody sites, medical facilities and other locations as required safely, securely and on time.

Total Expenditures: $1,272,092 **Total Staffing:** 7.0

- **Key Intended Outcome:** Inmates are transported safely, securely and on time.

Inmate Transportation Indicators:	Actual 2002-03	Projected 2003-04	Target 2004-05
# of inmates transported	4,607	3,568	4,600
# of miles of safe transport	101,381	96,347	101,000
# of at fault accidents per 1,000 miles driven	0	0	0
# of inmate transports with no escapes/%of inmate transports with no escapes	4,606 / N/A	3,568 / 100%	4,600 / 100%

Corrections Training Program

Program Purpose: The jail training unit coordinates training for all Placer County correctional staff to meet Standards and Training in Corrections (STC) and Board of Corrections (BOC) standards in courses such as: CPR/First Aid, Suicide Prevention, Inmate Medical and Mental Health Issues, Fire and Evacuation, Use of Force, K-9, and Critical Incident Response Team.

Other Corrections and Detention Activities

JAIL RECORDS MAJOR SUPPORT ACTIVITY: The jail's clerical personnel support the Sheriff's correctional operations by maintaining booking files, arrest warrants, court coordination and accounting services. They serve the public with bail and visitation assistance.

ADMINISTRATION & SUPPORT

FUND 110 / APPROPRIATION 21930

	Actual 2002-03	Budget 2003-04	Requested 2004-05	Recommended 2004-05	Change %	Adopted 2004-05
Expenditures						
Salaries and Employee Benefits	$ 3,116,591	$ 4,109,410	$ 4,140,066	$ 4,140,066	1%	$ -
Services and Supplies	2,615,451	2,884,081	1,975,619	1,828,827	-37%	-
Capital Assets	5,855	636,400	412,242	-	-100%	-
Other Financing Uses	29,773	60,000	-	-	-100%	-
Intra Fund Charges	985,895	1,046,255	914,831	914,831	-13%	-
Gross Budget:	6,753,565	8,736,146	7,442,758	6,883,724	-21%	-
Intra Fund Credits	(4,253,715)	(6,181,745)	(6,039,808)	(6,039,808)	-2%	-
Net Budget:	$ 2,499,850	$ 2,554,401	$ 1,402,950	$ 843,916	-67%	$ -
Revenue						
Intergovernmental Revenue	$ 1,646,474	$ 2,266,552	$ 766,006	$ 766,006	-66%	$ -
Charges for Services	3,445	-	-	-	0%	-
Miscellaneous Revenue	322,861	342,286	38,747	38,747	-89%	-
Other Financing Sources	403,500	218,700	15,000	15,000	-93%	-
Total Revenue:	2,376,280	2,827,538	819,753	819,753	-71%	-
Net County Cost:	$ 123,570	$ (273,137)	$ 583,197	$ 24,163	-109%	$ -
Allocated Positions	44	47	45	45	-4%	-

Department management, administration, automated technology and fiscal management and budgetary support to Sheriff operations are managed within this budget unit. Support services consisting of human resource management, training services and vehicle and facility maintenance are also provided. All grants for the department are administered through the fiscal management operations. All costs associated within this budget unit pertain to and support the core functions of Sheriff Public Safety and Prevention and Jail Detention and Corrections.

Allocation of Administration and Support Expenditure Budget	Amount	Percent
Sheriff-Public Safety & Prevention	$4,939,654	66.4%
Corrections & Detention	2,391,682	32.0%
Other	121,422	1.6%
Total:	**$7,442,758**	**100%**

Capital Facility Projects

County Executive Office
Facility Services

CAPITAL IMPROVEMENT
FUND 100 / APPROPRIATION 10790

	Actual 2002-03	Budget 2003-04	Requested 2004-05	Recommended 2004-05	Change %	Adopted 2004-05
Expenditures						
Services and Supplies	$ 2,881,308	$ 2,291,022	$ 2,294,013	$ 2,294,013	0%	$ -
Capital Assets	1,823,000	-	-	-	0%	-
Other Financing Uses	17,846,228	3,600,000	27,727,982	22,748,878	532%	-
Intra Fund Charges	8,559,366	6,877,051	6,877,051	856,155	-88%	-
Net Budget:	$ 31,109,902	$ 12,768,073	$ 36,899,046	$ 25,899,046	103%	$ -
Revenue						
Intergovernmental Revenue	$ 3,316,896	$ 3,316,896	$ 3,316,896	$ 3,316,896	0%	$ -
Miscellaneous Revenue	-	-	5	5	100%	-
Other Financing Sources	290,275	336,147	443,255	443,255	32%	-
Total Revenue:	3,607,171	3,653,043	3,760,156	3,760,156	3%	-
Net County Cost:	$ 27,502,731	$ 9,115,030	$ 33,138,890	$ 22,138,890	143%	$ -
Allocated Positions	-	-	-	-	0%	-

CORE FUNCTION

Capital Improvement

Provides a General Fund contribution for the repair, replacement or improvement of the County's infrastructure, including facilities and roads, and to plan for and construct new facilities needed to accommodate growth in Placer County.

County Executive Comments And Recommendations

Recommended expenditures for the *Contribution to Facilities and Infrastructure* appropriation include three main contributions: DeWitt Enterprise Fund, $1,460,000; Road Fund, $5,020,896; and the two Capital Projects Funds, $17,727,982.

The recommended $1,460,000 contribution to the DeWitt Enterprise Fund consists of $1,335,000 for space occupied by General Fund departments and $125,000 for related utility usage.

The recommended $5,020,896 contribution to the Road Fund consists of $3,770,896 for the road maintenance program, $250,000 for special road and related projects, and $1,000,000 for road overlays or major maintenance projects. The proposed budget sets aside $3,316,896 of State Vehicle In-Lieu Funding (which is the same level as the prior fiscal year) as a revenue source to help pay for these costs.

The recommended $17,727,982 contribution to the Capital Projects Funds consists of $9,364,344 for the Building Fund and $8,363,638 for Capital Projects Securitization Fund. Specific projects that have been identified to receive the funding are the Land Development Center (total project costs estimated at $25.4 million), the Auburn Justice Center (total project costs estimated at $31.8 million) and the South Placer Criminal Justice Center (total project costs for Phase I estimated at $49.2 million). In addition, the latter project will also require about $23 million in financing, which will be secured in late FY 2004-05 or early FY 2005-06 depending upon the cash flow needs of the project. The cost of this financing, estimated to range between $1.5 million and $2.0 million per year, is not included in the proposed budget and will be addressed at a later date.

The entire $17,727,982 contribution to Capital Projects Funds will be funded by the cancellation of General Fund reserves that were established by the County's Board of Supervisors over a series of years as part of a strategic planning effort to fund capital infrastructure projects. In addition to the General Fund reserves, other revenue identified in the Capital Project Fund that will contribute to these projects are Capital Facility Impact Fees and Tobacco Securitization revenues that are restricted revenues that can only be used for capital infrastructure projects. Importantly, the Capital Facilities Financing Plan, last approved by the Board of Supervisors in 2002, will be updated after the State issues its "May Revise" and before adoption of the County's final budget. In light of constrained discretionary revenues and increasing project costs, it is probable that staff will recommend deferring a major portion of the planned projects over the next several years to insure that expenditures and revenues remain balanced and that the County lives within its means. However, this is a complex discussion that warrants separate attention.

Department requested funding considerations for final budget:

- Restore the contribution to road overlay ($1 million)

Facility Services

Thomas Miller, Director

MISSION STATEMENT
To plan, design and coordinate the construction of safe, enduring, and accessible civic facilities, which support the needs of Placer County departments and the delivery of services to the public.

Appropriation	Budget 2003-04	Position Allocations	Recommended 2004-05	Position Allocations
Capital Improvements	$ 46,161,735	16	$ 66,265,276	16
Capital Projects Securitization	26,187,402	0	43,150,251	0
Total:	$ 72,349,137	16	$ 109,415,527	16

CORE FUNCTIONS

Capital Improvements

Plans, designs and constructs facilities in accordance with the Capital Facilities Financing Plan endorsed by the Board of Supervisors. Project costs range from small projects of less than $500,000 to large multi-million dollar projects.

Capital Projects Securitization

This is a temporary fund and appropriation established to comply with the fiduciary responsibility of the securitization of the Master Settlement Agreement revenue stream, or tobacco settlement funds. Use of this funding is restricted to capital improvement projects identified with the issuance of the bond.

FY 2003-04 Major Accomplishments

- Designed the 97,668-square-foot Auburn Justice Center to be located at Richardson Drive and B Avenue. This facility is intended to accommodate the Sheriff/Coroner's headquarters including administration, technology, training, patrol, investigations, evidence and dispatch; the Probation Department's headquarters and Auburn area operations; and the District Attorney's Auburn area operations through the year 2022.

- Designed the 97,400-square-foot Land Development Building to be located at Bell Road and Richardson Drive. This facility is intended to accommodate the Air Pollution Control District, the Building Department, Environmental Health, the Planning Department and the Department of Public Works (DPW) through the year 2016.

- Completed the design of 18,000-square-feet of tenant improvements for the Fulweiler Administration Annex. These improvements are intended to accommodate the Personnel Department, Risk Management, Economic Development and the Local Agency Formation Commission (LAFCO).

- Completed the site master planning of the South Placer Justice Center. Prepared design documents for the construction of an eight-courtroom courthouse onsite, and submitted all information and studies to the City of Roseville that are required for the entitlement process and project approval.

- Completed construction documents for the site phase of the project to relocate DPW to the Eastern Regional Landfill site at Cabin Creek. The design included the infrastructure improvements and site work required to accommodate fleet and road maintenance operations for the Tahoe area.

- Submitted a grant application to the California State Library for the proposed new 21,200-square-foot Rocklin Library, to be located in downtown Rocklin at Pacific Street and Oak Street.

Capital Facility Projects

Facility Services

Thomas Miller, Director

FY 2004-05 Planned Accomplishments

- Begin construction of the South Placer Justice Center's Courthouse Project including infrastructure and site work.
- Begin construction and site work for a number of significant projects, including the Land Development Building, the Auburn Justice Center, and DPW facilities at Cabin Creek.
- Begin the renovation of the Fulweiler Administration Annex.
- Begin the architectural programming of the South Placer Justice Center facilities, including the District Attorney and Probation Department office space, the Sheriff substation and the South Placer Adult Detention Facility.
- Continue master planning for the Burton Creek Justice Center to include a Sheriff substation, Type II Adult Detention Facility, and trial court space and offices for the District Attorney and Probation.
- Begin the architectural programming and design of a new animal services facility, with progress contingent upon identification of an appropriate site and an approved financing plan that may include funding from other jurisdictions.
- Begin the architectural programming and design for a new Children's Shelter to be located at the southwest corner of the DeWitt site. Infrastructure and site improvements are planned for the 2004 construction season.
- Begin the demolition of buildings in accordance with the DeWitt Environmental Document.

Department Comments

The Capital Improvements Division of Facility Services is responsible for the design and construction of all Placer County facilities. The staff of 16 is comprised of highly qualified professional architects and project managers, as well as a very competent technical staff.

Capital Improvement staff is currently challenged with the most ambitious project design and construction plan in the County's history. As outlined in the Capital Facilities Financing Plan, the division is tasked with the delivery of upwards of $300 million in capital facilities projects over the next 10 years.

This work will take place during an increasingly challenging budget environment. To accomplish identified projects, it is critical to maintain a high level of support for design and construction management technology; staff training to keep abreast of new developments in a rapidly changing discipline; and funding for professional services of consultant architects, engineers, construction inspectors and managers to complement and augment the division's staff. This support will allow existing staff to continue to provide in-house professional services for small to medium size projects while maximizing our skills, experience and resources through the management of professional consultants for the largest projects.

County Executive Comments And Recommendations

The recommended *Capital Improvement Fund (Fund 140)* project budget is $63,917,752, of which $40,547,157 is rebudgeted from FY 2003-04 and $23,370,595 will be funded from earmarked but previously unbudgeted project funding. New funding is primarily comprised of facility impact fees ($9,470,433), General Fund reserves ($9,364,344), Open Space funds ($1,373,914), state and federal grants ($2,350,000) and a $300,000 contribution from DPW Road and Fleet Service Funds for relocation of existing Tahoe Public Works operations at Burton Creek to Cabin Creek. The recommended funding will contribute toward various projects, including $25,975,661 for the South Placer Justice Center; $6,120,125 for the Auburn Justice Center; $6,343,636 for the new Land Development Building; $3,555,183 for relocation of Tahoe Public Works to Cabin Creek; $3,166,773 to proceed with Children's

Shelter planning; $3,150,000 for a Rocklin Branch Library; $2,761,173 to complete the Auburn Administration Building renovation; $795,044 for Auburn Animal Shelter planning; $117,292 for Burton Creek Justice Center planning; numerous Americans with Disabilities Act (ADA) and security and safety improvements; and various miscellaneous capital improvement projects.

The General Fund's contribution to the Building Fund (Fund 140) for new facility construction and/or renovation is recommended at $30,508,053, which includes $21,143,709 from carryover funding previously set aside for major capital facility improvements. The remaining $9,364,344 contributed to proceed with major project construction in FY 2004-05 will come from cancellation of General Fund reserves.

Other funds also contribute to the costs of various capital projects. New and rebudgeted funding includes: DeWitt Enterprise Fund ($1,360,788); Public Works Automotive Fleet Fund and Road Fund contributions ($300,000); Placer County Transit ($332,500); Special Districts ($50,000); Friends of the Library donations ($120,000); revenue from state ($2,498,578) and federal ($1,950,000) grants; $2,973,914 from the Open Space Fund; $353,524 from other funds; and $9,470,433 from capital facility impact fees.

In addition, $881,502 will be contributed from the General Fund for capital improvement staff costs not associated with specific projects. Staff time and professional services expended on capital facility projects are financed through internal charges to project budgets ($664,252).

Projects for a total of $43,150,251 are recommended for FY 2004-05 in the *Capital Projects Securitization Fund (Fund 141)*. Recommended funding includes $24,814,938 to proceed with the Auburn Justice Center project and $18,335,313 for the new Land Development Building. Offsetting reimbursements totaling $15,051,099 will come from earmarked but previously unbudgeted project funding, including $3,909,501 from capital facility impact fees, $1,877,960 from Building Fund reserves, $900,000 from criminal justice grant funds, and the remaining $8,363,638 from cancellation of General Fund reserves.

CAPITAL IMPROVEMENTS
FUND 140 / APPROPRIATION 10780

	Actual 2002-03	Budget 2003-04	Requested 2004-05	Recommended 2004-05	Change %	Adopted 2004-05
Expenditures						
Salaries and Employee Benefits	$ 1,118,873	$ 1,518,382	$ 1,540,673	$ 1,540,673	1%	$ -
Services and Supplies	4,945,525	343,537	295,302	295,302	-14%	-
Capital Assets	(3,441,969)	45,878,312	67,449,985	63,917,752	39%	-
Other Financing Uses	-	-	-	1,877,960	100%	-
Intra Fund Charges	1,166,929	170,016	179,343	179,343	5%	-
Gross Budget:	3,789,358	47,910,247	69,465,303	67,811,030	42%	-
Intra Fund Credits	(1,731,265)	(1,748,512)	(1,545,754)	(1,545,754)	-12%	-
Net Budget:	$ 2,058,093	$ 46,161,735	$ 67,919,549	$ 66,265,276	44%	$ -
Revenue						
Revenue from Use of Money and Property	$ 507,892	$ 432,264	$ 368,725	$ 368,725	-15%	$ -
Intergovernmental Revenue	892,684	10,050,593	10,298,578	4,448,578	-56%	-
Charges for Services	438	-	-	437,220	100%	-
Miscellaneous Revenue	88,250	120,000	158,932	158,932	32%	-
Other Financing Sources	2,126,559	23,563,118	47,376,064	49,243,712	109%	-
Total Revenue:	3,615,823	34,165,975	58,202,299	54,657,167	60%	-
Net County Cost:	$ (1,557,730)	$ 11,995,760	$ 9,717,250	$ 11,608,109	-3%	$ -
Allocated Positions	16	16	16	16	0%	-

CORE FUNCTION: CAPITAL IMPROVEMENTS

Planning Program

Program Purpose: To assist the County in identifying current and future facility needs by providing services, including needs assessments, master planning, project scoping and cost benefit analysis.

Total Expenditures: $8,982,421 **Total Staffing:** 3.0

Design Program

Program Purpose: To provide space planning, design and cost estimating for new facilities, renovations and tenant improvements to accommodate Placer County departments, programs and public services in safe, efficient and accessible buildings.

Total Expenditures: $20,958,983 **Total Staffing:** 7.0

Construction Program

Program Purpose: To ensure cost effective and timely delivery of enduring, aesthetic and quality civic buildings and facilities through effective consultant and construction management for the benefit of the citizens of Placer County.

Total Expenditures: $36,529,759 **Total Staffing:** 5.0

Hazardous Materials Management Program

Program Purpose: To provide safe and cost effective identification and abatement of hazardous materials encountered in the context of demolition, renovation and new construction projects.

Total Expenditures: $2,994,140 **Total Staffing:** 1.0

CAPITAL PROJECTS SECURITIZATION
FUND 141 / APPROPRIATION 10740

	Actual 2002-03	Budget 2003-04	Requested 2004-05	Recommended 2004-05	Change %	Adopted 2004-05
Expenditures						
Services and Supplies	$ 4,897,781	$ -	$ -	$ -	0%	$ -
Capital Assets	-	29,937,402	43,150,251	43,150,251	44%	-
Gross Budget:	5,290,938	29,937,402	43,150,251	43,150,251	44%	-
Intra Fund Credits	-	(3,750,000)	-	-	-100%	-
Net Budget:	$ 5,290,938	$ 26,191,304	$ 43,154,153	$ 43,154,153	65%	$ -
Revenue						
Miscellaneous Revenue	$ 10,539	$ -	$ -	$ -	0%	$ -
Other Financing Sources	-	4,000,000	15,051,099	15,051,099	276%	-
Total Revenue:	10,539	4,000,000	15,051,099	15,051,099	276%	-
Net County Cost:	$ 5,280,399	$ 22,191,304	$ 28,103,054	$ 28,103,054	27%	$ -
Allocated Positions	-	-	-	-	0%	-

CORE FUNCTION: CAPITAL PROJECTS SECURITIZATION

Capital Projects Program

Program Purpose: The purpose of this program is to provide funding for capital projects. In FY 2004-05, these projects include the Land Development Building and the Auburn Justice Center.

Total Expenditures: $43,150,251 **Total Staffing:** 0

Nondepartmental Operations

County Executive Office

NONDEPARTMENTAL OPERATIONS

Appropriation	Budget 2003-04	Allocated Positions	Recommended 2004-05	Allocated Positions
General Fund Appropriation for Contingencies	$ 4,915,316	0	$ 6,117,716	0
Health & Human Services - General Fund Contribution	4,392,221	0	7,503,779	0
Community & Agency Support	7,530,221	0	4,711,539	0
Public Safety Fund - General Fund Contribution	38,887,578	0	39,268,518	0
Contribution to Other Debt Service	846,256	0	893,590	0
Community Development Grants & Loans	3,000,388	0	1,480,450	0
Appropriation for Contingencies - Public Safety	300,000	0	300,000	0
Gold Country Tourism & Promotions	340,257	0	326,799	0
Lake Tahoe Tourism & Promotions	4,059,665	0	4,102,663	0
Open Space Fund	50,000	0	1,411,414	0
Countywide Systems (Internal Service Fund)*	8,596,022	0	2,046,137	0
Total:	$ 72,917,924	0	$ 68,162,605	0

* Budget includes total operating expenses and fixed assets

County Executive Comments And Recommendations

In the appropriation *General Fund Appropriation for Contingencies*, consistent with prior years recommended operating contingencies are approximately 1.5% of General Fund budgeted operating expenditures at $3.86 million, to be used for emergency expenditures or unanticipated revenue shortfalls that may occur in the General Fund during the fiscal year. Funding of $2.25 million is included for operating costs or revenue decreases, and for items that need to be carried forward and re-budgeted from the prior fiscal year.

The recommended budget reflects the primary general-purpose tax and fee revenue for the General Fund, that provide the source of funding for all non-subvented or reimbursed programs. Chief among these revenues are secured property taxes ($61.08 million), sales tax from the unincorporated areas of the County ($12.4 million), and the General Fund's share of Transient Occupancy Tax (TOT) or hotel/motel taxes ($2.8 million). *Secured property taxes* are the largest single revenue received by the County and have been budgeted with an anticipated increase of 11%. Unfortunately, due to state budget actions, these same revenues have been reduced to include the Governor's proposed Education Revenue Augmentation Fund (ERAF) reduction by $7.6 million. Also in conjunction with the state budget, Placer County sales tax revenue has been budgeted in two categories, Bradley Burns Triple Flip ($3.1 million) and Sales and Use Tax ($9.3 million). *General sales tax* from the unincorporated area makes up the second largest general tax revenue received by the General Fund, and is highly sensitive to changes in consumer confidence and household income. The accounts where the revenues are captured may change with the release of the State Budget's May Revise and pending legislative action.

Also included in the recommended budget are Vehicle License Fee (VLF) revenues ($13.98 million) and utility franchise revenues ($1.3 million). *Motor Vehicle license Fees (VLF)* are the largest non-reimbursement or program specific intergovernmental revenue. Most other major *intergovernmental revenues* have been budgeted at approximately current year levels.

Department requested funding considerations for final budget:

- Provision to the General Reserve / 5% of operating expenses ($2,309,447)
- Provision to Fixed Asset Depreciation Reserve ($1,150,000)
- Provision for reserve for Future Debt Service for Courthouse ($1,700,000)

The *Contribution to Health and Human Services* budget accounts for $7.5 million of the total $23.0 million in Heath and Human Services (HHS) costs. The balance of $15.5 is reflected in the individual HHS department budgets. The overall General Fund cost for HHS services has remained consistent for the previous two fiscal years at about $20 million. In light of substantial increases in the cost of doing business as well as a decline in state and federal revenues, the County Executive Office recommends increasing the general fund contribution from $20 million to $23 million to help mitigate adverse impacts to constituents. Recommendations regarding the allocation of the additional $3 million to various HHS programs will be submitted to the Board of Supervisors after the full effects of the adopted State budget are known. The proposed budget contemplates the use of carryover fund balance as the revenue source for the additional $3 million; however, after further reviewing final FY 2003-04 expenditures and revenues staff may instead recommend using a portion of a $4.7 million reserve established in anticipation of caseload growth and economic downturns. Notably, there may be additional requests for substantial General Fund revenues for In-Home Supportive Services due to on-going labor negotiations, and Animal Services because of unrealized revenues from cities that contract with the County. The County Executive Office will work closely with the Health and Human Services Department to identify alternative service levels and strategies, and assist in the implementation of priorities identified by the Board of Supervisors.

Community and Agency Support funding recommendations are for the following agencies and services:

1.	Contribution to General Liability Insurance	1,039,565
2.	Contribution for County Library	630,282
3.	Contribution to Open Space	500,000
4.	PCWA – Middle Fork relicensing	500,000
5.	Loan to Dry Creek Fire CSA 28 Zone 165	250,000
6.	Legislative Advocate Contracts	247,000
7.	Contribution to Placer County Redevelopment	165,000
8.	Professional Services	151,079
9.	Miscellaneous Agencies, Contributions & Services	147,757
10.	Placer County Arts Council	120,000
11.	Fire District Radio Charges	114,152
12.	Sierra-Sacramento Valley Emergency Medical Services	109,500
13.	Contribution to Flood Control District	101,500
14.	Special Community Contributions – Revenue Sharing	100,000
15.	Placer County Resource Conservation District	89,121
16.	Senior Initiatives	80,000
17.	County Imaging Project	74,611
18.	Placer County Air Pollution Control District	50,400
19.	Tahoe Regional Planning Agency	38,000
20.	California State Association of Counties (CSAC)	37,100
21.	Law Enforcement Chaplaincy	35,000
22.	Area 4 Agency on Aging	28,772
23.	County Fairgrounds Programs	25,000
24.	Sierra Planning Organization	16,000
25.	Sierra Economic Development District	14,000
26.	Regional Council of Rural Counties	13,000
27.	Local Chambers Memberships & Contributions	12,500
28.	Sacramento Area Council of Governments	12,200
29.	American River Authority	10,000

	Total	$4,711,539
		========

This budget receives revenue from emergency medical service surcharges on fines to reimburse a portion of the Sierra Sacramento Valley Emergency Medical Services cost ($40,000).

Department requested funding considerations for final budget:

- Restore Open Space funding ($500,000)

The General Fund *Contribution to Public Safety* provides a base level of funding for public safety departments: Probation $6,054,817, District Attorney $6,840,547, Sheriff $24,828,011 and a grant match of $160,490 (boat tax). Due to the uncertainty of the state's budget and limited discretionary funding, the General Fund contribution to public safety departments remains at the FY2003-04 funding level. Also recommended are contributions to the Local Agency Formation Commission (LAFCO) ($134,202), the Fire Control Fund ($550,000 with $300,000 in contingencies), and funding for Juvenile Justice Strategic Planning ($100,000).

The *Contribution to Other Debt Service* appropriation provides funding for the General Fund's portion of county debt. Recommended expenditures include only the net un-reimbursed costs for county debt service to be transferred to the Other Debt Service budget (# 89360).

The *Community Development Grants and Loans* appropriation budgets expenditures on behalf of several federal and local programs: Community Development Block Grant, General Allocation and Native American grants, CDBG & HOME Program Income, and Affordable Housing Trust Program funds. Total revenues and expenditures projected in FY 2004-05 are $1,480,450 each. Expenditures include loans for low-income homebuyers and home rehabilitations, infrastructure improvements in eligible areas, technical studies, and administration costs. These programs will reimburse the General Fund for the expenditures made on their behalf.

The *Appropriation for Contingencies – Public Safety* recommended operating contingencies are $300,000, which is about .4% of the Public Safety Fund budgeted operating expenditures. This will provide a modest level of funding for emergency or unforeseen expenditures or for unanticipated public safety revenue shortfalls that may occur in the Public Safety Fund during the fiscal year.

The *Gold Country Advertising and Promotions* budget has decreased slightly due to final fund balance carryover being included in the FY 2003-04 final budget. Recommended amounts for FY 2004-05 will provide funding for the Office of Economic Development to administer an agreement with the Placer Visitors' Council for western slope visitor promotions. Also included are minor costs for accounting, printing, and miscellaneous promotional services and activities. Recommended and included is a rebudget of $50,000 to renovate the main entrance to the County Fairgrounds in Roseville, which was not completed in FY 2003-04. This budget is funded from the County's western slope Transient Occupancy Tax (TOT) estimated at $205,000 for FY 2004-05 and interest earnings. Revenues may be adjusted upward or downward at final budget based on actual revenue realization for FY 2003-04. Carryover fund balance is expected to cover the net county cost.

Recommended *Tahoe Transient Occupancy Tax* budget expenditures will fund a contract with the North Lake Tahoe Resort Association (NLTRA) for administration of the various marketing, visitor services, and capital improvement programs. Also included is funding for county financial system charges, an annual NLTRA management audit and TOT records audits, sheriff patrol, animal control, and beach and trail maintenance costs. Tahoe Transient Occupancy Tax revenues are budgeted at $4,100,000, which is $100,000 more than FY 2003-04, based on current revenue indicators. Revenues and expenditures will be reviewed again prior to final budget for adjustment upward or downward based upon actual FY 2003-04 receipts and FY 2004-05 first quarter figures. The estimated $4,100,000 generated by the 10% Tahoe area TOT rate is recommended in the budget as follows: (1) Marketing Services to receive 42% or $1,714,845; (2) Visitor Information and Support Services to receive 11% or $448,540; and (3) Tahoe Capital Improvement Services will receive 47% or $1,936,615. A principal management analyst in the Executive Office appropriation manages the contract with the NLTRA.

The *Open Space Fund* was established with a General Fund contribution of $600,000 during FY 2000-01 to facilitate the purchase of an Agricultural Conservation Easement ($399,000) and to set aside funds for future purchases ($201,000). During FY 2001-02, reserves were increased by $1,551,814, due to a General Fund contribution of $1,300,000, Wetland Mitigation funds of $150,000, state Open Space Subvention of $95,000, and fund balance carryover. In FY 2002-03, a total of $2,072,617, including a private contribution of $887,738, was added to Reserves for Open Space Acquisition. Funding set aside in prior years enabled the County to proceed

with several proposed acquisitions in FY 2003-04. In 2003, the County purchased a 960-acre passive park site (Spears Ranch) near Garden Bar; a conservation easement on the 210-acre Towle property near Dutch Flat; and a conservation easement on the 17-acre Grey property near Lincoln. The FY 2004-05 budget includes $50,000 of rebudgeted funding for under grounding of utilities in Squaw Valley, plus $1,361,414 for various improvements and maintenance of acquired properties and acquisition of properties currently under negotiation. Recommended is a General Fund contribution of $500,000 for acquisition and development, and interest earnings of $30,000 to help offset expenditures, as well as cancellation of $881,414 in reserves to fund the net county cost. It should be noted that an additional discretionary, annual contribution of $400,000 for the County Regional Trails Program consistent with Placer Legacy goals has been recommended in the Parks and Grounds budget for FY 2004-05.

The *Countywide Systems Internal Service Fund* provides a central source of funding and budget control for the development and implementation of significant and comprehensive automation projects that have countywide application and benefit. The Information Technology Executive Steering Committee reviews and approves proposals for various automation projects that may be included in this fund. Current projects include implementation of the Payroll / Personnel Automation Project to replace the existing system and a new system to track building permits. Future projects in various stages of review and development include modernization of the Regional Public Safety Data and Communications System, Public Safety Radio Replacement Project and a system to allow on-line county business transactions and inquiry by the public through the Internet. Recommended expenditures are reduced by one-time expenditures in FY 2003-04 for some major projects. Expenditures include ongoing maintenance costs and equipment leases for the Performance Accounting System (PAS) and Payroll System (IPPS). The recommended expenditures of this fund are offset by revenue derived from fees charged to other departments for the purchase of countywide systems and applications and from direct contributions from the County's General Fund.

APPROPRIATION FOR CONTINGENCIES
FUND 100 / APPROPRIATION 09992

	Actual 2002-03	Budget 2003-04	Requested 2004-05	Recommended 2004-05	Change %	Adopted 2004-05
Expenditures						
Services and Supplies	$ 5,000	$ -	$ -	$ -	0%	$ -
Intra Fund Charges	(211,054)	-	-	-	0%	-
Appropriations for Contingencies	-	4,915,316	6,117,716	6,117,716	24%	-
Gross Budget:	(206,054)	4,915,316	6,117,716	6,117,716	24%	-
Intra Fund Credits	(2,500)	-	-	-	0%	-
Net Budget:	$ (208,554)	$ 4,915,316	$ 6,117,716	$ 6,117,716	24%	$ -
Revenue						
Taxes	$ 78,410,108	$ 84,411,787	$ 85,378,060	$ 84,763,460	0%	$ -
Licenses, Permits and Franchises	1,356,607	1,205,200	1,356,607	1,356,607	13%	-
Fines, Forfeits and Penalties	3,332,451	2,880,339	2,889,839	2,889,839	0%	-
Intergovernmental Revenue	15,263,826	8,073,857	12,761,835	13,077,746	62%	-
Charges for Services	1,163,632	2,501,182	3,851,970	3,851,970	54%	-
Miscellaneous Revenue	108,261	-	-	-	0%	-
Total Revenue:	99,634,885	99,072,365	106,238,311	105,939,622	7%	-
Net County Cost:	$ (99,843,439)	$ (94,157,049)	$ (100,120,595)	$ (99,821,906)	6%	$ -
Allocated Positions	-	-	-	-	0%	-

To appropriate funds for unbudgeted emergency or necessary expenses; to be a source of funds to offset unanticipated shortages; to fund the General Fund portion of debt service; and to contain the estimated general-purpose revenues that fund the unreimbursed portions of General Fund department appropriations. During the year, funds may be appropriated from this budget unit only upon a four-fifths vote of the Board of Supervisors.

HEALTH AND HUMAN SERVICES
GENERAL FUND CONTRIBUTION
FUND 100 / APPROPRIATION 43000

	Actual 2002-03	Budget 2003-04	Requested 2004-05	Recommended 2004-05	Change %	Adopted 2004-05
Expenditures						
Services and Supplies	$ 8,417	$ 15,910	$ 9,567	$ 9,567	-40%	$ -
Other Charges	2,710	25,000	3,142,901	3,142,901	12472%	-
Other Financing Uses	5,523,501	2,696,612	2,696,612	3,995,033	48%	-
Intra Fund Charges	55,662	1,654,699	1,654,699	55,662	-97%	-
Appropriations for Contingencies	-	-	-	300,616	100%	-
Net Budget:	$ 5,590,290	$ 4,392,221	$ 7,503,779	$ 7,503,779	71%	$ -
Revenue						
Intergovernmental Revenue	$ 16,562,272	$ 16,622,953	$ 16,622,953	$ 16,622,953	0%	$ -
Total Revenue:	16,562,272	16,622,953	16,622,953	16,622,953	0%	-
Net County Cost:	$ (10,971,982)	$ (12,230,732)	$ (9,119,174)	$ (9,119,174)	-25%	$ -
Allocated Positions	-	-	-	-	0%	-

The *Contribution to Health and Human Services* budget accounts for $7.5 million of the total $23.0 million General Fund support for HHS, with the balance of $15.5 is reflected in the individual HHS department budgets. To provide annual contributions to Health and Human Services (HHS) funds for the support of various programs and activities to treat and care for indigent persons and others receiving public services. Included in the budget are the General Fund contributions to non-General Fund budgets, realignment revenues, and vehicle license fee (VLF) transfers that, by law, must pass through the General Fund prior to allocation for other funds.

COMMUNITY AND AGENCY SUPPORT
FUND 100 / APPROPRIATION 10070

	Actual 2002-03	Budget 2003-04	Requested 2004-05	Recommended 2004-05	Change %	Adopted 2004-05
Expenditures						
Services and Supplies	$ 1,437,515	$ 1,010,564	$ 1,002,054	$ 1,077,054	7%	$ -
Other Charges	290,893	1,131,577	1,388,172	1,388,172	23%	-
Other Financing Uses	5,821,739	4,969,590	2,114,176	1,614,176	-68%	-
Intra Fund Charges	1,117,394	418,490	632,137	632,137	51%	-
Net Budget:	$ 8,667,541	$ 7,530,221	$ 5,136,539	$ 4,711,539	-37%	$ -
Revenue						
Fines, Forfeits and Penalties	$ 48,183	$ 40,000	$ 40,000	$ 40,000	0%	$ -
Revenue from Use of Money and Property	364,930	-	-	-	0%	-
Miscellaneous Revenue	500	-	-	-	0%	-
Other Financing Sources	12,685	17,500	-	-	-100%	-
Total Revenue:	426,298	57,500	40,000	40,000	-30%	-
Net County Cost:	$ 8,241,243	$ 7,472,721	$ 5,096,539	$ 4,671,539	-37%	$ -
Allocated Positions	-	-	-	-	0%	-

Provides funding for other agencies, operating and proprietary funds, and to contractors for professional and special services rendered to Placer County.

CONTRIBUTION TO PUBLIC SAFETY
FUND 100 / APPROPRIATION 21700

	Actual 2002-03	Budget 2003-04	Requested 2004-05	Recommended 2004-05	Change %	Adopted 2004-05
Expenditures						
Services and Supplies	$ 196,908	$ 234,202	$ 234,202	$ 234,202	0%	$ -
Other Financing Uses	2,493,368	38,498,376	38,273,376	38,873,376	1%	-
Intra Fund Charges	29,016,701	155,000	155,000	160,940	4%	-
Net Budget:	$ 31,706,977	$ 38,887,578	$ 38,662,578	$ 39,268,518	1%	$ -
Revenue						
Miscellaneous Revenue	$ 20,000	$ -	$ -	$ -	0%	$ -
Total Revenue:	20,000	-	-	-	0%	-
Net County Cost:	$ 31,686,977	$ 38,887,578	$ 38,662,578	$ 39,268,518	1%	$ -
Allocated Positions	-	-	-	-	0%	-

This allocation provides the General Fund contribution to the Sheriff, District Attorney and Probation Departments. In addition, this budget includes an annual contribution to the Fire Control Fund for county fire protection services and LAFCO.

CONTRIBUTION TO OTHER DEBT SERVICE
FUND 100 / APPROPRIATION 89350

	Actual 2002-03	Budget 2003-04	Requested 2004-05	Recommended 2004-05	Change %	Adopted 2004-05
Expenditures						
Services and Supplies	$ (4,484)	$ 1,628	$ 1,843	$ 1,843	13%	$ -
Other Financing Uses	-	844,628	891,747	891,747	6%	-
Intra Fund Charges	732,558	-	-	-	0%	-
Net Budget:	$ 728,074	$ 846,256	$ 893,590	$ 893,590	6%	$ -
Net County Cost:	$ 728,074	$ 846,256	$ 893,590	$ 893,590	6%	$ -
Allocated Positions	-	-	-	-	0%	-

In 1994, Placer County borrowed $4.58 million from the North Lake Tahoe Financing Authority, through a lease purchase agreement financed by Certificates of Participation, for the construction of a new jail kitchen and certain energy conservation improvements. In February 1997, the County borrowed an additional $15 million from the North Lake Tahoe Financing Authority to construct a new Administrative and Emergency Services Building. Both borrowings were for 27½ years with October 1, 2021 the final repayment date for the jail kitchen, and June 1, 2024 for the administrative building. In May 1998, the County borrowed $13.2 million to construct the new Juvenile Detention Facility and refinanced the 1994 jail kitchen due to lower interest rates, with retirement of the 1994 issue. The Juvenile Hall portion of the new borrowing was for 27 years, with the final payment due July 2025.

COMMUNITY DEVELOPMENT GRANTS & LOANS
FUND 100 / APPROPRIATION 22770

	Actual 2002-03	Budget 2003-04	Requested 2004-05	Recommended 2004-05	Change %	Adopted 2004-05
Expenditures						
Services and Supplies	$ -	$ 350,388	$ 537,050	$ 537,050	53%	$ -
Other Charges	-	2,650,000	943,400	943,400	-64%	-
Gross Budget:		3,000,388	1,480,450	1,480,450	-51%	-
Net Budget:	$ -	$ 3,000,388	$ 1,480,450	$ 1,480,450	-51%	$ -
Revenue						
Revenue from Use of Money and Property	$ -	$ 30,000	$ -	$ -	-100%	$ -
Intergovernmental Revenue	-	2,513,790	-	-	-100%	-
Charges for Services	-	100,000	-	-	-100%	-
Miscellaneous Revenue	-	170,000	-	-	-100%	-
Other Financing Sources	-	186,598	1,480,450	1,480,450	693%	-
Total Revenue:	-	3,000,388	1,480,450	1,480,450	-51%	-
Net County Cost:	$ -	$ -	$ -	$ -	0%	$ -
Allocated Positions	-	-	-	-	0%	-

The *Community Development Grants and Loans* appropriation budgets expenditures in the General Fund made on behalf of several federal and local programs. These programs include: Community Development Block Grant, General Allocation and Native American grants, HOME, CDBG & HOME Program Income, and Affordable Housing Trust Program funds.

PUBLIC SAFETY APPROPRIATION FOR CONTINGENCIES
FUND 110 / APPROPRIATION 01102

	Actual 2002-03	Budget 2003-04	Requested 2004-05	Recommended 2004-05	Change %	Adopted 2004-05
Expenditures						
Other Charges	$ 2,145	$ -	$ -	$ -	0%	$ -
Appropriations for Contingencies	-	300,000	300,000	300,000	0%	-
Net Budget:	$ 2,145	$ 300,000	$ 300,000	$ 300,000	0%	$ -
Revenue						
Other Financing Sources	$ 2,493,368	$ 300,000	$ -	$ 300,000	0%	$ -
Total Revenue:	2,493,368	300,000	-	300,000	0%	-
Net County Cost:	$ (2,491,223)	$ -	$ 300,000	$ -	0%	$ -
Allocated Positions	-	-	-	-	0%	-

This budget appropriates funds for unbudgeted emergency or other unanticipated, but essential, expenditures for the Public Safety Fund. During the year, funds may be appropriated from this budget only upon a four-fifths vote of the Board of Supervisors.

GOLD COUNTRY TOURISM & PROMOTIONS
FUND 115 / APPROPRIATION 10970

	Actual 2002-03	Budget 2003-04	Requested 2004-05	Recommended 2004-05	Change %	Adopted 2004-05
Expenditures						
Services and Supplies	$ 15,150	$ 66,979	$ 66,932	$ 66,932	0%	$ -
Capital Assets	-	50,000	50,000	50,000	0%	-
Intra Fund Charges	205,505	223,278	209,867	209,867	-6%	-
Net Budget:	$ 220,655	$ 340,257	$ 326,799	$ 326,799	-4%	$ -
Revenue						
Taxes	$ 201,186	$ 205,000	$ 205,000	$ 205,000	0%	$ -
Revenue from Use of Money and Property	6,935	4,500	4,000	4,000	-11%	-
Total Revenue:	208,121	209,500	209,000	209,000	0%	-
Net County Cost:	$ 12,534	$ 130,757	$ 117,799	$ 117,799	-10%	$ -
Allocated Positions	-	-	-	-	0%	-

To encourage tourism and business development of Western Placer County through advertising and promotional activities. In Western Placer County, the Office of Economic Development works in coordination with the Placer Visitor's Council for visitor and resident promotions.

LAKE TAHOE TOURISM & PROMOTION
FUND 145 / APPROPRIATION 10850

	Actual 2002-03	Budget 2003-04	Requested 2004-05	Recommended 2004-05	Change %	Adopted 2004-05
Expenditures						
Services and Supplies	$ 3,047,478	$ 3,811,607	$ 3,804,103	$ 3,851,060	1%	$ -
Intra Fund Charges	219,420	226,907	287,868	251,603	11%	-
Appropriations for Contingencies	-	21,151	-	-	-100%	-
Net Budget:	$ 3,266,898	$ 4,059,665	$ 4,091,971	$ 4,102,663	1%	$ -
Revenue						
Taxes	$ 3,995,237	$ 4,000,000	$ 4,032,306	$ 4,100,000	2%	$ -
Revenue from Use of Money & Property	4,948	-	-	-	0%	-
Total Revenue:	4,000,185	4,000,000	4,032,306	4,100,000	2%	-
Net County Cost:	$ (733,287)	$ 59,665	$ 59,665	$ 2,663	-96%	$ -
Allocated Positions	-	-	-	-	0%	-

This budget provides funding for the North Lake Tahoe Resort Association (NLTRA) marketing and promotions, visitor services, public improvements and infrastructure projects for the Tahoe community. Tourism and business development is encouraged in Placer County through advertising and promotional activities. In 1995 the Board of Supervisors approved the formation of the NLTRA and appointed a Board of Directors, comprised of representatives from various North Lake Tahoe tourism-related industries, to recommend and oversee funding allocations for the Tahoe community. NLTRA activities include marketing and promotions, visitor services, public improvements and infrastructure projects.

OPEN SPACE
FUND 150 / APPROPRIATION 22400

	Actual 2002-03	Budget 2003-04	Requested 2004-05	Recommended 2004-05	Change %	Adopted 2004-05
Expenditures						
Services and Supplies	$ -	$ 50,000	$ 50,000	$ 50,000	0%	$ -
Other Financing Uses	-	-	1,361,414	1,361,414	100%	-
Gross Budget:	-	50,000	1,411,414	1,411,414	2723%	-
Intra Fund Credits	(1,000,000)	-	-	-	0%	-
Net Budget:	$ (1,000,000)	$ 50,000	$ 1,411,414	$ 1,411,414	2723%	$ -
Revenue						
Revenue from Use of Money and Property	$ 95,788	$ 11,000	$ 30,000	$ 30,000	173%	$ -
Intergovernmental Revenue	92,144	-	-	-	0%	-
Miscellaneous Revenue	80,000	-	-	-	0%	-
Other Financing Sources	-	1,000,000	1,000,000	500,000	-50%	-
Total Revenue:	267,932	1,011,000	1,030,000	530,000	-48%	-
Net County Cost:	$ (1,267,932)	$ (961,000)	$ 381,414	$ 881,414	-192%	$ -
Allocated Positions	-	-	-	-	0%	-

Provide a mechanism for open space property and easement acquisitions, and capital improvements, which conserve Placer County's diversity of landscapes and natural resources through the use of incentive, based programs. These programs support the economic viability of the County, enhance property values and further the natural resource goals of the Placer County General Plan and associated general plans of the six cities within the County. The program also supports retention of important scenic and historic areas, preserves diversity of plant and animal communities, and protects endangered and other special status plant and animal species.

COUNTYWIDE SYSTEMS
INTERNAL SERVICE FUND
FUND 250104 / APPROPRIATION 06240

	Actual 2002-03	Budget 2003-04	Requested 2004-05	Recommended 2004-05	Change %	Adopted 2004-05
Operating Expenses						
Services and Supplies	$ 1,528,696	$ 7,996,172	$ 1,694,137	$ 1,694,137	-79%	$ -
Other Charges	-	212,850	50,000	50,000	-77%	-
Other Financing Uses	401,496	387,000	302,000	302,000	-22%	-
Intra Fund Transfers	337	-	-	-	0%	-
Total Operating Expenditures:	$ 1,930,529	$ 8,596,022	$ 2,046,137	$ 2,046,137	-76%	$ -
Revenue						
Revenue from Use of Money and Property	$ 180,342	$ 182,000	$ 120,000	$ 120,000	-34%	$ -
Charges for Services	1,131,498	1,352,878	1,352,880	1,352,880	0%	-
Other Financing Sources	3,811,752	2,820,075	-	-	-100%	-
Total Revenue:	5,123,592	4,354,953	1,472,880	1,472,880	-66%	-
Net Income (Loss)	$ 3,193,063	$ (4,241,069)	$ (573,257)	$ (573,257)	-86%	$ -
Allocated Positions	-	-	-	-	0%	-

Provide funding for development, implementation, maintenance, and upgrading of the Performance Accounting System (PAS) and Payroll Personnel System, other countywide systems, and special technology project planning and coordination.

GLOSSARY OF TERMS

APPROPRIATION	An authorization granted by a legislative body to make expenditures and to incur obligations for specific purposes. Note: An appropriation usually is time limited and must be expended or obligated before that deadline. See also "Budget Unit".
ASSESSED VALUATION	A valuation set upon real estate or other property for government as a basis for levying taxes. In California, all property is assessed at a base market value.
AVAILABLE FINANCING	The means of financing a budget: revenues, available fund balance carryover, and cancelled reserves.
AVAILABLE FUND BALANCE	The amounts of fund balance available to finance the budget after deducting carryover encumbrances and reserves.
BUDGET	The planning and controlling document for financial operation with estimates of proposed expenditures and revenues for a given period of time, usually one year.
CONTINGENCIES	A budgetary provision representing that portion of the financing requirement set aside to meet unforeseen expenditure requirements.
COUNTY FUNDS	Operating or governmental funds of the County that account for expenditures and revenues in accordance with the fund's purpose. Operating funds of the County and Board-governed special districts are accounted for in the County Budget and use modified accrual accounting.
CORE FUNCTION	A group of related programs and activities aimed at accomplishing a major service, or line of business, for which a government entity is responsible.
COUNTYWIDE PROGRAMS	Programs that benefit all areas of the county, both within city limits and in the unincorporated area. Example: Welfare Assistance.
DEPARTMENT	An organizational device used by county management to group programs of a like nature under the direction of an elected or appointed county official.
ENCUMBRANCE	An obligation in the form of a purchase order, contract or other commitment that is chargeable to an appropriation and for which part of the appropriation is reserved. In some cases encumbrances are carried over into succeeding fiscal years.
ENTERPRISE FUND	Established to finance and account for the operation and maintenance of facilities and services, which are predominantly self-supporting by user charges. Example: Placer County Transit Fund. Enterprise funds use proprietary accounting (full accrual).
EXPENDITURE	Decreases in net financial resources. Expenditures include current operating expenses that require the current or future use of net current assets, debt service and capital outlays.
EXPENDITURE TRANSFER	A transfer of costs from or to departments in other operating funds or to units within the same fund.
FINAL BUDGET	Approved legal spending plan for a fiscal year. In Placer County, the Board of Supervisors is responsible for approving a final budget by September 30 each year.
FISCAL YEAR	Twelve-month period for which a budget is prepared. In Placer County the fiscal year is July 1 to June 30.
FIXED ASSET	An asset of long-term character such as land, buildings and equipment of over a $5,000 unit value.
CORE FUNCTION	A group of related activities aimed at accomplishing a major service, or line of business, for which a governmental unit is responsible.
FUND	An independent fiscal and accounting entity with a self-balancing set of asset, liability, and (usually) budgetary accounts. Example: Library Fund.
FUND BALANCE	The excess of assets and estimated revenues of a fund over its liability and appropriations at the end of a fiscal year. A portion of this balance may be available to finance the next fiscal year's budget.
GENERAL FUND	The major countywide fund that directly funds unreimbursed costs of most programs and departments in County government.
GOVERNING FOR RESULTS	A Placer County Initiative launched in 2002, is a framework for six separate but related efforts designed to strengthen the County's linkages between planning, performance and cost information, and results achieved for constituents.
INTERNAL SERVICE	Organizations created to perform specified services for other county departments, and costs are charged to the using

GLOSSARY OF TERMS
(Continued)

FUND	department. Example: Central Services and the Auto Fleet. Internal Service funds use proprietary (full accrual) accounting.
KEY INTENDED OUTCOME/RESULT	A statement that explains the primary impact or benefit the program has on its customers.
MASTER FIXED ASSET LIST	A summary list of all new fixed assets and their costs approved in the budget for the upcoming fiscal year.
MISSION	The mission statement is a clear, concise statement of purpose for the entire organization and focuses on the broad, yet distinct outcomes/results the organization achieves for its customers.
MODIFIED ACCRUAL	The modified accrual basis of accounting is used by all Governmental Funds. Revenues are recognized in the accounting period in which they become available and measurable. The primary revenue sources susceptible to (modified) accrual are property taxes, sales tax, intergovernmental revenues, rent, investment income and charges for services. Expenditures are generally recognized under the modified accrual basis of accounting when the related fund liability is incurred. One exception to this general rule is that principal and interest on general long-term debt is recognized when due. **Placer County uses the modified accrual basis for budgeting in governmental funds and full accrual in proprietary funds; i.e. budgets are not constructed on a cash basis of accounting.**
NET COUNTY COST	The portion of an appropriation that is funded from general purpose (tax) revenues or available fund balance rather than direct revenues, such as fees, grants, or reimbursements.
OBJECT LEVEL 1,2,3	Expense or revenue classifications prescribed by the State Controller's Office. The highest level of classification is the Object Level 1. Example: "Salaries and Employee Benefits". The most detailed level of classification is the Object Level 3. Example "Postage".
OTHER CHARGES	A payment to an agency, institution, or person outside the county government. Example: "Aid to Indigents."
PERFORMANCE BUDGETING	A method of budgeting that relates appropriations to program performance and expected outcomes.
PERFORMANCE MEASURES	Describes the information managers and other decision-makers need in order to make good decisions. Placer County will be developing a Family of Measures that include Input, Output, Efficiency, Effectiveness and Outcomes/Results.
PROGRAM	A defined set of activities that have a common purpose, intended result or target population.
PROPOSED BUDGET	The working document of department requests and County Executive Office recommendations for revenues and expenditures for the upcoming fiscal year. After receiving final tax estimates and available fund balances, along with other adjustments and items for reconsideration, the Board of Supervisors adopts the annual Final Budget for each fiscal year.
PUBLIC SAFETY FUND	Accounts for revenues and expenditures that support the operations of the "Public Safety" departments of District Attorney, Probation and Sheriff.
REAL PROPERTY	Land and the structures attached to it.
RESERVE	An amount in a fund used to meet certain cash requirements, emergency expenditures, or future defined requirements. A reserve is not an appropriation and there is no limitation on the amount of reserve that can be established.
REVENUE	Funds received to finance ongoing county governmental services.
SCHEDULE	A non-narrative, summary presentation of various budgetary data such as expenditures, revenues, reserves, and available fund balance. Schedules contain information and are in formats as prescribed by the County Budget Act (Government Code Sections 29000 et seq.) and the State Controller.
SCHEDULE 1	A fund-level summary of all the operating funds which comprise the whole of the county budget, showing total available financing sources and total financing requirements for each fund.
SCHEDULE 2	A summary analysis of each fund's balance at the end of the prior fiscal year, less encumbrances, reserves and designations: fund balance available for use in the next fiscal year. This schedule is included with Final Budget.
SCHEDULE 3	A detailed listing for each operating fund of its existing reserves and designations, as well as recommendations to cancel or add to those reserves.

GLOSSARY OF TERMS
(Continued)

SCHEDULE 3A — A detailed listing for each internal service and enterprise funds, of existing reserves and designations as well as recommendations to cancel or add to those reserves. (NOTE: Although not required by State Controller's Office regulations, this schedule is included for informational purposes.)

SCHEDULE 4 — A general summary of all revenues in the budget by source (e.g., taxes, intergovernmental revenues, charges for services, etc.) and by fund, for the budget fiscal year and two previous fiscal years.

SCHEDULE 5 — A detailed listing of all revenues in the budget, by individual object level 3, general source description and fund, for the budget fiscal year and two previous fiscal years.

SCHEDULE 6 — A summary analysis of current County property taxes and assessed valuation by major type. This schedule is usually included only in the Final Budget.

SCHEDULE 7 — A general summary of all financing requirements (expenditures, appropriations for contingencies, and new or additional reserves and designations) in the budget, by function (e.g. public protection, health and sanitation, public assistance, etc.) and by fund, for the budget fiscal year and two previous fiscal years.

SCHEDULE 8 — Another general summary of financing requirements in the budget, showing in more detail amounts appropriated for contingencies and added to reserves and designations, by fund.

SCHEDULE 8A — A detailed summary of expenditures by budget appropriation, grouped together and subtotaled by function and activity.

SCHEDULE 9 — A detailed listing of expenditure and revenue object level 3's for each appropriation in the operating funds.

SCHEDULE 10/11 — A detailed listing of expenditure and revenue object level 3's for each Internal Service Fund (Schedule 10) and Enterprise Fund (Schedule 11), similar to a Schedule 9 for operating fund appropriations.

SCHEDULE 13 — A summary of the total available financing sources and financing requirements for all Special District funds, similar to a Schedule 1 for the operating funds.

SCHEDULE 15 — A detailed listing, for each Special District fund, of its existing reserves and designations, as well as recommendations to cancel or add to those reserves, similar to a Schedule 3 for operating funds.

SCHEDULE 16 — A detailed listing of revenue and expenditure object level 3's for each Special District fund and appropriation, similar to a Schedule 9 for operating fund appropriations.

SECURED TAXES — Taxes levied on real properties in the county which are "secured" by liens on the properties.

SPECIAL DISTRICT — A unit of local government generally organized to perform a single function such as street lighting; waterworks; landscape maintenance; and fire departments. Special districts are governed either by the Board of Supervisors or locally elected or appointed boards, and their operations are accounted for in separate funds.

STRATEGIC PLAN — Sets forth the purpose, goals, plans, and performance expectations for an organization for a certain period of time.

TAX LEVY — The amount of tax dollars billed to taxpayers based on the imposition of the tax rate on the assessed valuation.

UNINCORPORATED — The areas of the county outside city limits. Some county services are provided only in unincorporated areas or within AREA: cities only on a cost-reimbursement basis. Example: Sheriff's patrol and building inspection.

UNSECURED TAX — A tax on properties such as office furniture, equipment and boats that are not affixed to property.

VISION STATEMENT — Serves to inspire action by describing what the future would look like if the organization were successful in achieving its stated mission and goals.