

2014-2016

BUDGET WORKSHOP



April 7 – April 9, 2014

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FY 2014-16 BUDGET WORKSHOP

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Budget Workshop Schedule:

Monday, April 7, 2014

- 9:00 AM** **Public Comment**
- 9:15 AM** **Budget Overview** CEO & Budget Director (Mona Miyasato & Tom Alvarez)
General Revenues
- 10:30 AM** **Public Comment**
- 10:45 AM** **Break**
- 11:00 AM** **Departmental Budgets**
Board of SupervisorsPolicy and Executive (Mona Miyasato)
County Executive OfficePolicy and Executive (Mona Miyasato)
County CounselPolicy and Executive (Mike Ghizzoni)
- 12:00 PM** **Public Comment**
- 12:15 PM** **Lunch**
- 1:15 PM** **Departmental Budgets**
Agriculture, Weights & Measures ..Community Resources & Public Facilities (Cathy Fisher)
Community Services Community Resources & Public Facilities (Herman Parker)
Planning & Development Community Resources & Public Facilities (Glenn Russell)
Public Works Community Resources & Public Facilities (Scott McGolpin)
- 3:15 PM** **Public Comment**
- 3:30 PM** **Break**
- 3:45 PM** **Non-County Agency Requests**
Outside Organizations and Non-County Agencies Requests (3 minutes each)
- 4:30 PM** **Public Comment**
- 4:45 PM** **Adjourn**

Tuesday, April 8, 2014

- 9:00 AM Public Comment**
- 9:15 AM Departmental Budgets**
Court Special Services Public Safety (Darrel Parker)
Public Defender Public Safety (Rai Montes de Oca)
District Attorney Public Safety (Joyce Dudley)
- 10:15 AM Public Comment**
- 10:30 AM Break**
- 10:45 AM Departmental Budgets (cont'd)**
Fire Public Safety (Michael Dyer)
Probation..... Public Safety (Beverly Taylor)
Sheriff Public Safety (William Brown)
- 12:15 PM Public Comment**
- 12:30 PM Lunch**
- 1:30 PM Departmental Budgets**
Child Support Services Health and Human Services (Carrie Topliffe)
First Five Health and Human Services (Ben Romo)
Social Services Health and Human Services (Daniel Nielson)
Alcohol, Drug, & Mental Health Services Health and Human Services (Takashi Wada)
Public Health Department Health and Human Services (Takashi Wada)
- 3:45 PM Public Comment**
- 4:00 PM Break**
- 4:15 PM Non-County Agency Requests**
Outside Organizations and Non-County Agencies Requests (3 minutes each)
- 4:45 PM Public Comment**
- 5:00 PM Adjourn**

Wednesday, April 9, 2014

- 9:00 AM** **Public Comment**
- 9:15 AM** **Departmental Budgets**
Auditor-ControllerSupport Services (Bob Geis)
Clerk-Recorder-AssessorSupport Services (Joe Holland)
- 10:00 AM** **Break**
- 10:15 AM** **Departmental Budgets (cont'd)**
Treasurer-Tax Collector-Public Admin Support Services (Harry Hagen)
General Services Support Services (Matthew Pontes)
- 11:15 AM** **Public Comment**
- 11:30 AM** **Lunch**
- 1:00 PM** **County Executive Office – Other Items**
General County Programs and Fund Balances Budget Director (Tom Alvarez)
Special Issues: Maintenance Funding OptionsCEO (Mona Miyasato)
Budget Workshop SummaryCEO (Mona Miyasato)
- 2:30 PM** **Public Comment**
- 2:45 PM** **Board Discussion**
Adjournment



BOARD OF SUPERVISORS
AGENDA LETTER

Agenda Number:

Clerk of the Board of Supervisors
105 E. Anapamu Street, Suite 407
Santa Barbara, CA 93101
(805) 568-2240

Department Names: County Executive
Office (CEO)
Department No: 012
For Agenda Of: April 7,8,9, 2014
Placement: Departmental
Estimated Tme:
Continued Item: 15.0 Hours
If Yes, date from:
Vote Required: Majority

TO: Board of Supervisors
FROM: Department Directors
Contact Info: Tom Alvarez, Budget Director
Mona Miyasato, County Executive Officer 

SUBJECT: Fiscal Year 2014-16 Budget Development Workshops

Recommended Actions:

It is recommended that the Board of Supervisors:

- a) Hold budget workshops April 7-9, 2014 to receive presentations on Fiscal Year 2014-15 Recommended and FY 2015-16 Proposed Budget, including departments' proposed budgets, staffing, accomplishments, objectives, service level reductions and requests for the coming year;
- b) Direct staff to proceed with the budget development process in accordance with the Board's adopted budget principles for Fiscal Year 2014-2015 Recommended and FY 2015-16 Proposed Budgets; and
- c) Provide direction, if any, regarding items to be addressed or included in the CEO's Recommended Budget, scheduled for release on May 15 and Board adoption on June 11.

Summary Text:

The purpose of the April budget workshops is to provide the Board an opportunity to 1) hear and discuss departments' proposed budgets, staffing plans, accomplishments, work objectives, service level reductions, and requests for expansion; 2) receive public input; and 3) give the CEO direction on policy issues or specific items for consideration prior to completion of the Recommended Budget.

The budget workshops are being advanced two months compared to prior years to provide information earlier to your Board and receive input prior to finalizing the Recommended Budget. The workshops follow the March 10, 2014 budget working session, which provided a countywide fiscal update, revised 5-year forecast, and summary of department unmet needs and major fiscal issues. Board members also discussed future priorities and areas of focus.

The basis for the workshops are the departments' draft budgets and work objectives, commonly referred to as their "D pages" (in reference to their section in the Recommended Budget). The County Executive Office in conjunction with the Auditor Controller's Office has completed the review of submitted draft department budgets and revenue estimates; which are subject to change until the tax roll is completed. Following the workshop and any Board-requested changes, staff will finalize the Recommended Budget, scheduled for release on May 15, followed by Budget Adoption hearings on June 9 and 11, 2014.

Background:

Countywide Fiscal Outlook is Stabilizing

The County's financial outlook is improving and stabilizing. The primary driver of County General Fund revenue, assessed property value, is rising after five years of low growth (less than 1% in some years). While property tax growth was 1.0% in FY12-13, it grew to 4.3% in FY13-14 and is projected to be 3.5% in FY 14-15. Anticipated growth for FY14-15 is tempered because properties that are not transferred or improved will be assessed with only a 0.454% inflation increase, rather than the 2% maximum allowed under Prop 13. The FY 2014-15 Recommended Budget for secured property tax revenue reflects a 3.5% growth (before the Fire Tax Shift which allocates 25% of the general fund property growth to the Fire District).

State revenues are also improving yet state reform over the last few years has had mixed impact on the County. Realignment of Public Health funding has produced a significant reduction in revenue (\$7.5 million) to the County, and AB109 Public Safety funding is expected to decrease by 7% next year. Other programs are faring better: Alcohol Drug and Mental Health Services (ADMHS) is receiving expanded funding from the Mental Health Services Act and greater revenue from changes to federal reimbursement rules associated with the Affordable Care Act. ADMHS is no longer projected to need greater General Fund assistance as has been the case over most of the last 7 years. Unfortunately, new funding from the federal and state government for municipal programs, such as roads, bridges, parks, and affordable housing has not kept up with inflation or has been dramatically cut as a result of the ban on earmarks and the decline in revenue during the recession. This funding is not adequate to meet the current need.

Some Service Level Reductions Required but Fewer Than in the Past

As the economy recovers, the County is in better position than in prior years but still has difficult choices to make. After six years of reductions, eliminating over 580 positions and approximately \$60 million of ongoing expenditures, County departments have continued to provide core services and meet mandates but express they are not at optimal levels. Several themes emerge in the coming year:

Structural Department Budget Issues. For some departments, structural budget issues continue, with ongoing expenditures exceeding available ongoing revenues, requiring use of one-time funds for critical needs, resulting in deficits when funds are depleted. The Board has asked for a more thorough discussion at these workshops of funding issues related to specific projects or proposals brought forward by the following departments: Public Health (clinical lab) and Planning and Development (annual work plan). The Community Services Department may also provide more information on funding related to homeless, following direction provided at the April 1 Board meeting.

- Service level reductions. Though fewer than in previous years, some departments are proposing service level reductions next year. These total \$1,088,000 in reductions. Options for addressing the reductions are provided in the materials.
- Budget Expansion Requests. After six years of reductions, departments have expressed a need for restorations or expansions, exceeding available revenue. This list is also provided in the materials submitted and also includes the cost to restore identified proposed service level reductions.
- Efficiency changes. Departments are proposing changes to reduce expenditures or create savings instigated by an increased use of technology or improved processes, a reduced demand for a particular service, or the ability to collaborate with other departments or organizations for the services. Some of these changes involve staff reductions and others not and will be discussed in the department presentations.
- Achievements and Performance Measurement. Despite these challenges, significant achievements have been made in the past year and are planned for the coming year, which departments will share in their presentations. In response to the Board's request last year, departments have included more performance measures in their budget documents which they will highlight in their presentations.

Unallocated Revenues are Available to be Assigned for High Priority Needs

As in past years, unassigned, available revenue is projected to be available for your Board to assign. The amounts of ongoing and one-time funding are being finalized. Ongoing revenue may mitigate reductions, expand services or enhance reserves. One-time funding is the accumulation of temporarily increased cost-allocation revenue, assumed federal payment in lieu of taxes funds (PILT), and other sources that are variable in nature and therefore considered one-time. Per your Board's policy, the funds should be spent on one-time uses to the degree possible to avoid deficits in the future. One-time funds have been used in the past to provide a "bridge" or "phase in" but only for a limited time until other ongoing funding, new revenue or other service changes are implemented. Your Board also has other General Fund reserves for various purposes set aside. This information is also provided in the Workshop Binder.

Focus Areas or Priorities will be Addressed by Departments

At the March 10 meeting, Board members mentioned areas of focus or priority for the coming year and beyond. Departments will discuss within the context of their budgets or at future Board meetings. Some of the areas mentioned are discussed below.

- **Pension Unfunded Liability** - As discussed at the March 10 session, the County's retirement contribution is stabilizing compared to prior years. The employer's blended contribution rate is approximately 38% in FY 2014-15 or \$119.4 million. The County's unfunded pension liability was \$818 million as of June 30, 2013. Assuming SBCERs actuarial assumptions and rate of return on investments, the unfunded liability will be fully amortized after 17 years, resulting in a significant contribution rate reduction to a level around 11% for the employer contribution (and 9% for the employee share).
- **Northern Branch Jail** - The project is on track, with construction scheduled to begin in 2015. A project update and review of the operational plan, including staffing and budget, will be presented to

the Board on April 15. One-time funds are requested in FY14-15 by the Sheriff for reopening the existing Santa Maria Jail until the opening of the new jail in the spring of 2018.

- **Maintenance** – The County has an estimated \$94.0 million in deferred maintenance for its County-owned buildings and parks and \$114.0 million for roads. Additionally, there is approximately \$144.0 million of needed maintenance for bridges, culverts, concrete and other assets within the County; however, the majority of funding for these non-roads assets has historically come from Federal and State sources. In October 2013, a consultant was hired to conduct a facility condition assessment to determine the County’s maintenance needs for County-owned buildings and parks. While that consultant’s report is not yet completed, preliminary information will be discussed along with various funding options for addressing the County’s maintenance needs for its buildings, parks and roads.
- **Information Technology Plan** – General Services will update the IT Strategic Plan within existing resources in FY 14-15. The update will also include proposed policies for better coordination of technology in the County.
- **Public Communication** – To provide greater transparency and more accurate and timely information to the public, the CEO’s office in FY 14-15 will fund an extra help staff or contractor to train staff and/or provide greater public information services and coordination. This will be accomplished from the Department’s existing resources and/or savings.
- **Animal Services** – Public Health has submitted a budget expansion request for three positions to augment services in Animal Control, with the most critical being a Community Outreach Coordinator.
- **Safety net services (211)** – Staff will continue to seek participation by the cities in funding the 211 service unless otherwise directed by the Board on April 1. The total program annual cost is \$189,000, of which the County is seeking \$63,000 from city participation.
- **Economic development** – A consortium of the chambers of commerce in the county have proposed an Economic Vitality Team (EVT), which would create and oversee implementation of a regional economic development strategy for county, which would include marketing outreach, in-market business assistance and entrepreneurship support. The effort would be a joint public-private partnership. The EVT is requesting \$150,000 (one-time) as start-up seed funding in matching funds from the County. Staff could also research other options should the Board direct.

Cautious Optimism and Managing Expectations Will Continue

As the economy recovers, expectations will need to be managed and tempered so that the County can make financially prudent choices while still addressing critical needs, mitigating risks, and delivering on the Board’s highest priorities. Achieving structural balance in the future and rebuilding reserves will ensure the County prepares for and adapts to unanticipated issues, such as an enduring drought, reductions to state or federal funding or other emerging needs or changes. As we look to FY 2014-15 and 15-16, the County remains cautiously optimistic, continuing its commitment to high quality service for our community, financial stability and an engaged and accountable workforce.

Budget Schedule 2014

- April 7-9 – Budget Workshops
- May 2014 – Release of Recommended Budget FY14-16
- June 9, 11 2014 – Budget Hearings for Board to adopt Recommended Budget FY14-15 and Proposed FY 15-16

Fiscal Impacts:

There are no fiscal impacts associated with holding the Budget Workshops. Addressing the information presented during the workshops will provide staff direction in finalizing the Fiscal Year 2014-15 Recommended and FY 2015-16 Proposed Budgets for adoption at the June Budget hearings.

Attachments:

Fiscal Year 2014-16 Budget Development Workshop Binder

Authored by:

Richard Morgantini, CEO Fiscal and Policy Analyst 568-3551

CC:

All Assistant CEOs

All Department Directors

All CEO Fiscal and Policy Analysts

06 General Fund Contribution Requests-All Depts (2014-15)

Dept / Priority	Requested GFC	FTEs	Purpose
County Counsel			
1	130,000	1.00	This adjustment restores one position which will provide legal support to General Fund departments, and Public Health with their implementation of the Affordable Care Act.
District Attorney			
1	91,603	1.00	This adjustment restores 1.0 FTE Victim Witness Program Supervisor position. This position was eliminated due to budget cuts in 2008. This position is necessary to provide oversight of daily operations in Santa Barbara and Lompoc offices.
2	150,655	2.50	This adjustment restores 2.5 FTE Legal Office Professionals that were lost due to budget cuts in prior years. These support staff positions are critical to the effective management of the complex caseload of the DA's Office.
Dept Totals	242,258	3.50	
Probation			
1	357,141	3.00	This adjustment funds three Senior Deputy Probation Officers in the Adult Division for Field Training Officers.
2	112,151	1.00	This adjustment funds a Deputy Probation Officer to supervise High Risk probationers in the Adult Division.
3	112,151	1.00	This adjustment funds a Deputy Probation Officer in the investigations unit of the Adult Division.
4	357,141	3.00	This adjustment funds three Senior Deputy Probation Officers in the Adult Division for Administrative Senior job duties
5	34,135	0.00	This adjustment funds the increased cost of Institutional Mental Health Services provided by ADMHS.
6	77,339	0.00	This adjustment funds increased ongoing costs to the Probation department. In balancing Probation's FY 2014-15 proposed budget the Department consolidated the Los Preitos Boys Camp and Academy programs which reduced ongoing general fund expense by \$1.6M. The Department was still facing a \$77,339 gap. The Department has budgeted a release of restricted fund balance to cover this cost. This budget adjustment would provide the necessary general fund to finance this ongoing cost.
Dept Totals	1,050,058	8.00	
Fire			
1	0	1.00	This adjustment restores the Safety & Standards Coordinator/Nurse 1.0 FTE to the Training/EMS Section. This position ensures Fed/State/Local medical compliancy, ensures CQI monitoring, oversees EMT & paramedic education & skills development, etc.
2	0	17.00	This adjustment restores the Crew Program by funding 17 FTEs, 15 of which will be Extra Help. The Crew performs critical fuels reduction projects, flood control/debris removal & allows engine companies to be back in service sooner after a veg fire.

06 General Fund Contribution Requests-All Depts (2014-15)

Dept / Priority	Requested GFC	FTEs	Purpose
Fire			
3	0	0.50	This adjustment restores the Extra Help Dozer Operator Assistant 0.50 FTE. This position is needed to comply with the laws & permit restrictions when transporting dozers to projects & fires, in addition to scouting roads, locating fireline etc.
4	0	1.00	This adjustment restores the EDP Systems & Programming Analyst Sr 1.0 FTE to the IT Section. The position is needed to develop, maintain & troubleshoot problems with data, software programs & applications that are specific to the Fire Department.
Dept Totals	0	19.50	
Sheriff			
1	452,000	3.00	This adjustment expands the Santa Maria Branch Jail to a 24/7 facility with the ability to handle bookings of prisoners and house 28 inmates.
2	107,725	1.00	This adjustment adds an AOP III to the Sheriff's Office staffing for inclusion with the North Branch Jail Transition Team.
3	55,625	0.00	This adjustment would re-class an existing FTE into a Business Systems Analyst position in the Sheriff's Office to provide data analysis services in major systems such as the Jail Management System (JMS), Records Management System (RMS) and Computer Aided Dispatch (CAD).
4	1,772,088	18.00	This adjustment adds 18 Custody Deputy positions to the Main Jail staffing in response to a Staffing Study noting deficiencies in the current staffing model.
5	146,620	1.00	This adjustment restores funding to a Deputy Sheriff, Special Duty position to be assigned as Tactical Officer at the Alan Hancock Academy.
6	171,304	1.00	This adjustment restores the Deputy Sergeant position assigned to oversee the Gang Team.
7	107,275	1.00	This adjustment restores funding to a Crime Analyst (AOP III) position lost during the recession. There is a significant need to data and crime analysis.
8	1,052,491	4.00	This adjustment restores the funding for several Sheriff Management positions lost during the recession. Positions include a Chief Deputy Sheriff, a Sheriff's Commander and two Sheriff's Lieutenants.
Dept Totals	3,865,128	29.00	
Public Health			
1	93,595	1.00	This adjustment is needed to meet high workload demands. The position will oversee 200+ volunteers at the shelter where there is no local volunteer supervisor.
2	61,635	1.00	This adjustment is needed to meet high workload demands. The position will cover kennel activities and front desk in Santa Barbara to serve public customers and animals in care.
3	130,118	1.00	This adjustment is needed to meet high workload demands. The position will oversee shelter supervisors, veterinary operations and unexpected needs.
4	19,188	0.00	This adjustment will fund Stand-by for Hazardous Materials emergency response. This function will transfer from Fire the PHD Environmental Health Services.

06 General Fund Contribution Requests-All Depts (2014-15)

Dept / Priority	Requested GFC	FTEs	Purpose
Public Health			
Dept Totals	304,536	3.00	
Alcohol, Drug, & Mental Hlth Svcs			
1	0	29.50	Crisis System of Care Expansion: Necessary to fill critical gaps in the County's Crisis System of Care.
4	0	9.43	Minimum Resources for Outpatient Clinics Transformation: Necessary to implement the transformation of the County-operated Outpatient clinics (Adults and Children).
5	844,599	9.38	Services for Children in the Foster Care System (Katie A.): Necessary to provide State-mandated expanded specialty mental health services to children in the foster care system. The department will evaluate the scope of the program and if alternative funding sources other than GFC are available.
6	0	0.75	Expanded Services to the Homeless: This expansion request is for resources to expand the amount of direct specialty mental health services provided to the homeless.
7	0	4.50	Expanded Forensic Services: This expansion request is for resources to create an adequate mental health Forensic System of Care for the County.
8	0	9.00	Administrative Support Costs: Replaces admin resources that were eliminated in FY 11-12 and FY 12-13, as well as additional admin resources to support the Department's Quality Assurance operations.
9	0	18.50	Additional Resources for Outpatient Clinics System Change Transformation: Resources required to meet the residents' demand for services.
Dept Totals	844,599	81.06	
Social Services			
1	0	13.50	This adjustment will increase staffing by 11.5 FTEs to ensure the safety net for vulnerable children and adults, 2.0 FTE for specialized training associated with Welfare to Work, and 0.5 FTE for community outreach and enrollment efforts. This request does not require local county match.
Parks			
1	53,000	1.67	This adjustment is necessary for the Parks Division to restore funding of 1.6 extra help Ranger positions. These position will serve the public in our Day Use Parks, and will attend to customer service and maintenance needs.
2	64,000	1.00	This request would provide additional Information Technology (IT) support throughout the entire department. In order for the department to provide appropriate public information and communicate programs & services to the community, the department relies heavily on IT to support these services.
3	99,500	1.00	This adjustment is necessary for the Parks Division to restore funding of an Ranger II position. This position will serve the public in our camping parks at Jalama and Cachuma Lake.
4	938,000	0.00	This adjustment is necessary for Parks Division to annually maintain existing facilities, also known as the annual renewal maintenance funding.

06 General Fund Contribution Requests-All Depts (2014-15)

Dept / Priority	Requested GFC	FTEs	Purpose
Parks			
5	95,000	1.00	This adjustment is necessary for the Parks Division to restore funding of an Administrative Office Professional position. This position will assist the public in making reservations for group and day use areas.
Dept Totals	1,249,500	4.67	
Planning & Development			
2	310,688	0.00	This adjustment will restore Long Range Planning staffing to the FY 2013-14 level. As a result of lost CREF grant revenue and other one-time funding sources, staffing reductions would be necessary to meet the GFC budget target.
Public Works			
1	133,800	1.00	This adjustment will restore a Survey Specialist and would allow the Surveyor's Office to meet mandates to return reviews of Records of Survey and Corner Records within 20 business days. As well as improving timing of developments which generate additional tax revenues.
2	9,000,000	0.00	This adjustment will appropriate funding for pavement preservation, allowing the County to reduce its liability exposure and provides for safer streets and ensures a conduit for economic development.
Dept Totals	9,133,800	1.00	
Housing/Community Development			
1	73,000	1.00	This adjustment is for the Housing and Community Development Division and will add funding for a Cost Analyst. This position will assist in maintaining appropriate financial records as required by HUD and will be key to reducing risk to the County.
2	90,000	0.00	This adjustment is requested for Consulting Services to assist the Housing & Community Development Division in development of the 5 Year Consolidated plan for HOME, CDBG, ESG, CoC as well as Point in Time Count for the Homeless Program.
3	137,000	1.00	This adjustment from the Housing and Community Development Division will add funding and FTE for a Housing Specialist. This Housing Specialist will assist in managing the Community Development Block Grant (CDBG) program.
4	137,000	1.00	This adjustment from the Housing and Community Development Division will add funding for a Housing Specialist. This position will assist in the Continuum of Care program and assist agencies.
5	165,000	0.00	This adjustment will restore \$165,000 for homeless shelter operations and services, for a total budget of \$345,000.
Dept Totals	602,000	3.00	
Auditor-Controller			
1	180,062	2.00	We are requesting to restore funding for two Accountant-Auditor positions in order to hire new college graduates to enter into our Auditor Training and Development program and restore staffing lost in the economic downturn.

06 General Fund Contribution Requests-All Depts (2014-15)

Dept / Priority	Requested GFC	FTEs	Purpose
Clerk-Recorder-Assessor			
1	122,084	1.50	This adjustment restores on-going funding for 1.5 Admin Office Professionals previously unfunded in the Elections Program due to budget reductions. The increased funding allows for election staff responsible for key areas, who would otherwise be re-assigned to other self-funded programs of the Department, to remain in elections year-round. Restoring these year-round positions limits the risk of liability to the County associated with continuing to have critical election functions understaffed and/or staffed with un-experienced seasonal employees.
2	94,771	1.00	This adjustment restores on-going funding for 1 property appraiser position to incrementally restore the Assessor's staffing level needed to assist with property appraisals and timely development of the County's annual property tax roll.
3	124,197	1.00	This adjustment restores on-going funding for 1 Mapping/GIS Analyst position previously unfunded due to budget reductions. The position will support mapping/GIS functions in the Elections and Assessor Programs to support increased workload and create better service delivery.
Dept Totals	341,052	3.50	
General Services			
1	128,834	1.00	This adjustment will provide accounting support for the North Branch Jail project. This position is responsible for payment of invoices timely from the appropriate funding sources and providing monthly project expenditure reports.
2	61,000	0.00	This adjustment is due to departmental requests for additional security services partially as a result of the increased homeless presence.
3	72,000	0.00	This adjustment will increase budget to allow for purchases of household items - the prior fiscal year had the advantage of a two year stock of supply which now needs to be replenished on an annual basis.
6	143,198	1.00	This adjustment will fill the Purchasing Manager on a permanent basis. GS has been without since April 2010 and this position is critical to achieving certain County objectives.
7	92,158	2.00	This adjustment provides for event coordination/management for the SB Vets, Lompoc Vets and SB Courthouse locations.
8	100,000	0.00	This adjustment will allow General Services to replace outdated purchasing system software in an effort to improve County-wide operational efficiencies.
9	106,000	1.00	This adjustment will add a construction inspector to provide GS Capital Projects construction management duties.
11	7,062,000	0.00	This adjustment will add additional funding for annual maintenance renewal funding.
12	150,000	0.00	This adjustment provides funding for a contract services as needed for development of a Sustainability Action Plan.
Dept Totals	7,915,190	5.00	
Grand Totals	<u>26,168,871</u>	<u>177.73</u>	

Service Level Reduction Summary

Department	Amount	GF? Y/N	Description	Comments
County Counsel	\$ 130,000	Yes	Reduce 1.0 FTE Senior Deputy County Counsel, decreasing legal service to General Fund Departments.	Department is requesting restoration.
Probation	\$ 201,688	Yes	Reduce 1.0 FTE School Based Officer decreasing Probation presence in High Schools in the Santa Maria valley.	Department is not requesting restoration
Child Support Services	\$ 210,000	No	Reduce 2.2 FTE's Child Support caseworkers (scheduled for retirement) and convert Legal Office Professional position to part time increasing caseload among fewer caseworkers and legal staff.	Department has and will continue to align services with available federal & state funding.
Planning and Development (TOTAL \$310,688)	\$ 92,444	Yes	Reduce 0.86 FTE Planner for the Gaviota Coast Plan EIR delaying progress on completing the Plan.	Department is requesting restoration (\$310,688). The Department anticipates year end savings for FY 2013-14 which could bridge the need for FY 2014-15. The Department plans to explore revising fees in FY 2014-15 to include the cost recovery of Long Range Planning.
	\$ 83,276	Yes	Reduce 0.25 FTE Planner in Long Range Planning eliminating work on the Hollister Avenue Streetscape Plan in FY 2014-15 and reduce support for the Hollister Avenue Improvement Plan.	
	\$ 14,022	Yes	Reduce 0.10 FTE Planner eliminating the County's match for the for the Coastal Resiliency Project Grant.	
	\$ 16,688	Yes	Reduce 0.17 FTE Planner eliminating the County's required match for Alternative Fuels Readiness Plan Program.	
	\$ 104,258	Yes	Reduce 0.92 FTE Planner in Long Range Planning eliminating the addition of new programs to the FY 2014-15 Work Program.	
Public Works	\$ 133,800	Yes	Reduce 1.0 FTE Survey Specialist in Surveyor's office significantly increasing the number of days required to review development plans.	Department is requesting restoration. Project review costs are subsidized by the General Fund; in some instances State law prohibits full cost recovery, or review fees are waived or reduced by the Board where completion of the projects provide greater benefit to the public. Restoration would allow the Surveyor's Office to meet mandates to return reviews of Records of Survey and Corner Records within 20 business days and would also improve timing of developments which generate additional tax revenues.
Community Services (TOTAL \$218,000)	\$ 53,000	Yes	Reduce 1.67 FTE Extra Help Rangers reducing service to customers, janitorial services and maintenance at parks.	Department is requesting restoration. Existing Parks Division has a structural imbalance; increasing costs are exceeding available revenues. Fee increases will only support a portion of all Parks costs and an additional funding source will be needed to structurally balance the Department at existing service levels. No fee increases are anticipated for FY 2014-15 but are planned for FY 2015-16.
	\$ 165,000	Yes	Reduce Shelter Services General Fund Contribution resulting in the reduction of bed nights available and supportive service for clients in emergency shelter providers with the potential to close one or more shelters in the County.	Department is requesting restoration. Consider use of one time funds and in future years, consider the redirection of grant funding.

Total \$ 1,204,176

Efficiency Summary

Department	Amount	Description	Comments
Probation	\$ 1,598,869	Reduce 12.0 FTE staffed capacity at the Los Prietos Boys Academy/Los Prietos Boys Camp (LPBA/LPBC) programs due to consolidation of the of LPBA as a result of reduced Average Daily Attendance (ADA) population.	Adjusted service level based on reduced Average Daily Attendance.
	\$ 33,520	Reduce 0.25 FTE (0.10 Psychiatrist and 0.15 Psych Tech) due to reduced Average Daily Attendance (ADA) at Los Prietos Boys Academy/Los Prietos Boys Camp (LPBA/LPBC)	Adjusted service level based on reduced Average Daily Attendance.
Public Health	\$ 1,300,000	Reduce 14.0 FTE in Clinical Laboratory by contracting services to Pacific Diagnostics Laboratory (PDL)	Department is not requesting restoration as maintaining in-house Clinical Laboratory services would result in \$1+ million in general fund contribution or significant reductions in PHD programs such as Specialty Clinics, Disease Control, Maternal, Child, Adolescent Health Nursing, and Children's Medical Services. Reduction is based on lack of funds.
Public Works	\$ 509,300	Eliminate 3.0 FTE's in the Public Works Field Survey section eliminating the Public Works Field Survey section.	Department is not requesting restoration. Reduction is based on lack of work.
	\$ 130,100	Eliminate 1.0 FTE Real Property Agent position due to lack of work.	Department is not requesting restoration. Reduction is based on lack of work.
Total	\$ 3,571,789		

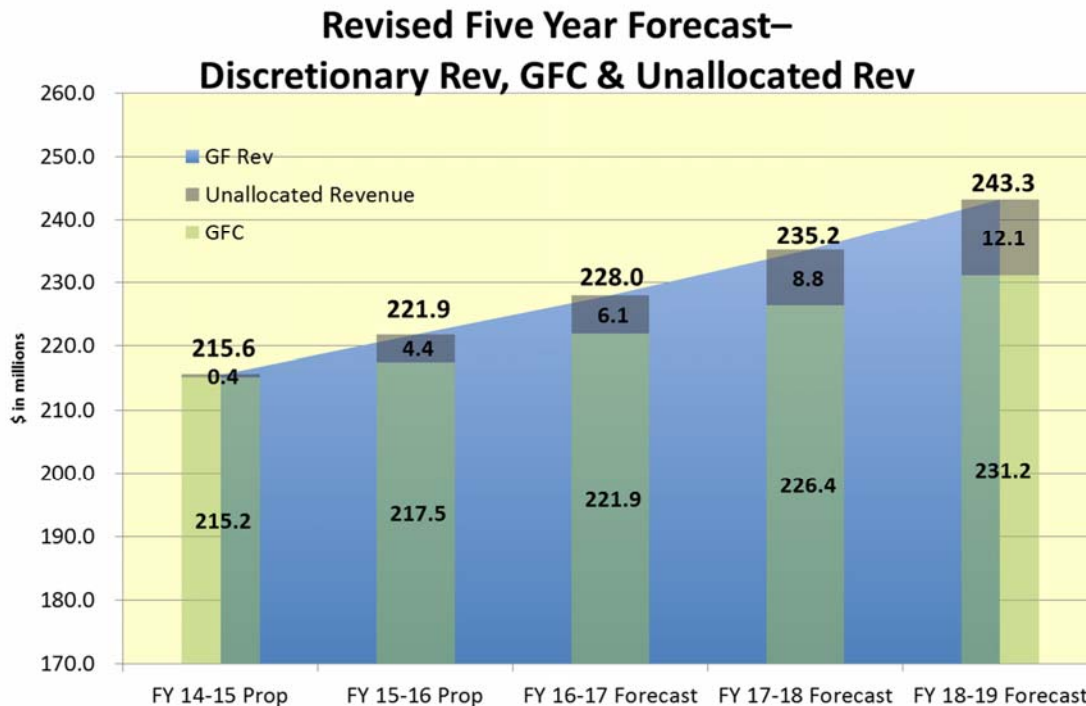
2014-2016 BUDGET WORKSHOP

Budget Overview

Purpose of Workshop

- Hear from Departments on Proposed Budgets, including:
 - Accomplishments
 - Proposed objectives for FY14-16
 - Service level reductions
 - Challenges and requests
- Review options for maintenance funding
- Hear from the public
- Provide input to the CEO
- Board funding decisions not required at this time

Projected General Revenue Growth



Positive Themes for Coming Year

- Fewer service level reductions than in past
- Reduced reliance on 1x funding
- Departments are managing although not at optimal levels
- Significant achievements accomplished

Challenges and Risks

- Compliance with state and federal requirements
- Department technology/software updates & needs
- Maintenance
- Workforce planning and retention
- Management classification/compensation system
- Underfunding of some department programs
- Structural financial issues remain in some departments

CEO Recommendations

- Needs exceed available ongoing and 1x funding
- CEO still reviewing requests
- Recommendations to be presented in June after BOS input
- CEO initial recommendations focus on:
 - Mitigating risk
 - Necessary cost increases/obligations
 - Identified priorities
- Funding recommendations contingent upon outcome of Measure M

Measure M Funding Plan

- If Measure M is approved by voters:
 - At June hearings, ask the Board to re-evaluate or eliminate any recommended restorations in Recommended Budget
 - Seek reduction scenario options from Departments by summer (Departments already thinking of possible options)
 - Seek more aggressive redirection of existing discretionary funds (e.g. grants) toward maintenance needs
 - Continue to seek new or increased revenue
 - Provide reduction options to Board - Late summer/Early fall
 - Implement by mid-year
- Board may request options to be provided sooner

Summary - Looking ahead to FY 14-15 & beyond

- Positive long-term outlook but significant needs & challenges
- Limited capacity for ongoing expansions in FY 2014-15
- Difficult choices still to make
- Staff to evaluate revenue generation
 - Transient Occupancy Tax increase for November 2014 ballot
- Given uncertainty, limit new expenditures in FY 14-15 but consider for following year

Next Steps

- After workshop and BOS input, CEO finalizes recommendations and prepares Budget
- Recommended Budget released May 15, 2014
- Measure M determined by voters June 3, 2014
- Budget Hearings (adoption) held June 9 & 11, 2014

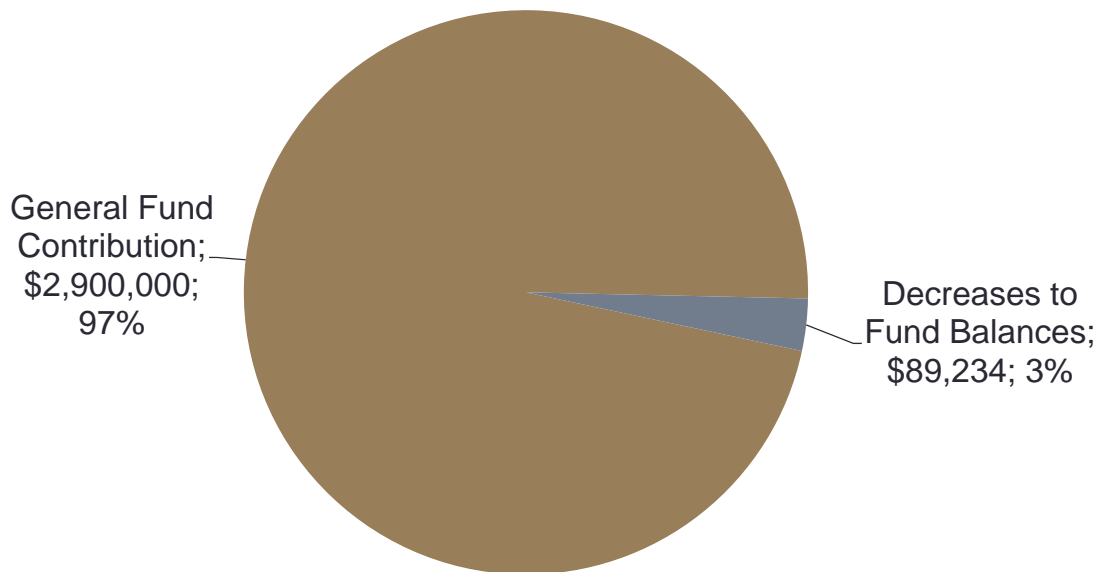


Board of Supervisors Summary

- ∂ Operating \$2,919,234
- ∂ Capital \$7,000 Copier for Santa Maria
- ∂ General Fund \$2,900,000
- ∂ FTE's – 21.5
- ∂ One-Time Use of Fund Balance \$89,234
- ∂ Service Level Reductions - None
- ∂ Expansion Requests – None

Board of Supervisors

FY 14-15 Source of Funds



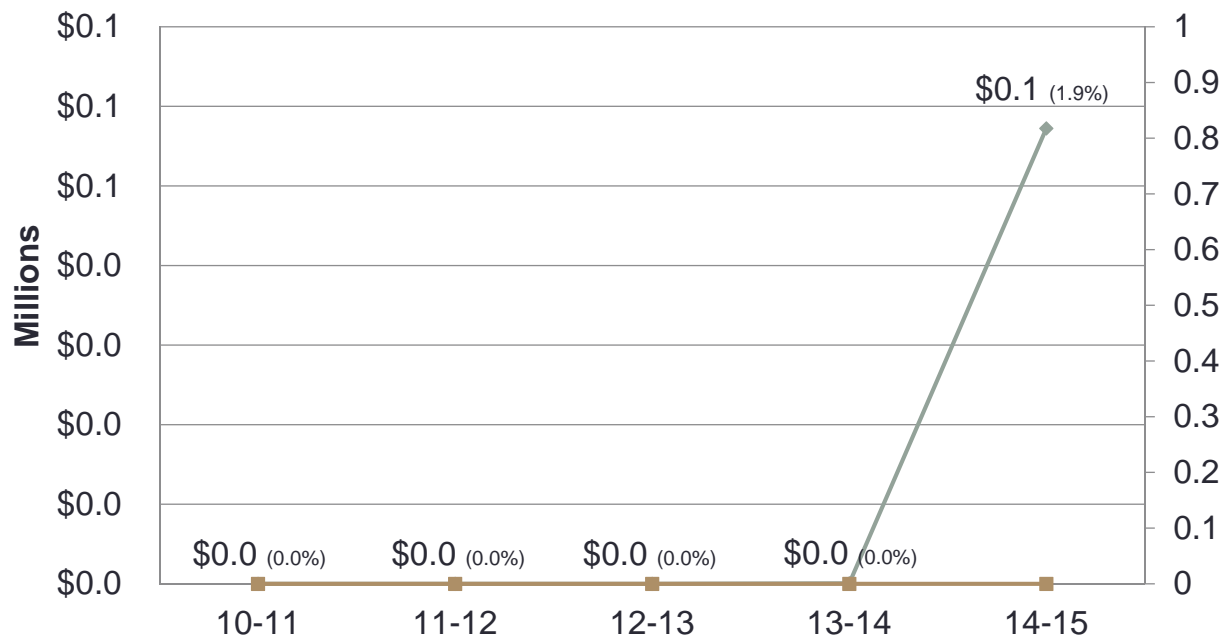
Board of Supervisors

GFC 5 Year Summary



Board of Supervisors

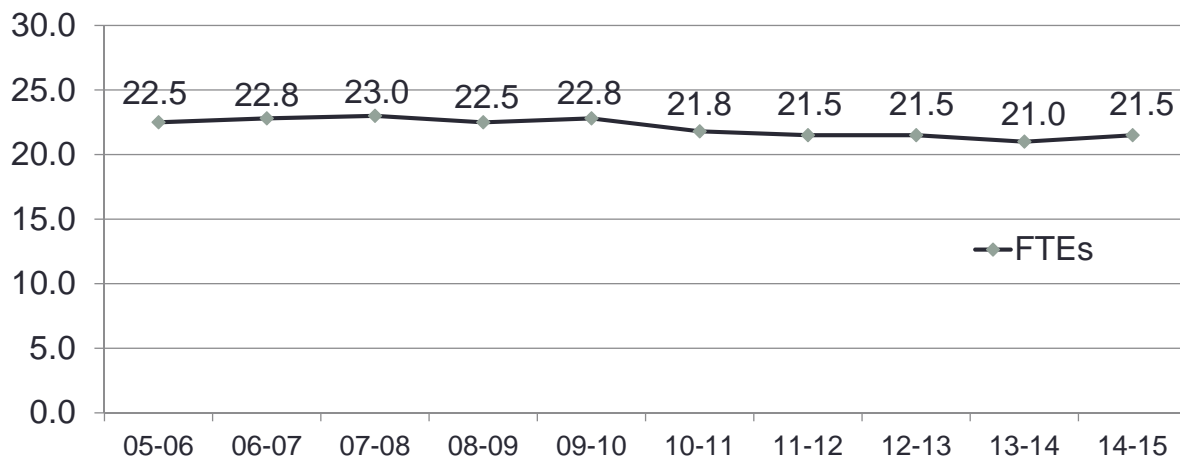
5 Year Summary Use of One-Time



Board of Supervisors

Staffing Summary

- o 21.0 FTE FY 13-14 Adopted
- o 21.5 FTE FY 14-15 Recommended



Board of Supervisors

FY 2013-14 Anticipated Accomplishments

- Completed construction of new Cuyama Valley Library and Family Resource Center
- Sought additional safety improvements to Highway 154
- Successfully advocated the state to retain community assets in Isla Vista
- Increased funding for deferred maintenance of County roads and facilities
- Initiated exploration of inpatient mental health facility in conjunction with Marian Medical Center in Santa Maria

Board of Supervisors

FY 2014-16 Objectives

- Work to maintain the long-term fiscal health of the county through fiscal responsibility
- Remain engaged in the progress and challenges posed by AB 109 implementation
- Work with local business partners to enhance and develop economic development strategies for SBC
- Continue to preserve public safety and make sure resources are prioritized to keep our community safe
- Protect safety net services for the vulnerable members of the community

Board of Supervisors

FY 2014-16 Objectives

- Continue to work with Marian Medical Center and Alcohol, Drug and Mental Health Services to complete the plan for a new mental health facility
- Work to protect open space and enhance recreational opportunities
- Maintain and enhance front line law enforcement and fire protection services

Board of Supervisors

Service Level Reductions

NONE

Board of Supervisors

Key Challenges and Emerging Issues

- In FY 15-16, Expenses will exceed Revenue and fund balance will need to be used to balance the budget.

Board of Supervisors

Summary

Continue to provide outstanding support to constituents through excellent customer services that is:

- Timely
- Responsive
- Professional
- Respectful
- Efficient and
- Accountable.

Board of Supervisors

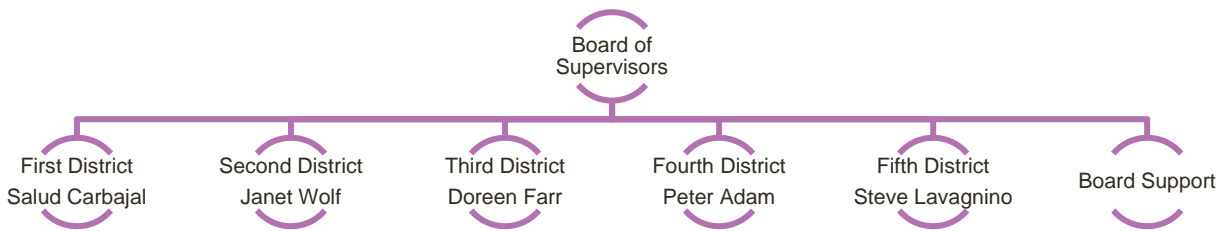


Board of Supervisors

Budget & Full-Time Equivalents (FTEs) Summary

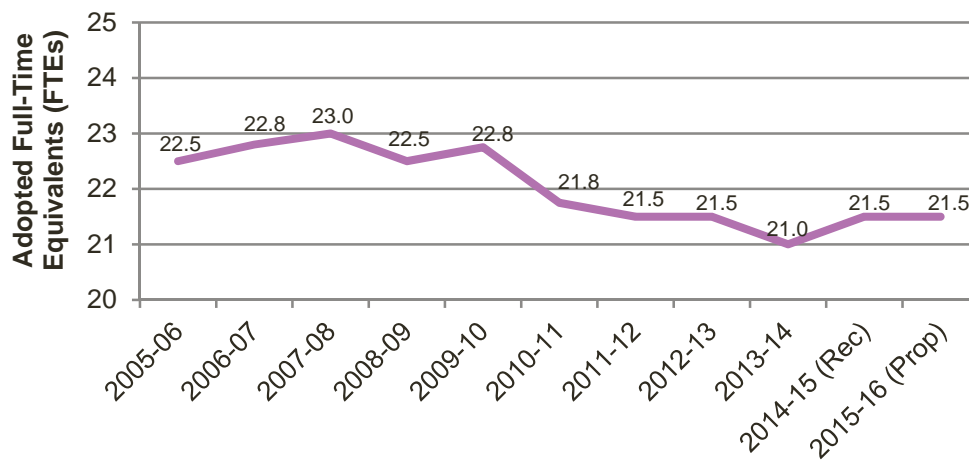
Operating	\$ 2,919,234
Capital	\$ -
FTEs	21.5

Budget Programs Chart



Staffing Trend

The staffing trend values will differ from prior year budget books in order to show amounts without the impact of any vacancy factors.



Board of Supervisors

Mission Statement

Provide quality public services to the people of Santa Barbara County in response to their need for a safe, healthy, and sustainable environment; and to establish and maintain a workforce which reflects the diversity of the community.

Department Description

A five-member Board of Supervisors governs County services for a population of 427,000 residents. Each board member is elected for a four-year term and represents a geographic district. The position of Chairperson rotates annually among the five members. The Board generally convenes in regular session on three Tuesdays each month. Two of these meetings are held in Santa Barbara and one in Santa Maria. The Board sets policy for County departments, oversees a budget of over \$844 million and adopts ordinances on local matters, as well as land use policies that affect unincorporated areas (areas outside of cities).

The first supervisorial district includes the City of Carpinteria, portions of the City of Santa Barbara, and the unincorporated areas of Carpinteria Valley, Summerland, Montecito, Mission Canyon, and the Cuyama Valley.

The second supervisorial district includes the unincorporated areas of the eastern Goleta Valley (and its foothills), and over ½ of the City of Goleta, including Goleta Old Town, portions of the City of Santa Barbara, and the Channel Islands.

The third supervisorial district includes the cities of Solvang, Buellton, Guadalupe, and a portion of the City of Goleta, as well as the unincorporated areas of the western Goleta Valley, the community of Isla Vista, the University of California at Santa Barbara, the Gaviota Coast, Vandenberg Air Force Base, the Santa Ynez, Lompoc and Los Alamos Valleys, and the communities of Santa Ynez, Ballard, Los Olivos, Los Alamos, Mission Hills, Mesa Oaks, Vandenberg Village, Tanglewood, and Casmalia.

The fourth supervisorial district includes the City of Lompoc, the southwest portion of Los Alamos, the

unincorporated community of Orcutt, and portions of the Santa Maria Valley.

The fifth supervisorial district includes the rural areas of Garey, Sisquoc, and Tepusquet as well as the City of Santa Maria.

2013-14 Anticipated Accomplishments

First District

- Worked to ensure accessible, customer focused and fiscally responsible County government including adopting a balanced budget and increasing strategic reserves.
- Responded to constituent concerns, partnered with other local governments and community organizations and conducted targeted outreach including regular office hours in the Carpinteria and Cuyama communities.
- Maintained and enhanced funding for public health and safety services for the most vulnerable residents of our community including the Children's Health Initiative.
- Completed an assessment of poverty in the County.
- Coordinated a community collaborative Health Fair and Family Day on the Eastside of Santa Barbara.
- Continued to partner with the District Attorney on the implementation of the Truancy Prevention Program.
- Completed the construction of a new Cuyama Valley Library and Family Resource Center.
- Invested in improved local infrastructure through completion of projects such as safe routes to school enhancements near Cold Springs School and along Highway 166.
- Increased funding for deferred maintenance of our County roads and facilities.
- Completed Franklin Trail project to enhance recreational opportunities in the Carpinteria Valley.
- Worked to protect our environment and promote sustainability through the adoption of an updated Energy Action Plan to improve energy efficiency and reduce emissions in County buildings.

Board of Supervisors

- Coordinated with the federal and state governments and local water purveyors to address the drought emergency and increase water conservation efforts.
- Completed updates of the Mission Canyon and Summerland Community Plans.

Supervisor Carbajal serves on the following Boards and Commissions –

- President’s State, Local and Tribal Leaders Task Force on Climate Preparedness and Resilience
- U.S. Environmental Protection Agency (EPA) Local Government Advisory Committee (LGAC) - Vice Chair
- U.S. EPA National and Governmental Advisory Committees to the U.S. Representative to the Commission for Environmental Cooperation
- California State Seismic Safety Commission
- Santa Barbara County Association of Governments (SBCAG)
- Los Angeles, San Diego, San Luis Obispo Rail Corridor Agency (LOSSAN)
- Santa Barbara County Air Pollution Control District (APCD)
- Institute for Local Government Board (ILG)
- NACo – Energy, Environment, and Land Use Committee (EELU)
- NACo Green Government Initiative - Chair
- First 5 Santa Barbara County Children & Families Commission
- Beach Erosion Authority For Clean Oceans and Nourishment (BEACON)
- Multi-jurisdictional Solid Waste Task Force
- Joint Affordable Housing Task Force
- Santa Barbara County Adult and Aging Network – Co-Chair
- South Coast Task Force on Youth Gangs
- Santa Barbara County Truancy Subcommittee
- Santa Barbara County Community Action Commission

Second District

- Published bi-annual e-Newsletter to communicate with Second District constituents on issues of concern inviting participation and response.

- Updated website and Facebook page to provide important Second District information to constituents.
- Continued to hold office hours to connect with and hear from constituents.
- Met frequently with individual constituents on emerging issues.
- Attended neighborhood meetings within the Second District.
- Continued to host ongoing “Second District Student Art Gallery” in the Second District office.
- Traveled to Sacramento to participate in a conference on Public Safety Realignment.
- Continued to advocate for increased safety measures on Highway 154.
- As a member of the SB County Retirement Board, attended a variety of conferences and meetings dealing with sound investment strategies, governance and policy matters.
- Attended and spoke at several local Affordable Care Act forums and meetings, and ensured that the public was informed regarding changes to health care.
- Remained engaged in issues regarding maternal mental health, child safety, and community well-being.
- Participated on a panel focused on Women’s Heart Health.
- Supported water conservation efforts to help mitigate the impacts of the current drought.
- Supported efforts of emPowerSBC to encourage home energy-saving improvements through public-private partnerships.
- Attended a National Association of Counties (NACo) forum on Renewable Energy.
- Supported Coastal Resource Enhancement Fund (CREF) funding for Second District projects.
- Worked collaboratively with Public Works to:
 - Repair sidewalks and streets and replace trees on several streets throughout the Second District.
 - Enhance the medians on Hollister Avenue.
 - Continue to prioritize safe routes to school, and successfully advocated for a walking path on the Santa Barbara School District’s Tatum property in the Goleta Valley.

Board of Supervisors

- Secure funding for the re-pavement of Hollister Avenue.
- Worked with Parks to increase signage at South County parks.
- Served on several boards and commissions, including:
 - Air Pollution Control District (APCD);
 - Beach Erosion Authority for Clean Oceans and Nourishment (BEACON);
 - California State Association of Counties (CSAC);
 - CenCal Health;
 - County/City South Coast Gang Task Force;
 - Juvenile Justice Coordination Council;
 - Local Agency Formation Commission (LAFCO);
 - National Association of Counties (NACo);
 - NACo Health Steering Committee;
 - Santa Barbara County Board of Retirement;
 - Santa Barbara County Association of Governments (SBCAG);
 - South Coast Sub-regional Committee for SBCAG.
- Supported Animal Services in their efforts to encourage more animal adoptions and reduce euthanasia.
- Appointed new members to Boards and Commissions with an emphasis on expertise and diversity.
- Maintained relationships and awareness of issues with the neighboring cities of Santa Barbara, Goleta, and community members and HOAs in the unincorporated communities.
- Conducted frequent visits to elementary, junior, and senior high schools in the Second District to speak to classes, youth groups, and at special functions.
- Making government accessible to all constituents by appointing diverse Third District commissioners to the various commissions and boards that advise the Board of Supervisors.
- Encouraging community dialogue and consensus building among stakeholders in the Third District.
- Continuing to operate and staff offices in the Santa Ynez Valley and Santa Barbara.
- Regularly holding office hours in Isla Vista, Vandenberg Village, Mesa Oaks, Mission Hills, and Guadalupe.
- Fostering relationships and partnerships with neighborhood and community associations.
- Holding regular community meetings and gatherings to provide information to and receive feedback from constituents in Los Alamos, Santa Ynez Valley, Isla Vista, Lompoc Valley, and Guadalupe.
- Collaborating with the municipalities of Goleta, Buellton, Solvang, and Guadalupe on issues important to the community.
- Promoting efficiency, transparency and accountability in County government.
- Participating in Countywide forums concerning regional health and safety issues, such as the Multi-Jurisdictional Solid Waste Task Force, Santa Barbara County Association of Governments (SBCAG), Local Agency Formation Commission (LAFCO), Santa Barbara County Air Pollution Control District (APCD), Adult and Aging Network, and others.

Current Year Accomplishments:

- Supported the work of the Los Alamos community in advocating for the re-opening of the Los Alamos Library.
- Assisted the Vandenberg Village community in the establishment of a Community “Pocket Park.”
- Continued to explore recreational enhancement (amenities) at Lake Cachuma which would benefit the public and raise revenue for the County.
- Initiated a four phase lighting retrofit program to improve lighting and safety in the Isla Vista area.

Third District

The Third District Supervisor’s office works for you by:

Being accessible and responsive to hundreds of constituent phone calls, letters, and emails each week in a prompt, efficient, and effective way.

- Encouraging collaborative relationships with the communities of Santa Ynez, Ballard, Los Olivos, Vandenberg Village, Mesa Oaks, Mission Hills, Los Alamos, Isla Vista, and Guadalupe.

Board of Supervisors

- Successfully lobbied the State to retain community assets in Isla Vista including the Isla Vista Clinic Building.
 - Improved fencing and safety along the Isla Vista cliff.
 - Continued to work with Isla Vista Park District and Public Works Department to implement county policies to improve cleanliness in private and public properties.
 - Continued to meet with UCSB Administration and Police Dept., Santa Barbara City College Administration and various County Departments to improve public safety.
 - Staff will continue to participate in public outreach with numerous community directed committees, programs and UCSB organizations.
 - Continued to advocate for increased roadway safety improvements on Highway 154 including increased California Highway Patrol enforcement, specific enforcement for larger capacity hauling trucks, better signage, and rumble strips. Worked with County departments to close the budget deficit and worked with employee unions on contract concessions.
 - Supported public pension reform and established a two-tier retirement system that balances the commitment to current employees and plans for long-term pension stability.
 - Continued to assess and restructure, when necessary, Santa Barbara County government.
 - Continued to promote an efficient, constituent-oriented, and cost effective departmental process while promoting transparency and accountability.
 - Promoted fiscal responsibility and, to the extent possible, kept proposed budget cuts as far from front line services as possible.
 - Supported maintaining agricultural viability in the Third District and throughout the County and continued to advocate for State and County funding for the Williamson Act.
 - Continued to regularly participate in events sponsored by the Solvang, Buellton, and Goleta Chambers of Commerce. Worked closely and collaboratively with the City Councils and staff of Goleta, Solvang, Buellton, and Guadalupe.
 - Regularly held meetings with business, neighborhood, environmental, agricultural, educational, social justice, public health and welfare groups on issues of importance in the Third District and throughout the County.
 - Worked with the Public Works Department to address fence, street trees, and sidewalk repairs in Vandenberg Village.
 - Supported all of the libraries in the district, particularly the Solvang Friends of the Library on their expansion plan. Also strengthened financial stability and visibility of the Countywide Library system, and provided leadership to constituents interested in improvements to Third District libraries.
 - Continued implementation of corrective and preventive road maintenance program on Third District roads.
 - Worked with County departments, including Public Works and Planning & Development, to help facilitate meetings with constituents on a wide array of issues.
 - Continued to investigate planning options for Los Olivos Wastewater Treatment.
 - Continued to work with SBCAG to advance the planning and implementation of transportation projects that address road and highway safety, public transit, congestion and infrastructure needs, and pedestrian and bicycle safety.
 - The Third District continues to seek fair and equitable agreements between the County of Santa Barbara and the Chumash tribal government.
 - Continued communication and outreach through community forums and participation with neighborhood associations and business partners.
 - Continued to work towards solutions for the preservation of Goleta Beach and the Gaviota Coast.
 - Oversee the implementation of goals and policies of the Isla Vista Master Plan.
- Working for You—Supervisor Farr serves on a variety of County boards and commissions including:
- Member, Santa Barbara County Air Pollution Control District (APCD)
 - Chair, Adult and Aging Network

Board of Supervisors

- Member, Santa Barbara County Association of Governments (SBCAG)
- Member, Santa Barbara County Flood Control and Water Conservation District
- Member, Santa Barbara County Water Agency
- Board Appointee, California State Association of Counties
- Member, In-home Supportive Services (IHSS) Public Agency
- Member, Indian Gaming Local Community Benefit Committee
- Member, Santa Barbara Local Agency Formation Commission (LAFCO)
- Member, Multi-Jurisdictional Solid Waste Task Force
- Chair, Policy Council, Central Coast Collaborative on Homelessness (C3H)
- Member, Legislative Program Committee
- Member, Cities-County Joint Affordable Housing Task Group

Fourth District

Supervisor Peter Adam prides himself in representing the Fourth District of Santa Barbara County, but ultimately serves the entire County. The Fourth District consists of the City of Lompoc, the town of Orcutt and portions of the City of Santa Maria. Peter is a fifth generation Santa Maria Valley farmer and brings a strong business background to the Board of Supervisors as well as extensive knowledge in agriculture and law.

In Peter's first year of his term as a member of the Board of Supervisors, he highlighted past and current Board's failures to properly manage and fund our county's roads, parks and buildings maintenance. Supervisor Adam and his staff have written and submitted Measure M-2014, the County Facilities Maintenance Ordinance, to the voters of Santa Barbara County which requires the Board of Supervisors to keep County-owned infrastructure in the current condition or better.

The Fourth District office has been responsive to the constituents of the Fourth District to help them navigate county government. Our office has excelled especially in guiding residents and businesspersons through the planning process. Supervisor Adam is committed to streamline the

permitting process and bring certainty in time and cost for applicants.

Supervisor Adam serves on the following boards:

- Air Pollution Control District
- California State Association of Counties (CSAC)
- CenCal Health
- Debt Advisory Committee
- First 5 Children and Families Commission of SB County
- Juvenile Justice Coordinating Council
- KIDS Network Policy Council – Chair
- Mental Health Commission
- North County Sub-Regional (Division of SBCAG)
- Santa Barbara County Association of Governments (SBCAG)

Fifth District

Supervisor Steve Lavagnino represents the Fifth District which includes Santa Maria, Santa Barbara County's largest city, as well as the bucolic communities of Garey, Sisquoc, and Tepusquet. This unique blend of urban, suburban, and rural constituencies provides the Fifth District with a wide array of viewpoints on almost every issue. The staff of the Fifth District has a singular focus, regardless of which community you call home – to provide you, the taxpayer, with outstanding customer service. For more information, please visit <http://www.countyofsb.org/bos/lavagnino/>

FY 2013-14 Accomplishments:

- Hosted 2nd annual Santa Barbara County Stand Down for veterans, which saw attendance increase by 104%
- Increased funding to Sheriff's Department to facilitate inmate transfers at the Foster Road substation and keep criminals off the streets of Santa Maria
- Led the charge to fully fund 4-H program
- Followed up on the fire tax transfer of FY 2012-13 with continued support for fire services at Stations 11 and 22
- Initiated Board action to explore construction options for a new in-patient mental health facility in conjunction with Marian Medical Center in Santa Maria

Board of Supervisors

Board Support

Provided outstanding customer support to constituents, County departments, and Board staff. Assisted the CEO and Clerk of the Board staff by completing special projects, as time allowed.

2014-16 Objectives

First District

- Continue to make customer service the primary focus of County government while working to enhance responsiveness, efficiency and accountability including efforts to promote diversity, expand outreach and partnerships.
- Work to maintain the long-term fiscal health and sustainability of our County.
- Maintain and enhance services provided to the most vulnerable residents of our County including continued funding of the Children's Health Initiative, implementation of recommendations from the Poverty Study and outreach into underrepresented communities.
- Promote the public safety of our County through maintaining and enhancing front line law enforcement services and fire fuels reduction efforts.
- Work to protect our open spaces and enhance recreational opportunities including finalizing design and permitting for the Santa Claus Lane Beach Access Improvements and phase two of the Franklin Trail.
- Continue to work on the planning and implementation of both regional and local transportation enhancements and other public infrastructure improvements including the Highway 101 HOV Widening Project and establishment of Commuter Rail service.
- Address the challenge of Climate Change by continuing to implement energy efficiency improvements and sustainable practices in county building and facilities.
- Move forward with implementation of the Resource Recovery Project to generate green energy and ensure long-term management of our solid waste.

Second District

- Continue to maintain a Second District office that is responsive to and respectful of all constituents.
- Continue to monitor the progress of the Goleta Valley Community Plan environmental review processes.
- Remain engaged in the progress of the San Marcos Foothills Park Management Plan.
- Monitor progress on the State St. /Hollister Ave Corridor Improvement Plan.
- Meet and encourage partnerships with, and among, individuals and organizations (public, private and educational) committed to expanding and enhancing recreational, cultural and educational opportunities for youth and adolescents.
- As the Board's liaison to the Community Corrections Partnership, remain engaged in the progress and challenges posed by AB 109/Realignment, and advocate for adequate funding for needed resources.
- Continue displaying school student art in the Second District Student Art Gallery.
- Continue to advocate for the rights of our County's most vulnerable constituents.
- Continue to work closely with Public Health officials and staff on issues concerning tobacco use, affordable care act implementation and improved conditions and adoptions in animal services.
- Work with local business partners to enhance and develop business opportunities on the South Coast.
- Continue to ensure that environmental protections are in place within the County.

Third District

- Continue to preserve public safety and make sure resources are prioritized to keep our community safe.
- Continue to promote fiscal responsibility so that we are using public resources efficiently and effectively.
- Continue to protect safety net services for our most vulnerable community members.

Board of Supervisors

- Continue to provide timely, responsive, and professional constituent service that responds to issues important to constituents.
- Continue to plan for the future by encouraging strong neighborhood and environmental planning.

Fourth District

The Fourth District will maintain offices in both Santa Maria and Lompoc where staff continues to provide direction to constituents on a multitude of concerns while relaying information both professionally and timely.

Supervisor Peter Adam will continue to prioritize on financial responsibility. He will focus on returning Santa Barbara to pay-as-you-go financing of public services. Deferred maintenance on our roads, parks, and other public infrastructure must be brought up-to-date through open discussion and by working side-by-side with County officials to implement funding sources. He will assist in determining effective plans to fully fund the pensions for our county workers. He aims to replenish our strategic cash reserves.

Supervisor Adam believes that California's strict environmental laws can be administered by the County in a way that is swift and fair to everyone involved.

Fifth District

- Commission a report by County financial analysts to identify strengths and weaknesses in the areas of property, sales and transient occupancy tax revenue.
- Develop an economic development strategy and funding mechanism
- Continue to work with Marian Medical Center and Alcohol, Drug and Mental Health Services to complete the plan for new mental health facility.
- Continue to work with our onshore oil producers to increase property tax revenue to the County.
- Work with Supervisor Farr on water capacity and recreation issues at Lake Cachuma.

Board Support

Continue to provide outstanding customer support to constituents, departments and Board offices.

*Changes & Operational Impact:
2013-14 Adopted to
2014-15 Recommended*

Staffing

- Increase of 0.5 FTE - In FY 2013-14 the Fourth District Office made a reduction to its staffing from 4.0 full-time equivalents (FTEs) to 3.5 FTE's. In FY 2014-15 they plan to fill the vacant 0.5 FTE with a part-time, permanent position with no increase to funding.

Expenditures

- Net operating expenditure increase of \$121,200.
 - Salaries and Benefits – increase of \$73,000 due to merit increases, cost of living adjustments and increases in County retirement and health insurance contributions.
 - Services and Supplies – increase of \$6,700 due primarily to the conversion from Comcast dark fiber to Comcast Ethernet Services at the Lompoc Veterans Building.
 - Other Charges – increase of \$41,400 due primarily to increased data services charges and an increase to the General Liability insurance rate.
- Net non-operating expenditure increase of \$35,000
 - Intrafund Expenditure Transfers – transfer of \$25,000 to General County Programs for Board discretionary funding.
 - Capital Assets – increase of \$7,000 for the purchase of a photocopier for Santa Maria.

These changes result in recommended operating expenditures of \$2,919,200, non-operating expenditures of \$70,000, resulting in total expenditures of \$2,989,200. Non-operating expenditures primarily include capital assets, transfers and increases to fund balances.

Revenues

Board of Supervisors

- Net non-operating revenue increase of \$156,200.
 - General Fund Contribution (GFC) – increase of \$67,000 reflects the recommended increase to the GFC target.
 - Increase of \$89,200 to release fund balance to balance the budget.

This change results in total revenues of \$2,989,200. Non-operating revenues primarily include General Fund Contribution, transfers, and decreases to fund balances.

2015-16 Proposed

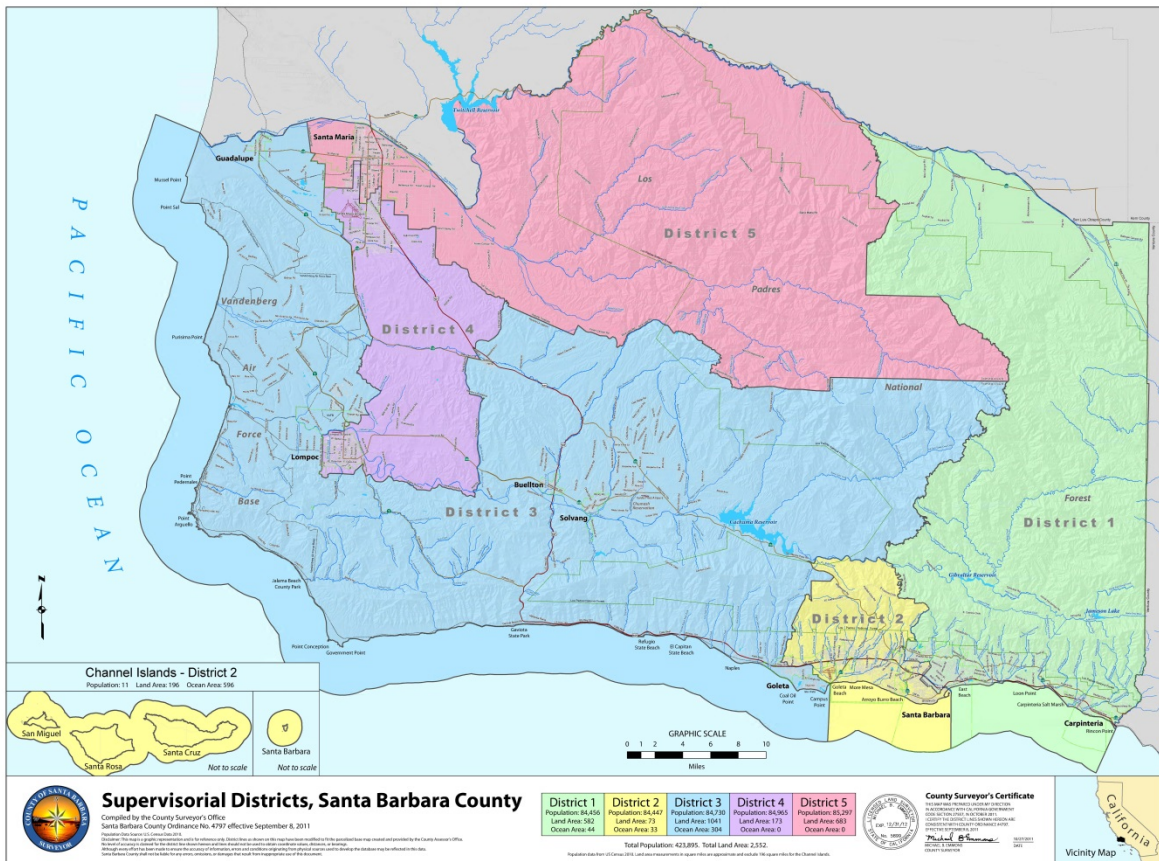
The FY 2015- 16 proposed expenditures reflect a \$72,000 increase over the FY 2014-15 recommended budget that is primarily the result of:

- \$39,000 increase to salaries and other benefits
- \$16,000 increase to health insurance and retiree medical premiums
- \$14,000 increase to retirement contributions

Related Links

For more information on the Board of Supervisors, please refer to the Website at <http://www.countyofsb.org/bos>

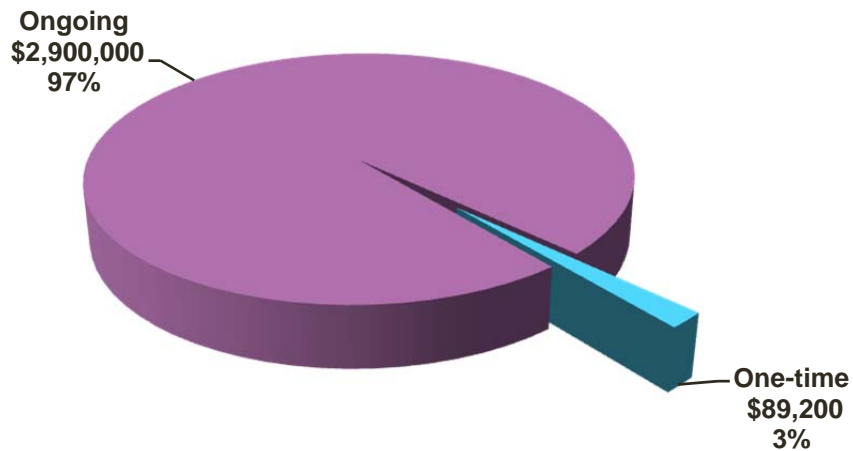
Changes & Operational Impact: 2014-15 Recommended to



Board of Supervisors

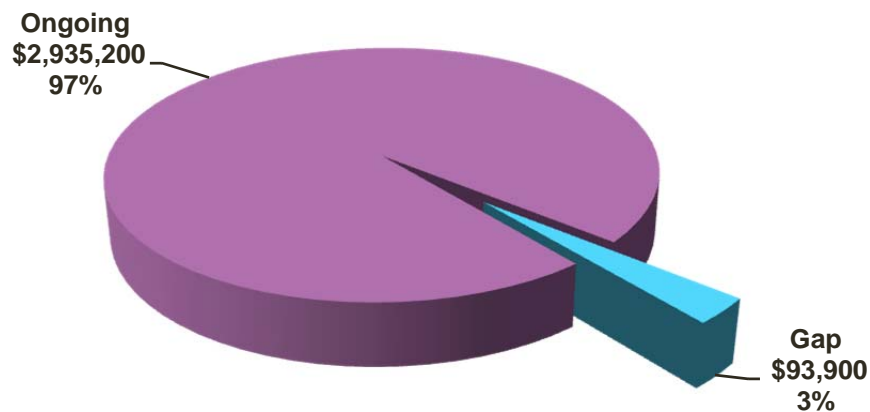
Gap Charts

FY 2014-15 Recommended Budget



The FY 2014-15 Recommended Budget relies on one-time sources to fund approximately 3% of the Department's ongoing operations. These funds come from the Department fund balance and allow the Department to maintain a higher level of service than would otherwise have been possible.

FY 2015-16 Proposed Budget



To maintain FY 2014-15 service levels, it is estimated that \$3,029,100 of funding will be required in FY 2014-15. Of this amount, it is projected that \$2,935,200 will be available from the General Fund and Departmental fund balance will be sufficient to fund the gap.

Board of Supervisors

Budget Overview

Staffing By Budget Program	2012-13 Actual	2013-14 Adopted	Change from FY13-14 Ado to FY14-15 Rec	2014-15 Recommended	2015-16 Proposed
First District	4.00	4.00	-	4.00	4.00
Second District	3.08	4.00	-	4.00	4.00
Third District	4.50	4.50	-	4.50	4.50
Fourth District	4.25	3.50	0.50	4.00	4.00
Fifth District	3.84	3.75	-	3.75	3.75
Board Support	1.16	1.25	-	1.25	1.25
Total	<u>20.83</u>	<u>21.00</u>	<u>0.50</u>	<u>21.50</u>	<u>21.50</u>
Budget By Budget Program					
First District	510,373	526,419	21,697	\$ 548,116	\$ 560,723
Second District	406,263	499,064	16,952	516,016	532,098
Third District	563,299	579,828	9,335	589,163	606,376
Fourth District	483,333	496,158	(896)	495,262	501,899
Fifth District	471,225	483,979	28,877	512,856	528,444
Board Support	197,842	212,616	45,205	257,821	261,603
Unallocated	-	-	-	-	-
Total	<u>\$ 2,632,335</u>	<u>\$ 2,798,064</u>	<u>\$ 121,170</u>	<u>\$ 2,919,234</u>	<u>\$ 2,991,143</u>
Budget By Categories of Expenditures					
Salaries and Employee Benefits	2,385,640	2,529,684	73,010	\$ 2,602,694	\$ 2,671,669
Services and Supplies	118,582	127,560	6,740	134,300	135,200
Other Charges	128,113	140,820	41,420	182,240	184,274
Total Operating Expenditures	<u>2,632,335</u>	<u>2,798,064</u>	<u>121,170</u>	<u>2,919,234</u>	<u>2,991,143</u>
Capital Assets	-	-	7,000	7,000	-
Intrafund Expenditure Transfers (+)	29,600	35,000	28,000	63,000	38,000
Increases to Fund Balances	125,241	-	-	-	-
Fund Balance Impact (+)	131	-	-	-	-
Total	<u>\$ 2,787,307</u>	<u>\$ 2,833,064</u>	<u>\$ 156,170</u>	<u>\$ 2,989,234</u>	<u>\$ 3,029,143</u>
Budget By Categories of Revenues					
Total Operating Revenues	-	-	-	-	-
Decreases to Fund Balances	19,699	64	89,170	89,234	93,943
General Fund Contribution	2,767,608	2,833,000	67,000	2,900,000	2,935,200
Total	<u>\$ 2,787,307</u>	<u>\$ 2,833,064</u>	<u>\$ 156,170</u>	<u>\$ 2,989,234</u>	<u>\$ 3,029,143</u>

Board of Supervisors

Staffing Detail

Staffing Detail By Budget Program	2012-13 Actual	2013-14 Adopted	Change from FY13-14 Ado to FY14-15 Rec	2014-15 Recommended	2015-16 Proposed
First District					
SUPERVISOR ELECTIVE	1.00	1.00	-	1.00	1.00
EXECUTIVE STAFF ASST	1.00	1.00	-	1.00	1.00
BOS ADMIN ASST	2.00	2.00	-	2.00	2.00
First District Total	4.00	4.00	-	4.00	4.00
Second District					
SUPERVISOR ELECTIVE	1.00	1.00	-	1.00	1.00
EXECUTIVE STAFF ASST	1.00	1.00	-	1.00	1.00
BOS ADMIN ASST	1.08	2.00	-	2.00	2.00
Second District Total	3.08	4.00	-	4.00	4.00
Third District					
SUPERVISOR ELECTIVE	1.00	1.00	-	1.00	1.00
EXECUTIVE STAFF ASST	1.00	1.00	-	1.00	1.00
BOS ADMIN ASST	2.50	2.50	-	2.50	2.50
Third District Total	4.50	4.50	-	4.50	4.50
Fourth District					
SUPERVISOR ELECTIVE	1.04	1.00	-	1.00	1.00
EXECUTIVE STAFF ASST	1.04	1.00	-	1.00	1.00
ADMIN OFFICE PRO	1.04	1.00	-	1.00	1.00
BOS ADMIN ASST	0.58	-	0.50	0.50	0.50
EXTRA HELP	0.56	0.50	-	0.50	0.50
Fourth District Total	4.25	3.50	0.50	4.00	4.00
Fifth District					
SUPERVISOR ELECTIVE	1.00	1.00	-	1.00	1.00
EXECUTIVE STAFF ASST	1.00	1.00	-	1.00	1.00
BOS ADMIN ASST	1.84	1.75	-	1.75	1.75
Fifth District Total	3.84	3.75	-	3.75	3.75
Board Support					
ADMIN OFFICE PRO	1.00	1.00	-	1.00	1.00
BOS ADMIN ASST	0.16	0.25	-	0.25	0.25
Board Support Total	1.16	1.25	-	1.25	1.25
Department Total	20.83	21.00	0.50	21.50	21.50

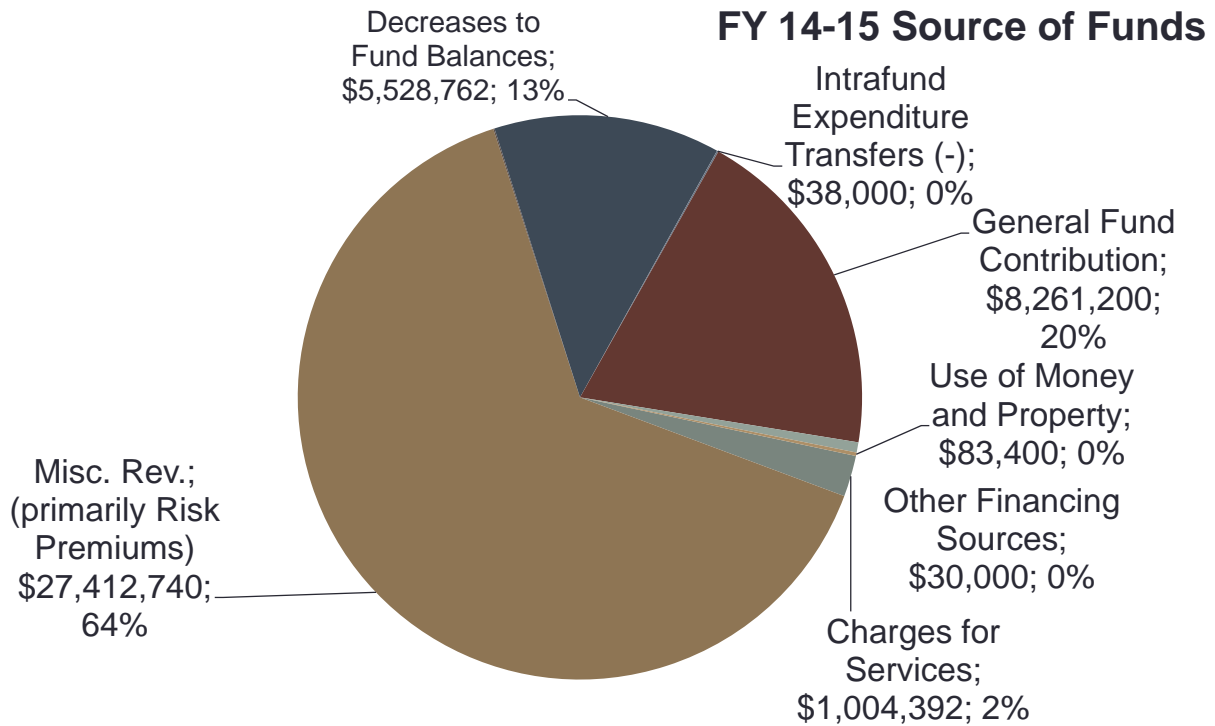


County Executive Office Summary

- ∅ Operating \$42,367,206
- ∅ Capital \$30,000
- ∅ General Fund \$8,261,200
- ∅ FTE's 57.9
- ∅ One-Time Use of Fund Balance
\$5,528,762*
- ∅ Service Level Reductions - None
- ∅ Expansion Requests – None

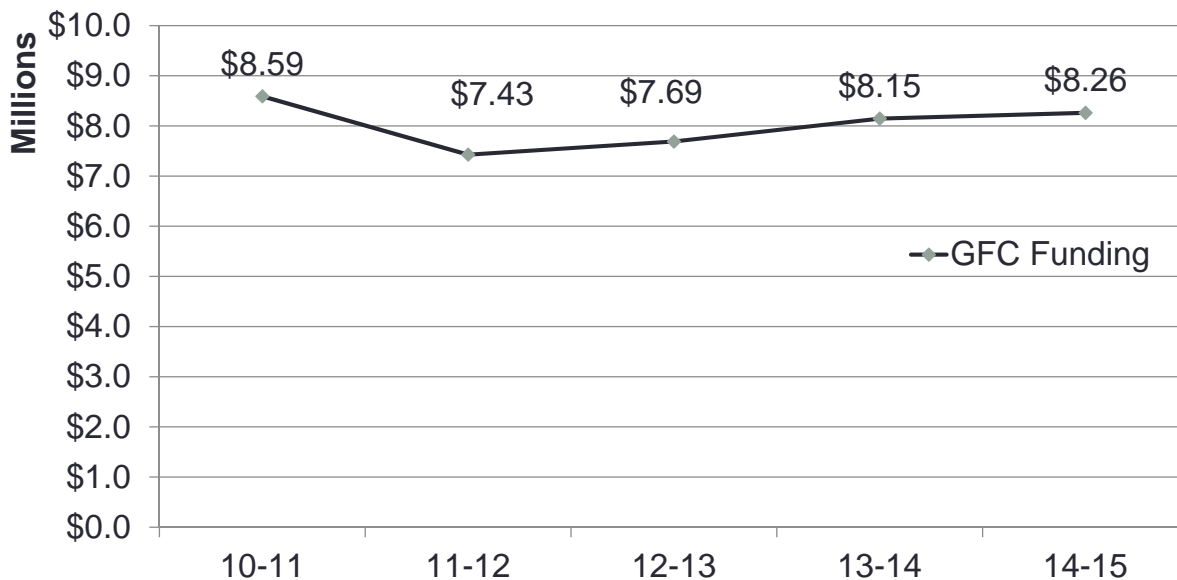
* \$5.3 million is normal payment of claims using Retained Earnings in Risk Funds; adjusted at year end via actuarial adjustment.

County Executive Office



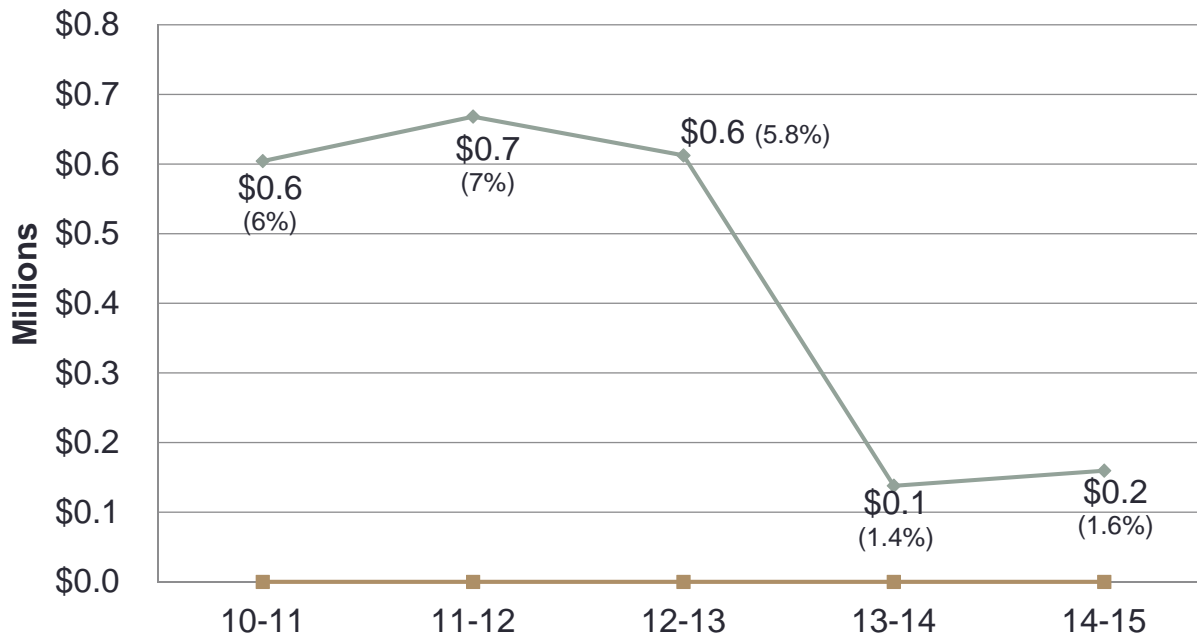
County Executive Office

GFC 5 Year Summary



County Executive Office

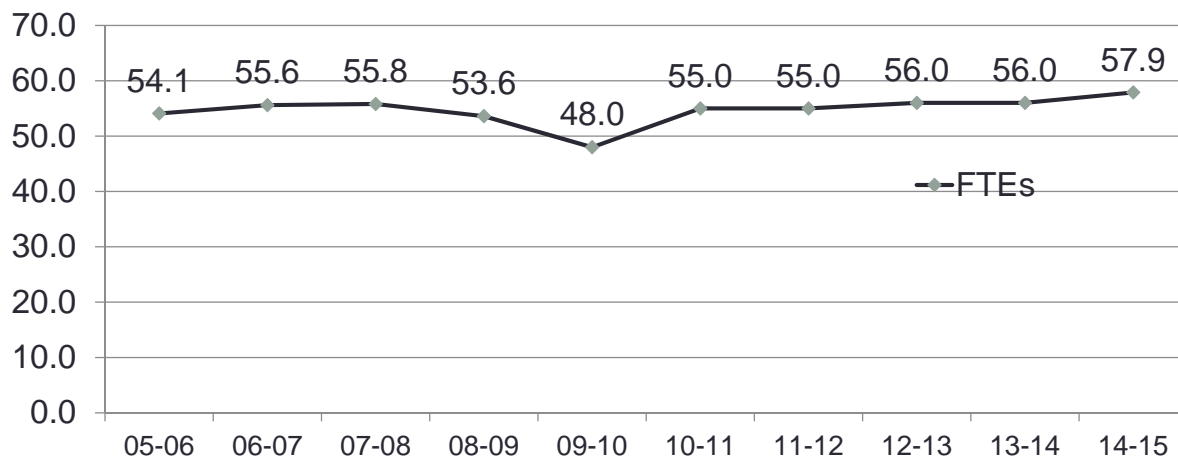
5 Year Summary Use of One-Time



County Executive Office

Staffing Summary

- o 56.0 FTE FY 13-14 Adopted
- o 58.3 FTE FY 14-15 Recommended



County Executive office

FY 2013-14 Anticipated Accomplishments

- New Countywide 5 Yr. Forecast; long term planning
- Added Budget Work Sessions
- Initiated/led comprehensive system change at ADMHS
- Established Drought Task Force
- Facilitated implementation of Affordable Care Act (Countywide)
- Office of Emergency Management (OEM) established and trained three emergency response teams
- OEM participated in full scale simulated terrorist threat exercise (OPSTAR13)

County Executive Office

FY 2013-14 Anticipated Accomplishments

- HR – obtained significantly lower-than-trend healthcare rates (actual increase 4.5%)
- HR – completed healthcare enrollment audit resulting in savings of \$500k
- Risk Management (RM) – established targeted fund balance levels for Risk funds to maintain financial health and stabilize the rates
- RM – implemented plan to mitigate severity of claims.

County Executive Office

FY 2014-16 Objectives

- Implement ADMHS system transformation
- Coordinate task force to facilitate water use reductions
- Develop a comprehensive funding plan to address County's unmet maintenance needs
- Continued reduction of departmental use of one time funds for ongoing operations (structural balance)
- HR – implement a Workforce Plan to attract and retain qualified employees to deliver County services

County Executive Office

FY 2014-16 Objectives

- OEM – maintain a highly trained workforce able to respond to major emergencies and disasters
- OEM – maintain eligibility for federal program funding
- RM – continue improvement in management of claims and reduction of litigated claims
- RM – improve data collection and communication to departments of claim causation and potential preventative measures

County Executive office Performance Measures

Description	2012-13 Actual	FY 13-14 Estimated Actual	FY 14-15 Recommended
Percentage of County's General Fund Budget that is structurally balanced.	100%	98.8%	100%
Number of Emergency Operations Center exercises/incidents.	2	2	5
Percentage of total open Workers Compensation cases closed.	89%	100%	98%

County Executive Office Performance Measures Continued

Description	2012-13 Actual	FY 13-14 Estimated Actual	FY 14-15 Recommended
Percentage of departmental compliance with safety audit recommendations within sixty days.	92%	90%	95%
Percentage of EEO investigations concluded in ninety days or less.	83%	92%	95%

County Executive Office Service Level Reductions

NONE

County Executive Office Key Challenges and Emerging Issues

- Capacity to provide greater countywide policy and fiscal support
- Ability to attract and retain workforce in line with future anticipated retirements and turnover
- Issues w/structure & funding of management classification system
- Implementing ACA for County employees
- Sustaining positive Workers' Compensation results
- Increasing Medical Malpractice premiums and costs
- Primary reliance on grant funding to sustain OEM operations

County Executive Office Summary

Building an organization that is:

- Financially sustainable
- Resilient and prepared
- Able to manage and mitigate risk
- Committed to a thriving and engaged workforce

County Executive Office

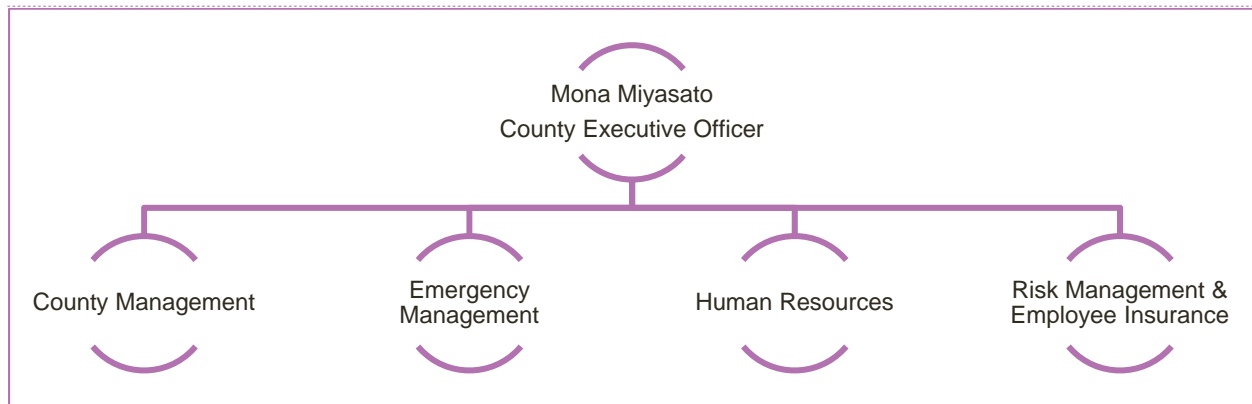


County Executive Office

Budget & Full-Time Equivalents (FTEs) Summary

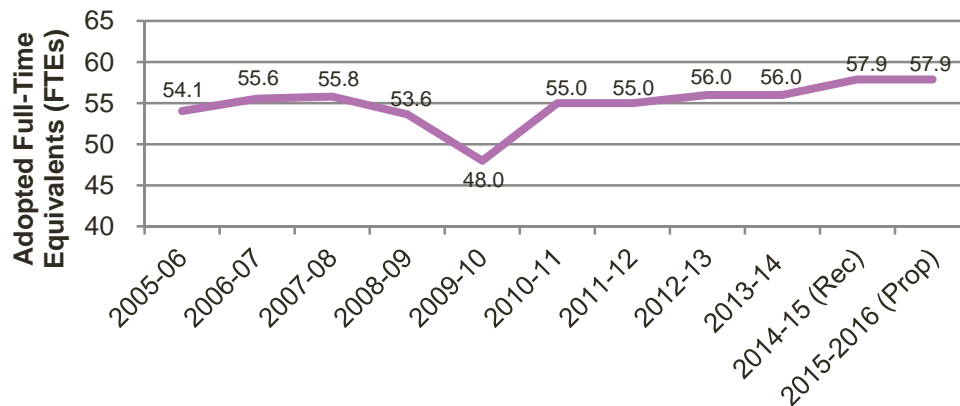
Operating	\$ 42,367,206
Capital	\$ 30,000
FTEs	57.9

Budget Programs Chart



Staffing Trend

The staffing trend values will differ from prior year budget books in order to show amounts without the impact of any vacancy factors.



County Executive Office

Mission Statement

Utilize structured management systems to deliver County services in accordance with the Board of Supervisors' strategic goals, operational priorities, and budgeted resources.

Department Description

The County Executive Office (CEO) is responsible for implementing the policy directives of the Board of Supervisors as well as achieving the County's overall mission, goals, and objectives. The County Executive Office works with all departments to create a County government that is accountable, customer-focused and efficient, while following the policy direction of the Board. The County Executive Office manages the day-to-day operations and functions of county government and prepares the organization to address the issues which will emerge in the future.

The County Executive Office is comprised of four budget programs:

- 1. County Management** – This budget program is made up of Executive Management, Budget & Research, Clerk of the Board, Legislative Advocacy, Communications Office and the Equal Employment Opportunities (EEO) Office. This program provides leadership, strategic planning, and oversight to the County and implements the Board of Supervisors' policy directives.
- 2. Emergency Management** – This budget program provides facilities, equipment, leadership, coordination, and training in preparing for and administering disaster response throughout the County.
- 3. Human Resources** – This budget program assists County departments in meeting their goals through the recruitment, training, and retention of qualified employees.
- 4. Risk Management & Employee Insurance** – This budget program consists of Risk Management programs (Medical Malpractice Insurance, Workers' Compensation Insurance, and General Liability Insurance) and Employee Insurance programs

(County Unemployment Self-Funded Insurance and Dental Self-Funded Insurance).

2013-14 Anticipated Accomplishments

County Management

- Prepared and presented a Countywide 5-Year Forecast to assist with longer-term planning.
- Worked with the Santa Barbara County Employees Retirement System (SBCERS) to obtain projected County retirement contribution rates to enhance planning and long-term strategies.
- Added Budget Work Sessions to provide a common understanding of the budget outlook and earlier departmental budget presentations to allow adequate time for Board inquiries, supplemental information and deliberation.
- Received GFOA award for redesigned presentation of County budget.
- Established funding plan for Other Post-Employment Benefits (OPEB) unfunded liability.
- Continued biannual meetings with all unions to maintain successful relationships between management and union leaders, providing a forum to discuss emerging issues.
- Facilitated the financing to construct Pescadero Lofts, an affordable housing project, by providing funding through HOME funds and negotiating a purchase option.
- Supported Northern Branch Jail project by identifying sources for both required capital match to State grant and ongoing operations, and partnered with the Sheriff to apply for SB 1022 grant funding. Also assisted with selection of Project Expert, Architect/Engineer, and Construction Manager.
- Completed the environmental review for the Goleta Beach 2.0 project.
- Continued efforts to achieve a structurally balanced budget, including cost control opportunities such as retirement costs and workers compensation reduction efforts.
- Initiated and led comprehensive performance improvement, needs-based systems change effort in Alcohol, Drug & Mental Health Services.

County Executive Office

- Effectively transitioned the Human Services Commission and program function to the County Executive Office and, in collaboration with the Commission, initiated community asset mapping and goal setting efforts to transform the overall granting system to an evidence-based and outcome driven program.
- Facilitated and completed Inter-Agency Policy Counsel (IAPC) strategic planning and goal setting effort to guide the collection work of Health and Human Services functional departments.
- Established the Drought Task Force in response to drought and water supply conditions within Santa Barbara County and developed and implemented comprehensive communication and public information and drought awareness campaign.
- Facilitated the successful implementation of the Affordable Care Act (ACA) countywide.
- Strengthened emergency public information partnerships through enhanced collaboration with external countywide Emergency Public Information Communicators (EPIC) and through continued training of internal emergency public information team.
- Established trained and exercised, internal Emergency Public Information Team.
- Led efforts to fully establish the Central Coast Collaborative on Homelessness (C3H) and served on the executive committee, providing oversight and guidance to the partnership.

Emergency Management

- The Office of Emergency Services (OEM) worked in partnership with County departments to develop a three-team Emergency Operations Center (EOC) roster totaling 108 persons and continues to conduct trainings to certify personnel.
- OEM participated in one full scale EOC exercise (OPSTAR13) with local, state and federal agencies and conducted two no-notice exercise activations.
- OEM completed the updated and the Board of Supervisors ratified a new Emergency Management Plan, a Tsunami Annex and a Public Information Annex and achieved Tsunami

Ready/Storm Ready certification from the National Oceanic and Atmospheric Administration.

- OEM activated to a Level 2 Activation in support of the County/State Drought state of emergency and continues to lead the Drought Task Force in an ongoing effort with our State and Federal partners.
- Working with the IT Division of General Services, exercises and actual utilization of two major communication systems: Expanding video conferencing between Operational Area EOCs (now incorporating Lync) and helicopter video installed on air units to allow for live video feed into the EOC during emergencies.
- Routine (weekly and monthly) OEM testing occurred with the various communications systems with local EOCs, media, senior government officials, and the public.

Human Resources

- Obtained a lower-than-trend health insurance rate increase which resulted in savings. The budgeted increase based on prior trends was 15%; however, the actual increase was 4.5%.
- Completed a dependent audit resulting in a savings of more than \$500,000 in health plan expenses and removal of approximately 8% of ineligible dependents from County health plans.
- After many years of concession bargaining, negotiated and implemented modest and fiscally responsible pay increases for certain represented and unrepresented employees.
- Began implementation of five key strategies for increasing employee engagement including enhanced training and development for supervisors and managers, an employee newsletter, and CEO Town Hall meetings.

Risk Management & Employee Insurance

- Established targeted fund balance levels for Risk Management and Human Resources insurance funds to maintain financial health and stabilize rates.
- Workers' Compensation – continue to focus on providing appropriate care while controlling costs. Mid-year WC actuarial review indicates FY

County Executive Office

2014-14 reserve balance will require little change (increase over previous three years was \$9.7 million).

- Risk Management implemented an in-house ergonomic assessment program for all departments to complement the on-line program introduced last year.
- Risk Management, in collaboration with County Counsel, revised the Insurance and Indemnity provisions thereby transferring the County's liability risk exposure to the fullest extent allowable by law.

2014-16 Objectives

County Management

- Implement ADMHS system transformation.
- Prepare Transient Occupancy Tax (TOT) measure for November 2014 ballot.
- Continue support of the Northern Branch Jail project during schematic design of the project and join the SB 1022 grant with the project.
- Establish and support Contract Compliance Oversight Committee processes to improve the quality and compliance of Board contracts.
- Implement the Alcohol, Drug & Mental Health Services system transformation effort.
- Assess overall needs for dedicated public information function to increase countywide communications, internally and externally.
- Bring consolidated mental health treatment center study to fruition and provide recommendations to the Board of Supervisors on overall facility needs for the Alcohol, Drug & Mental Health Services system of care.
- Development of a comprehensive funding plan to address the County's unmet maintenance needs and maintain the condition indexes for parks and buildings.
- Continued reduction of departmental use of one-time funds for ongoing operations (structural balance).
- Improve Countywide public information coordination and effort.

Emergency Management

- Maintain a highly-trained workforce able to respond to major emergencies and disasters.
- In a culturally competent manner, have residents knowledgeable in risk and preparedness needs.
- Strengthen the effectiveness of local elected officials and state and federal legislative delegations representing the post-disaster needs of the operational area, to expedite economic recovery for the region, personal recovery for families affected by the disaster, and proper administration of FEMA Public Assistance programs for local governments and eligible non-profits.
- Through legislative and lobbying activities, support scientific and technological developments that improve the quality of information used in mitigation, planning, and disaster management.
- Maintain eligibility for federal funding from programs such as Hazard Mitigation Assistance, Homeland Security grants, and Emergency Management Planning Grants by leading the development of a countywide Threat and Hazard Identification and Risk Assessment (THIRA) as guided by the Department of Homeland Security (DHS) Comprehensive Preparedness Guide (CPG) 201 methodology engaging participation by Operational Area partners and the whole community.
- Strengthen information dissemination to the public and County employees through cooperative relationships with departmental Public Information Offices (PIOs) and the news media, and handle the coordination of pre- and post-disaster messages with federal, state, and local governments and other disaster response and recovery organizations.

Human Resources

- In collaboration with employees and departments, develop a two-year cycle Workforce Plan to assist the organization in getting the right people, with the right skills, in the right jobs, at the right time.

County Executive Office

- Initiate a labor-management partnership designed to collaboratively address shared expectations and outcomes.
- Implement Affordable Care Act provisions for eligible County employees working in unbenefited positions.

Risk Management & Employee Insurance

- Continued improvement in managing the Workers' Compensation, General Liability and Medical Malpractice Funds; reduction of litigated claims; timely closure of non-litigated claims and continuous review and reporting of current injury trends within the various departments.
- Revise/update the Occupational Health Ordinance supporting the County's commitment to equal employment opportunities for qualified individuals with disabilities, and to ensure the County's compliance with local, state, and federal laws, by enacting and implementing a process for early identification, effective management, and proper resolution of disability-related employment issues.
- Review and evaluate the Medical Malpractice Program to determine the viability of other Risk Financing options, e.g. primary insurance.

*Changes & Operational Impact:
2013-14 Adopted to
2014-15 Recommended*

Staffing

- Net increase of 1.875 FTEs consisting of 1.125 FTE increase to County Management and a 0.75 FTE increase to Human Resources.
- During Fiscal Year 2013-14, the CSBTV Manager position was increased by 0.125 to provide additional support to CSBTV. Clerk of the Board is increasing by 1.0 FTE, partially shifting funding from the part-time extra-help position to a full-time, regular position. Human Resources is increasing by 0.75 FTE to provide HR support to the Shared Services division supporting Public Health and Alcohol, Drug and Mental Health

Services, offset by a 0.75 decrease to FTEs in ADMHS. These changes resulted in a 1.125 net change to Countywide FTEs.

Expenditures

- Net operating expenditure increase of \$3,000,000:
 - \$2,611,000 increase to Services and Supplies due primarily to increases to the cost of insurance (+\$1,605,000), County Counsel costs (+\$211,000), a decrease to legal fees (-\$299,000) and the increase to the cost allocation plan to Risk Management of \$1,346,000.
 - \$309,000 increase to Salaries and Benefits due primarily to increases to salaries for COLAs, merit increases and promotions of \$161,000, retirement benefits of \$66,000, health insurance and retiree medical premiums of \$64,000, retention of extra-help \$35,000, and decreases to unemployment insurance and workers compensation of \$19,000.
 - \$80,000 increase to Other Charges due primarily to the increase to the cost and number of insurance and malpractice claims within the Countywide programs of \$228,000 and a reduction to liability insurance of \$137,000.
- Net non-operating expenditure decrease of \$5,361,000 due to:
 - \$5,149,000 decrease to fund balance reflects \$3 million positive, actuarial reductions to Risk Funds in FY 2013-14 which is not budgeted to re-occur in FY 2014-15. The balance of \$2 million was budgeted but will not be necessary.
 - \$212,000 decrease to Capital Assets and not budgeting for Homeland Security equipment purchases
- These changes result in recommended operating expenditures of \$42,367,000, non-operating expenditures of \$242,000, resulting in total expenditures of \$42,608,000. Non-operating expenditures primarily include capital assets, transfers, and increases to fund balances.

County Executive Office

Revenues

- Net operating revenue increase of \$851,000:
 - Increase of \$1,203,000 to Miscellaneous Revenue for increased reimbursements from County departments for various insurance costs (Workers' Compensation, General Liability, Health, Dental).
 - Decrease of \$597,000 to Intergovernmental Revenue due to Homeland Security grant amounts not budgeted until expenditures and offsetting revenues are known.
 - Increase of \$245,000 to Charges for Services for support to LAFCO of \$55,000, HR support to ADMHS of \$127,000 and Employees' University tuition of \$60,000.
- Net non-operating revenue decrease of \$3,212,000:
 - Decrease to the release of retained earnings of \$3,329,000 for Internal Services Fund (ISFs), which is a usual occurrence within these ISF's.
 - Increase of \$115,000 to the General Fund Contribution to balance expenditures
- These changes result in recommended operating revenues of \$28,751,000, non-operating revenues of \$13,858,000, resulting in total revenues of \$42,608,000. Non-operating revenues primarily include General Fund Contribution, transfers and changes to fund balances.

Changes & Operational Impact: 2014-15 Recommended to 2015-16 Proposed

The FY 2015-16 proposed expenditures reflect a \$606,000 decrease over the FY 2014-15 recommended budget that is primarily the result of:

- \$847,000 decrease to Services and Supplies due to not budgeting for Homeland Security equipment and training purchases since these are not normally known until later in the year
- \$240,000 increase to Salaries & Employee Benefits for increases to retirement, health insurance and employee salaries.
- \$150,000 decrease to Other Charges for a decrease to liability insurance.
- \$151,000 increase to Fund Balance due to savings from the reduction to the liability insurance.

Related Links

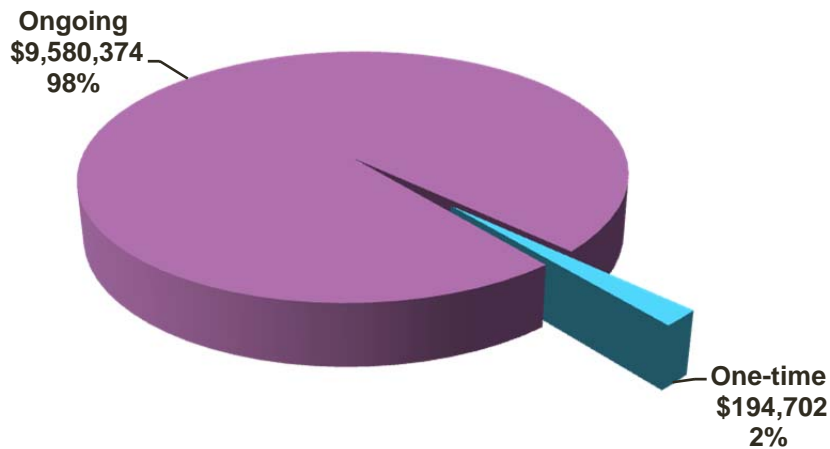
For more information on the County Executive Office, please refer to the Web site at <http://www.countyofsb.org/ceo/default.aspx?id=29>

2

County Executive Office

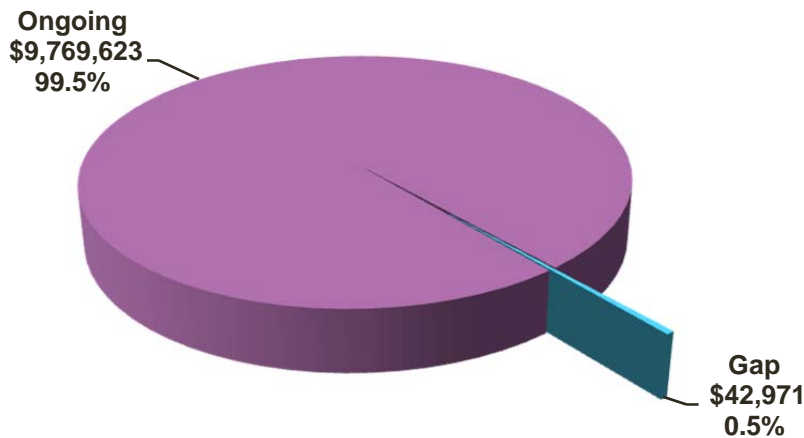
Gap Charts

FY 2014-15 Recommended Budget



The FY 2014-15 Recommended Budget (excluding Internal Service Funds) relies on one-time sources to fund approximately 2% of the Department's ongoing operations. These funds come from the Department fund balance and allow the Department to maintain a higher level of service than would otherwise have been possible; however, because these funds are one-time in nature, they will not be available to fund operations in FY 2015-16.

FY 2015-16 Proposed Budget



To maintain FY 2014-15 service levels (excluding Internal Service Funds), it is estimated that \$9,770,000 of funding will be required in FY 2015-16. An additional \$43,000 must be identified to prevent the need for service level reductions.

County Executive Office

Performance Measures

<u>Description</u>	<u>FY 2011-12 Actual</u>	<u>FY 2012-13 Actual</u>	<u>FY 2013-14 YTD Actual</u>	<u>FY 2014-15 Recommended</u>	<u>FY 2015-16 Proposed</u>
County Management – Includes Executive Management, Budget & Research, Clerk of the Board, Legislative Advocacy, CSB-TV/Public Engagement and Equal Employment Opportunity					
Percentage of County's General Fund Budget that is structurally balanced	100%	100%	80%	100%	100%
Percentage of Legislative Platform planks with bill sponsors, identified funding or advocacy actions.	N/A	53%	40%	75%	80%
Percentage of EEO complaints concluded in ninety days or less.	87%	83%	92%	95%	95%
Percentage of Board of Supervisor Meeting Summaries posted on the County website within three working days	95%	98%	98%	100%	100%
Emergency Management					
Number of Emergency Operations Center exercises.	1	2	2	5	5
Number of certified Emergency Operations Center personnel.	6	6	30	60	90

County Executive Office

Performance Measures Continued

<u>Description</u>	<u>FY 2011-12 Actual</u>	<u>FY 2012-13 Actual</u>	<u>FY 2013-14 YTD Actual</u>	<u>FY 2014-15 Recommended</u>	<u>FY 2015-16 Proposed</u>
Human Resources					
Average number of business days between approval of a recruitment requisition and the date a list is certified to a hiring department	NA	62	84	75	70
Percentage of new hires who score Medium or Highly Recommended on County Core Values (Accountability, Customer-focus, Efficiency)	NA	69%	67%	70%	70%
Risk Management & Employee Insurance					
Percentage of compliance with safety audit recommendations within sixty days	78%	92%	90%	95%	100%
Percentage of total open Workers Compensation cases closed	94%	89%	96%	98%	98%

County Executive Office

Budget Overview

Staffing By Budget Program	2012-13 Actual	2013-14 Adopted	Change from FY13-14 Ado to FY14-15 Rec	2014-15 Recommended	2015-16 Proposed
County Management	20.43	19.00	1.13	20.13	20.13
Emergency Management	6.81	7.00	-	7.00	7.00
Human Resources	22.30	23.75	0.75	24.50	24.50
Risk Management & Employee Insurance	6.25	6.25	-	6.25	6.25
Total	55.78	56.00	1.88	57.88	57.88
Budget By Budget Program					
County Management	\$ 4,290,112	\$ 4,197,240	\$ (49,371)	\$ 4,147,869	\$ 4,030,537
Emergency Management	1,465,981	1,536,912	(307,125)	1,229,787	1,260,495
Human Resources	3,511,218	4,056,888	208,192	4,265,080	4,285,924
Risk Management & Employee Insurance	23,213,069	29,576,173	3,148,297	32,724,470	31,982,982
Unallocated	681	-	-	-	-
Total	\$ 32,481,062	\$ 39,367,213	\$ 2,999,993	\$ 42,367,206	\$ 41,559,938
Budget By Categories of Expenditures					
Salaries and Employee Benefits	\$ 7,706,198	\$ 8,404,197	\$ 308,841	\$ 8,713,038	\$ 8,903,239
Services and Supplies	20,254,310	25,850,869	2,611,490	28,462,359	27,614,954
Other Charges	4,520,553	5,112,147	79,662	5,191,809	5,041,745
Total Operating Expenditures	32,481,062	39,367,213	2,999,993	42,367,206	41,559,938
Capital Assets	668,708	241,500	(211,500)	30,000	30,000
Increases to Fund Balances	207,890	5,360,366	(5,149,086)	211,280	349,617
Fund Balance Impact (+)	3,932,907	-	-	-	-
Total	\$ 37,290,567	\$ 44,969,079	\$ (2,360,593)	\$ 42,608,486	\$ 41,939,555
Budget By Categories of Revenues					
Use of Money and Property	\$ (87,257)	\$ 83,300	\$ 100	\$ 83,400	\$ 82,400
Intergovernmental Revenue	1,344,132	846,500	(596,508)	249,992	249,988
Charges for Services	515,353	759,520	244,872	1,004,392	1,012,467
Miscellaneous Revenue	26,431,272	26,209,966	1,202,774	27,412,740	27,723,369
Total Operating Revenues	28,203,500	27,899,286	851,238	28,750,524	29,068,224
Other Financing Sources	30,000	30,000	-	30,000	30,000
Intrafund Expenditure Transfers (-)	29,600	35,000	3,000	38,000	38,000
Decreases to Fund Balances	881,688	6,014,149	(485,387)	5,528,762	4,380,460
General Fund Contribution	7,690,269	8,146,700	114,500	8,261,200	8,379,900
Fund Balance Impact (-)	455,510	2,843,944	(2,843,944)	-	42,971
Total	\$ 37,290,567	\$ 44,969,079	\$ (2,360,593)	\$ 42,608,486	\$ 41,939,555

County Executive Office

Staffing Detail

Staffing Detail By Budget Program	2012-13 Actual	2013-14 Adopted	Change from FY13-14 Ado to FY14-15 Rec	2014-15 Recommended	2015-16 Proposed
County Management					
COUNTY EXECUTIVE OFFICER	1.00	1.00	-	1.00	1.00
ASST DIRECTOR	2.38	2.00	-	2.00	2.00
DEPUTY DIRECTOR	1.00	1.00	-	1.00	1.00
PROJECT MANAGER	1.00	1.00	-	1.00	1.00
FISCAL & POLICY ANALYST	2.96	3.00	-	3.00	3.00
BUSINESS MANAGER	1.00	1.00	-	1.00	1.00
EDP OFFICE AUTO SPEC	0.23	-	1.00	1.00	1.00
EEO/AA OFFICER	0.79	1.00	-	1.00	1.00
EDP SYS & PROG ANLST	0.73	1.00	(1.00)	-	-
CHF DEP CLK OF BD OF SUPV	1.00	1.00	-	1.00	1.00
ADMIN OFFICE PRO	2.69	3.00	1.00	4.00	4.00
CSBTVMANAGER	0.74	0.75	0.12	0.88	0.88
DEPT BUS SPEC	1.00	-	1.00	1.00	1.00
EXECUTIVE SECRETARY	2.00	2.00	-	2.00	2.00
ELECTRONICS SYSTEMS TECH	1.00	1.00	(1.00)	-	-
EXTRA HELP	0.90	0.25	-	0.25	0.25
County Management Total	20.43	19.00	1.12	20.12	20.12
Emergency Management					
ASST DIRECTOR	-	-	1.00	1.00	1.00
EMERGENCY OPERATIONS CHIEF	0.81	1.00	(1.00)	-	-
PROGRAM MANAGER	5.00	5.00	-	5.00	5.00
ADMIN OFFICE PRO	1.00	1.00	(1.00)	-	-
DEPT BUS SPEC	-	-	1.00	1.00	1.00
Emergency Management Total	6.81	7.00	-	7.00	7.00
Human Resources					
ASST DIRECTOR	1.00	1.00	-	1.00	1.00
DIVISION CHIEF	1.00	1.00	-	1.00	1.00
DIVISION MANAGER	3.00	3.00	-	3.00	3.00
PROGRAM MANAGER	1.00	1.00	1.00	2.00	2.00
TEAM/PROJECT LDR-GEN	0.31	-	-	-	-
FISCAL MANAGER	1.00	1.00	-	1.00	1.00
HR MANAGER	2.00	2.00	-	2.00	2.00
PROGRAM/BUS LDR-GEN	-	1.00	(1.00)	-	-
EEO/AA OFFICER	0.21	-	-	-	-
EDP SYS & PROG ANLST	1.00	1.00	-	1.00	1.00
EMPLOYEE BENEFITS MANAGER	1.00	1.00	-	1.00	1.00
ADMIN OFFICE PRO	4.25	4.75	0.75	5.50	5.50
HR ANALYST	1.65	2.00	-	2.00	2.00
DEPT BUS SPEC	2.66	4.00	1.00	5.00	5.00
OPERATIONS MANAGER	0.65	1.00	(1.00)	-	-
EXTRA HELP	1.57	-	-	-	-
Human Resources Total	22.30	23.75	0.75	24.50	24.50
Risk Management & Employee Insurance					
ENTERPRISE LDR-GEN	0.15	-	-	-	-
PROJECT MANAGER	0.85	1.00	-	1.00	1.00
TEAM/PROJECT LDR-GEN	0.46	-	-	-	-
RISK ANALYST	2.54	3.00	-	3.00	3.00

County Executive Office

Staffing Detail Continued

<u>Staffing Detail By Budget Program</u>	<u>2012-13 Actual</u>	<u>2013-14 Adopted</u>	<u>Change from FY13-14 Ado to FY14-15 Rec</u>	<u>2014-15 Recommended</u>	<u>2015-16 Proposed</u>
ADMINISTRATIVE LDR-GEN	0.15	-	-	-	-
ACCOUNTANT	1.00	1.00	-	1.00	1.00
SAFETY OFFICER	0.85	1.00	-	1.00	1.00
EXTRA HELP	0.25	0.25	-	0.25	0.25
Risk Management & Employee					
Insurance Total	<u>6.25</u>	<u>6.25</u>	<u>-</u>	<u>6.25</u>	<u>6.25</u>
Department Total	<u>55.78</u>	<u>56.00</u>	<u>1.88</u>	<u>57.88</u>	<u>57.88</u>

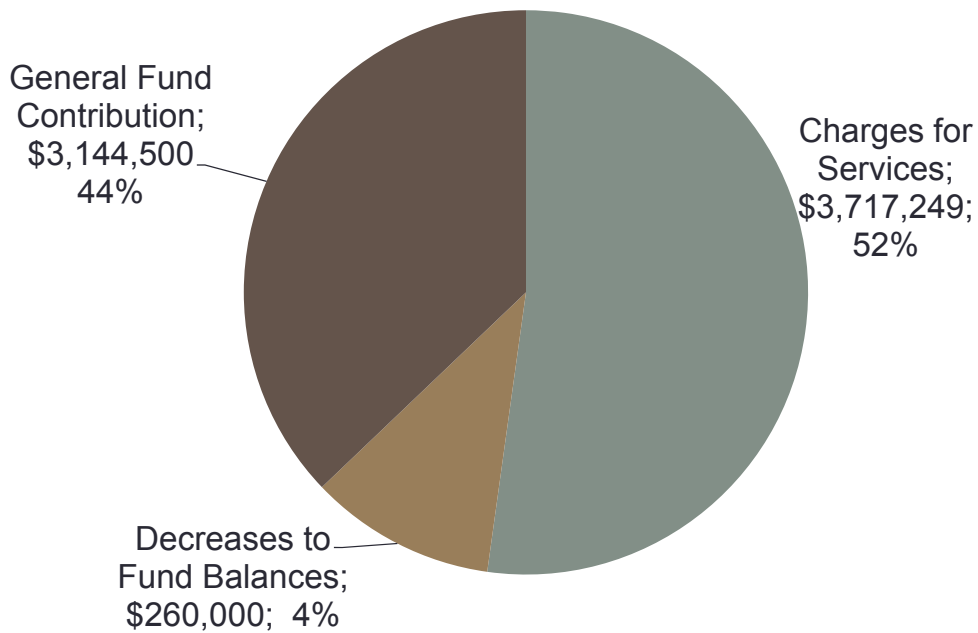


County Counsel Summary

- ∂ Operating \$ 7,121,749
- ∂ Capital \$0
- ∂ General Fund \$ 3,144,500
- ∂ FTE's 37.2
- ∂ One Time Use of Fund Balance
\$260,000
- ∂ Service Level Reductions \$230,000
- ∂ Expansion Requests \$130,000

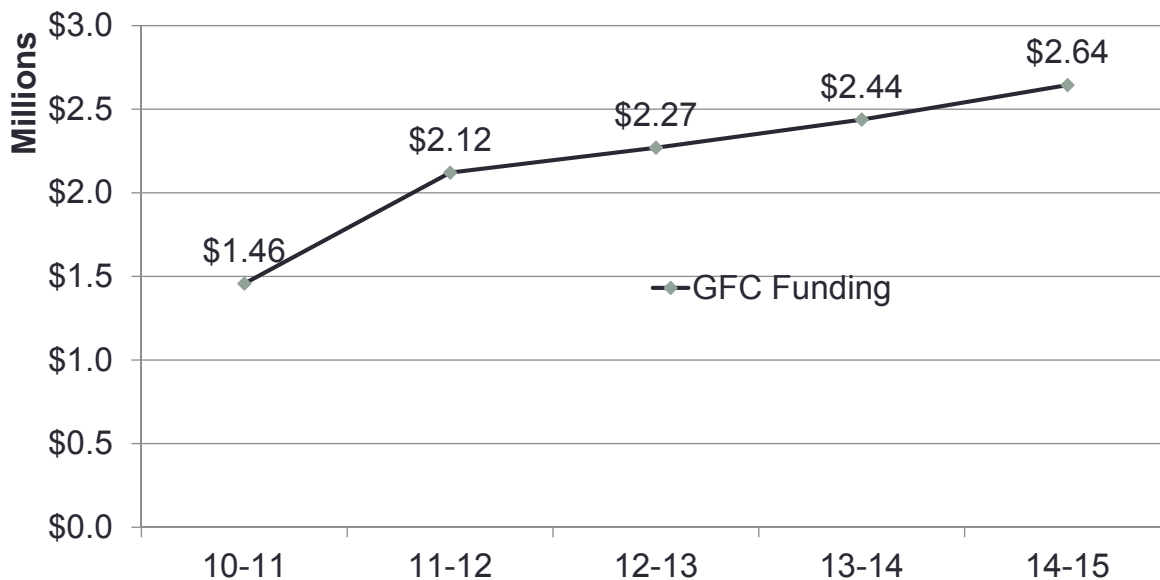
County Counsel

FY 14-15 Source of Funds



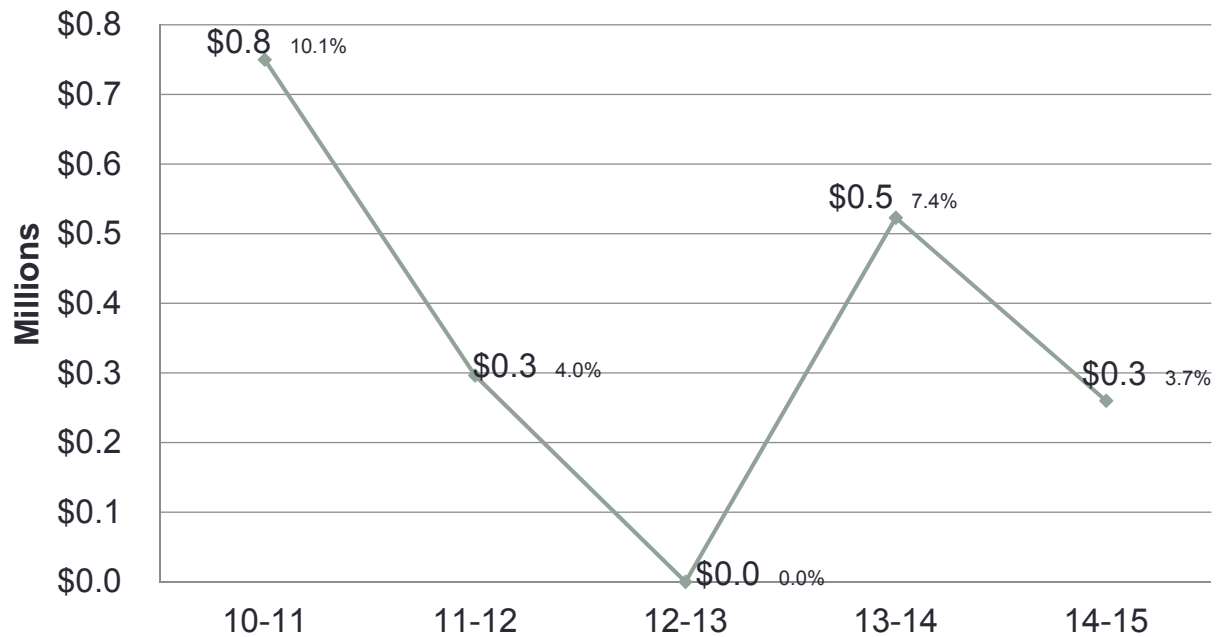
County Counsel

GFC 5 Year Summary



County Counsel

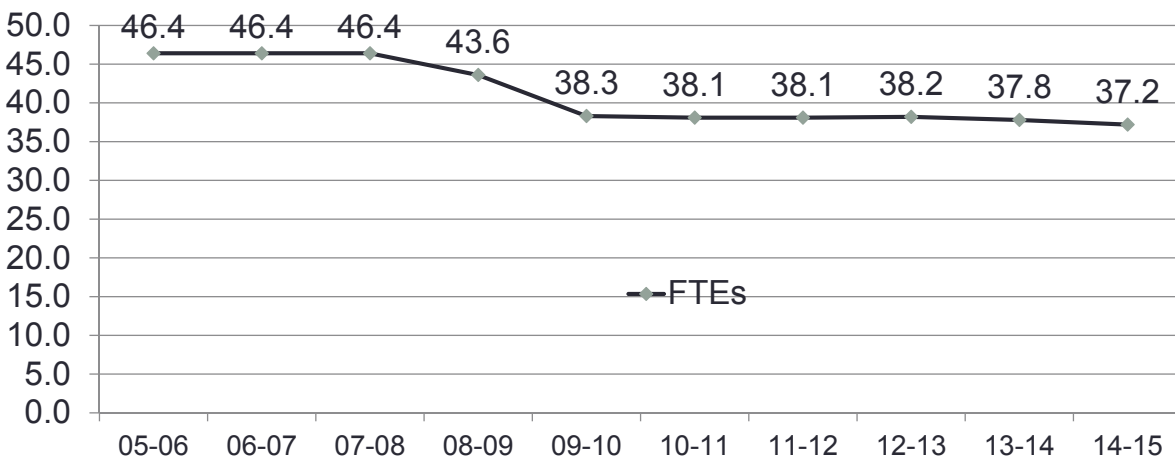
5 Year Summary Use of One-Time



County Counsel

Staffing Summary

- o 37.8 FTE FY 13-14 Adopted
- o 37.2 FTE FY 14-15 Recommended



County Counsel

FY 2013-14 Anticipated Accomplishments

- Santa Barbara Ranch: Prevailed at Court of Appeal
- Northern Branch Jail: Removed \$80M “refund risk”
- Mobilehome Tax Cases: Prevailed at Cal. Supreme Ct.
- RDA Long-Range Property Mgmt. Plan: DOF Approved
- “Camp 4” Fee-To-Trust Applications: Timely oppositions
- “Risk Litigation” Cases: Resolved well below reserves
- State Audit of ADMHS Medi-Cal: Recovered \$200,000
- HUD Audits: Responses to disputed payments

County Counsel

FY 2014-15 Objectives

- Prevail in \$710M disputed Roll Value at Vandenberg
- Northern Branch Jail: “Bidding” & “construction” phases
- Resource Recovery Project: CEQA, JPA, contract
- Medi-Cal Audits: Avoid \$6M of disallowed costs
- Fee-to-Trust: Be prepared to litigate on short notice
- HUD Audits: Avoid potential repayments
- “Risk Litigation:” Economically defend 4 trials in-house
- Transient Occupancy Tax Ballot Measure
- Provide Timely Advice On State Water Project Issues

County Counsel

FY 2015-16 Objectives

- Northern Branch Jail project: Continue intensive legal support for the “construction” phase of the Northern Branch Jail Project, which has a combined project size of about \$139 million
- Medi-Cal audits: Prevail in the ongoing appeals and expected litigation of California Department of Health’s audits of ADMHS Medi-Cal programs, to avoid or reduce County’s repayments
- HUD audits: Defend against HUD’s potential order that the County repay some or all of the disputed expenditures from the HUD Monitoring Report and OIG Audit, with more than \$3.6 million disputed.
- Litigation of federal civil rights and state tort cases: Economically defend cases “in-house” rather than referring them to more expensive Outside Counsel
- Workers’ Compensation “tail claims:” Closeout any of the remaining litigated Workers’ Compensation cases that are open for injuries occurring before July 2010, to free the County’s self-insurance from future liabilities.

County Counsel

Performance Measures

Description	2012-13 Actual	FY 13-14 Estimated Actual	FY 14-15 Recommended
A target of 90% or greater for the percentage of litigated cases which resolve at 85% or less than the amount reserved by Risk.	>95%	100%	>90%
A target of 60% or greater for the percentage of litigated cases resolved without payment to plaintiff.	70%	75%	>60%

County Counsel

FY 14-15 Financial Changes & Related Service Level Reductions

Financial Changes Causing SLR:

Description	\$ Amount	Ongoing?
1. Unfunding of 1.0 FTE Senior Deputy County Counsel position used for General Fund projects was necessary for County Counsel to meet net county cost target.	\$230,000	yes
2		

Service Level Reductions:

Program	FTEs	\$ Amount	Service Level Reduction
1 Legal Services	1.0 FTE	\$230,000	Reduction of legal services for General Fund programs
2			

County Counsel

Service Level Reductions

Unfunding of 1.0 FTE Senior Deputy County Counsel position used for General Fund projects was necessary for County Counsel to meet net county cost target.

County Counsel

FT 14-15 Efficiency Changes

- Save Outside Counsel Costs On “General Fund” Cases
 - ▲ Board restored 1.0 FTE GF litigator for FY 13/14
 - ▲ GF litigator began work Fall 2013
 - ▲ Cost savings expected to exceed \$300k/year

- Further Reduce Litigated Workers’ Comp. “Tail Claims”
 - ▲ Reduced from 65 to 45 last year
 - ▲ Expect to reduce by \geq another 15 next year
 - ▲ Free County from future liabilities

County Counsel

Key Challenges and Emerging Issues

Challenge #1: Simultaneous High-Risk/High-Value Matters:

- ▲ \$710M of Disputed ULA Property Tax Value
- ▲ \$139M Northern Branch Jail Project
- ▲ \$60M Resource Recovery Project
- ▲ \$6M Disallowed Medi-Cal Costs
- ▲ Disputed HUD Expenditures
- ▲ State Water Project Issues
- ▲ Rollout of Affordable Care Act Related Programs

Challenge #2: General Fund Contribution does not cover General Fund work:

- ▲ Recurring mismatch. FY 13/14 measured:
 - 59% of hours worked support General Fund activities
 - 37% of budget predicted to come from General Fund
- ▲ FY 13/14 required inefficient and bad-for-morale juggling of attorneys to cover General Fund projects
- ▲ FY 14/15 use of one-time funds to cover General Fund projects reduced gap to 59% of General Fund work versus 48% General Fund budget.

County Counsel

Key Challenges and Emerging Issues

Budget Enhancement:

- Request restoration of 1.0 FTE attorney @ \$130K (Deputy 1 loaded cost)
- County Counsel staffing gapped by 4.4 attorney FTEs since 2008
 - ▲ 13/14 Budget: Board restored 2.0 attorney FTEs, to avoid increasing gap from 4.4 to 6.4
 - ▲ 14/15 Budget: Unfunds 1.0 Senior Deputy & would increase attorney gap from 4.4 to 5.4
- Restoring 1.0 FTE Deputy 1 will help to avoid:
 - ▲ Juggling reassignments of high-risk projects; &/or
 - ▲ Having to use more expensive Outside Counsel

County Counsel

Summary

“An ounce of prevention is worth a pound of cure.”



- Recurring shortfall of General Fund Contribution for General Fund work
- FY13/14 accomplishments occurred with barely adequate staffing
- FY14/15 has multiple and simultaneous high-risk/high-value items, including the \$139M Northern Branch Jail Project
- Request to restore 1.0 attorney FTE (@ \$130K loaded)

County Counsel

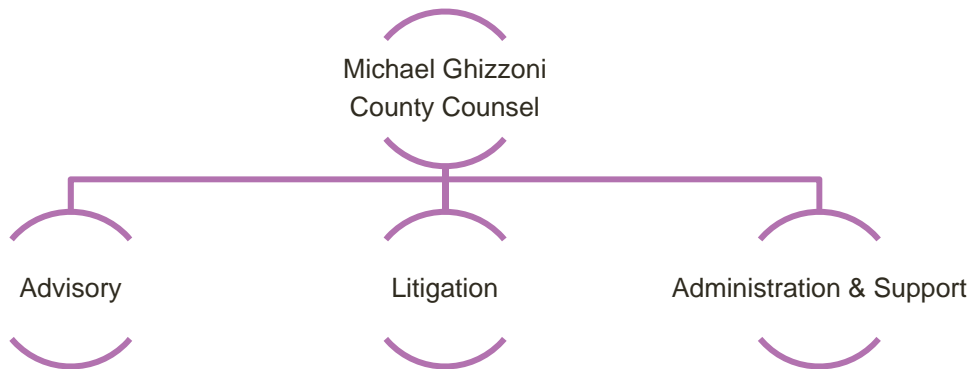


County Counsel

Budget & Full-Time Equivalents (FTEs) Summary

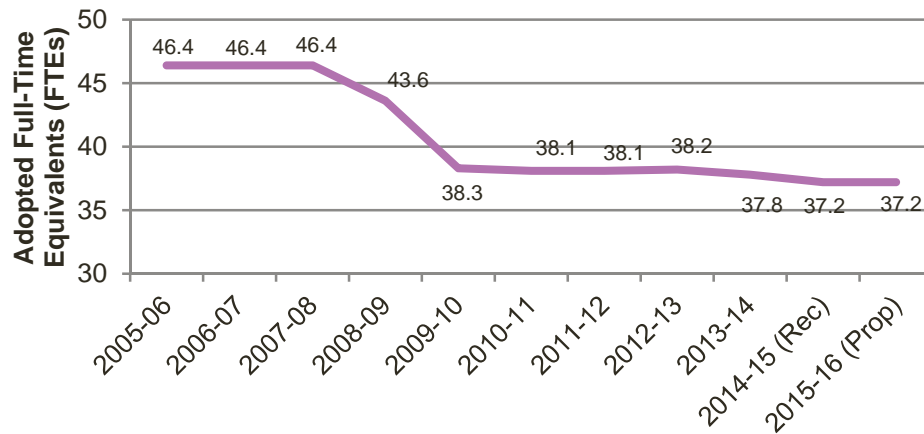
Operating	\$ 7,121,749
Capital	\$ -
FTEs	37.2

Budget Programs Chart



Staffing Trend

The staffing trend values will differ from prior year budget books in order to show amounts without the impact of any vacancy factors.



County Counsel

Mission Statement

The mission of the County Counsel's Office is to maintain the legal integrity of the County. We are the County's civil lawyers. We advise and advocate to protect and promote our clients' policies and actions.

Department Description

County Counsel is mandated to defend all civil action against the County, its officers, boards, commissions and employees, and to provide other civil legal services to the Board of Supervisors, County Officers, Departments, Boards, Commissions, and Special Districts.

The office provides a broad range of proactive legal services directed at promoting the public service objectives of the County, while protecting the County from loss and risk. Services include advising on the law as it applies to County operations; drafting legal documents and representing the County in civil actions, dependency court cases, and a wide variety of contractual, financial, regulatory, and transactional matters.

The office is organized into the advisory services, litigation services, and administration units.

2013-14 Anticipated Accomplishments

- Santa Barbara Ranch project litigation: Prevailed at the Court of Appeal in defending the County's approval of the Environmental Impact Report and Inland Project, which also protected the County from having to pay about \$500,000 or more of attorneys' fees. (In 2010, the Superior Court dismissed without prejudice claims relating to the Coastal Project which may be subject to review by the California Coastal Commission.)
- Northern Branch Jail project: Identified the County's risk of having to repay \$80 million of AB

900 funding if the State ultimately did not issue finance bonds for the project, even if through no fault of the County, and persuaded the State to enter an agreement that removed that risk. Provided fast and thorough legal support to the County's successful application for another \$39 million of SB1022 funding. At County Counsel's request, the State's standard Jail Construction Agreement for follow-on SB 1022 funding has been changed, statewide, and would include this protection against repayment risk for SB1022 funding to the County.

- "Rancho Goleta" property tax litigation: Prevailed in this complicated tax litigation when the California Supreme Court reversed the Court of Appeal's judgment against how the County Assessor assessed mobile home parks owned by resident-controlled nonprofit corporations. The total amount of contested taxes during 2002-2013 is about \$1.1 million.
- Long-Range Property Management Plan for the "Medical Clinic," "Church" and "Parking Lot" properties held by the County as Successor Agency to the former Santa Barbara County Redevelopment Agency: Following the County's investment of substantial County Counsel time, California's Department of Finance approved the County's use of all three properties at no further cost to the County.
- Fee-To-Trust Applications: This year, the Santa Ynez Band of Chumash Indians ("Chumash Tribe") applied to the federal government through several actions to approve:
 - Converting over 1,400 acres of land at "Camp 4" from fee-to-trust; and
 - A "Land Consolidation and Acquisition Plan" ("LCAP") for about 11,055 acres.

County Counsel

County Counsel attorneys quickly and thoroughly supported direction by the Board of Supervisors that the County opposes these related actions, including through extensive comments about the project's Environmental Assessment under NEPA. As an example, after appeals by the County and other parties, the Interior Board of Indian Appeals on October 24, 2013 vacated the Regional Director's decision approving the LCAP that the Chumash Tribe later withdrew; and dismissed the case as moot.

- Litigation of federal civil rights and state tort law cases: Successfully resolved sixteen cases for approximately \$900,000 less than Risk Management's reserves. Twelve of those cases were resolved with no County payouts; for example:
 - A jury found for the County at trial – meaning that the County will pay nothing – in a case where the plaintiff had demanded \$430,000 to settle his claim that a County road crew caused him to fall from his bicycle;
 - The County also obtained “no cost” dismissals in cases where:
 - Five individuals alleged that the County negligently caused them to be exposed to harmful pesticide spray from neighboring farms;
 - A company alleged that the County breached two contracts and violated the company's constitutional rights by requiring it to meet higher standards than other County contractors; and
 - A jail inmate alleged that the Sheriff's Office denied him reasonable accommodation for his disability.
- Prepared a proposed ballot measure for a business license tax on oil production.
- State audit of ADMHS Medi-Cal programs: Prevailed in appealing the State's SFY 05/06 audit, which will protect the County from having to repay about \$200,000 of disallowed costs. Began preparation for appeals and expected litigation of SFY 06/07 and 07/08 audits, which involve about \$6 million of disallowed costs.
- U.S. Department of Housing and Urban Development's (“HUD”) audits of Community Services Department's affordable housing programs: Throughout the year invested attorney time supporting County's responses to HUD Monitoring Report and HUD Inspector General's Audit of the County's HOME Investment Partnerships Program (\$3.6 million of expenditures disputed).
- Quaid bail bond litigation: Prevailed in defending \$500,000 of \$1 million of bail bonds posted on behalf of Randall Quaid and Ewegenia Quaid after they fled to Canada. The California Supreme Court denied further review on February 19, 2014. The California Supreme Court's action left in place the November 2013 order of the Court of Appeal that vacated Randy Quaid's \$500,000 bail forfeiture and denied vacation of Ewegenia Quaid's \$500,000 bail forfeiture, both at no cost to the County.
- Supported County's consideration of other major projects, including: Goleta Beach 2.0; Gaviota Coast Plan; Mission Canyon Community Plan; Key Site 17, Montecito Ranch Estates; Santa Maria Energy; Vincent Tier III Winery; Paradiso del Mare Inland and Ocean Estates; Las Varas; Hollister Ranch/YMCA Offer to Dedicate; Santa Barbara Veteran's Memorial Building; Orcutt Community

County Counsel

Plan amendments; State Water Project issues; and Inclusionary Housing Ordinance.

Report and OIG Audit, with more than \$3.6 million disputed.

2014-16 Objectives

- Property tax: Defend against a series of multi-year property tax assessment appeals and expected litigation by “United Launch Alliance,” involving about \$710 million of disputed Roll Value from commercial space activities at Vandenberg Air Force Base.
 - Northern Branch Jail project: Continue intensive legal support for the “bidding” and “construction” phases of the Northern Branch Jail Project, which has a combined project size of about \$139 million and involves State funding from both AB900 and SB1022.
 - Resource Recovery Project (proposed use of conversion technology to extend the life of the Tajiguas Landfill): We expect to use significant attorney time to review this \$60 million project’s compliance with CEQA, proposed Joint Powers Agreement and draft master contract with the vendor.
 - Medi-Cal audits: Prevail in the ongoing appeals and expected litigation of California Department of Health’s FY 2006-07 and 2007-08 audits of ADMHS Medi-Cal programs, to avoid or reduce County’s repayment of approximately \$6M in disallowed costs.
 - Fee-to-trust: Since federal rulemaking in 2013 removed the 30-day waiting period from some title transfer decisions, be prepared to immediately respond should there be federal approval of the 1,400-acre “fee-to-trust” application by the Santa Ynez Band of Chumash Indians.
 - HUD audits: Defend against HUD’s potential order that the County repay some or all of the disputed expenditures from the HUD Monitoring
- Litigation of federal civil rights and state tort cases: Economically defend these cases “in-house” rather than referring them to more expensive Outside Counsel:
 - Trials in two federal court civil rights cases, and two state court medical malpractice cases; and
 - Ongoing federal court appeals in three civil rights cases.
 - State Water Project: Provide timely legal support to the Board of Supervisors about significant water issues, including:
 - Potential extension of the 1963 Water Supply Agreement with the State of California; and
 - The proposed Bay Delta Conservation Plan.
 - Workers’ Compensation “tail claims:” Continue to economically reduce the County’s remaining portfolio of 45 litigated Workers’ Compensation cases that are open for injuries occurring before July 2010, to free the County’s self-insurance from future liabilities.
 - “Taxpayer” suits regarding recording mortgage documents: Defend ongoing Superior Court litigation cases against combinations of the County Recorder, County Sheriff and County employees related to recording real estate documents.
 - Ballot measure for Transient Occupancy Tax increase: Prepare a proposed referendum, for the November 2014 General Election, to increase the County’s Transient Occupancy Tax.
 - “Land use” projects. Provide advisory legal support for major projects, including: Housing Element 8-year Update; Goleta Beach 2.0; Eastern Goleta Valley Community Plan; Las Varas Project (Gaviota coast); Crown Castle

County Counsel

Telecommunications Project (29 facilities in Montecito); GPS Mining Project (similar to and next door to the Diamond Rock Project that we successfully litigated to Court of Appeal, 2008-2013); Shell Guadalupe Dunes Project; Cuyama Solar Project (40 megawatt project on 327 acres); and Winery Ordinance.

Changes & Operational Impact: 2013-14 Adopted to 2014-15 Recommended

Staffing

- During FY 13-14, a 0.6 FTE was converted to a 1.0 FTE at no additional cost. A decrease of 1.0 FTE Senior Deputy County Counsel (vacant) is necessary to meet general fund contribution target (a net decrease of 0.6 FTE).

Expenditures

- Net operating expenditure increase of \$43,500:
 - Salaries and Benefits – Increase of \$85,800 due to increases in salaries of \$24,300 and overall benefit increases of \$61,500
 - Services and Supplies– Decrease of \$45,700 due to overall lower services and supplies costs

These changes result in recommended operating expenditures and total recommended expenditures of \$7,121,700.

Revenues

- Net operating revenue increase of \$121,300:
 - Charges for Services – Increase of \$108,500 in Charges for services. All County Counsel billing was impacted by an 11% increase in the overhead rate for Fiscal Year 2014-15
 - “Legal Services to Other Funds” are billings to Risk Management, which increased by \$210,500

- “Legal Services” decreased by \$122,400
- “Other Services” increased by \$40,300
- “Services County Provided” decreased by \$20,000.

There is a continuing shift from revenue generating legal services to non-revenue generating legal services to handle such items as the Community Services Department, Planning and Development, Sheriff, and Public Health’s implementation of the Affordable Care Act.

- Miscellaneous Revenue increased by \$12,800.
- Net non-operating revenue decrease of \$77,700:
 - Decreases to Fund Balance of \$263,000. This represents a decrease in the use of one-time funding from the Program Restoration Fund Balance account, needed to balance the budget due to a loss in revenue.
 - General Fund Contribution – Increase of \$206,600 reflects the recommended increase to the GFC target.

These changes result in recommended operating revenues of \$3,717,200, non-operating revenues of \$3,404,500, resulting in total revenues of \$7,121,700. Non-operating revenues primarily include General Fund Contribution, transfers and decreases to fund balances.

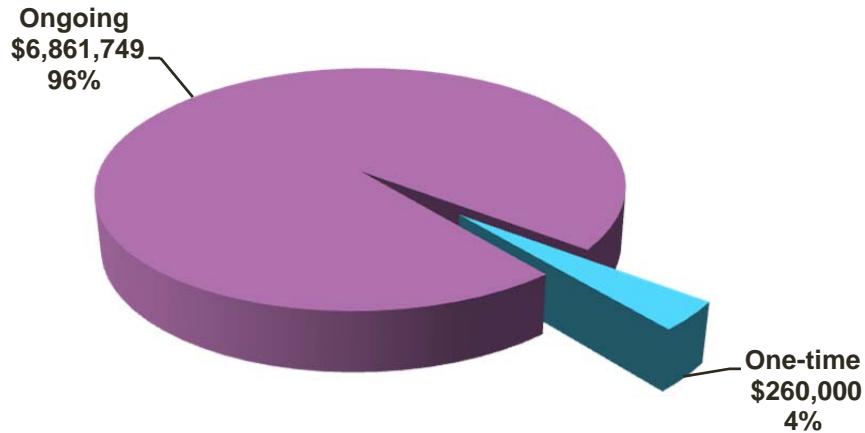
Changes & Operational Impact: 2014-15 Recommended to 2015-16 Proposed

The FY 2015-16 proposed budget reflects an overall increase of \$54,000 over the FY 2014-15 recommended budget. This is primarily the result of a \$176,000 increase in Salaries and Employee Benefits and an offsetting increase of \$123,000 in revenues, both driven by an increase in the hourly rates for the attorneys.

County Counsel

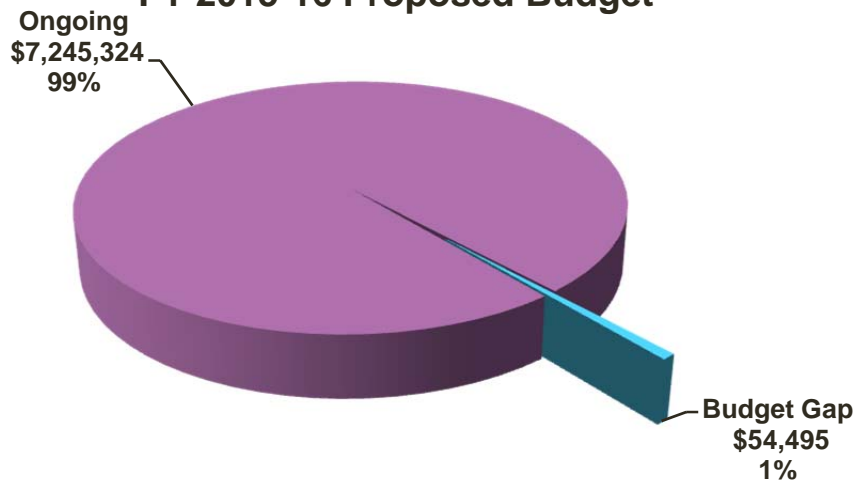
Gap Charts

FY 2014-15 Recommended Budget



The FY 2014-15 Recommended Budget relies on one-time sources to fund 4% of the Department's ongoing operations. These funds include \$260,000 from the Program Restoration Designation. These funds allowed the Department to maintain a higher level of service than would otherwise have been possible; however, because these funds are limited-term in nature, they may not be available to fund operations in future years.

FY 2015-16 Proposed Budget



To maintain FY 2014-15 service levels, we estimate \$54,495 of additional funding will be required in FY 2015-16.

County Counsel

Performance Measures Continued

<u>Description</u>	<u>FY 2011-12 Actual</u>	<u>FY 2012-13 Actual</u>	<u>FY 2013-14 YTD Actual</u>	<u>FY 2014-15 Recommended</u>	<u>FY 2015-16 Proposed</u>
Legal Services Program:					
A target of 90% or greater for the percentage of litigated cases which resolve at 85% or less than the amount reserved by Risk.	N/A	95%	100%	>90%	>90%
A target of 60% or greater for the percentage of litigated cases resolved without payment to plaintiff.	N/A	70%	75%	>60%	>60%

County Counsel

Budget Overview

	2012-13 Actual	2013-14 Adopted	Change from FY13-14 Ado to FY14-15 Rec	2014-15 Recommended	2015-16 Proposed
Staffing By Budget Program					
Administration & Support	3.26	3.34	0.26	3.60	3.60
Advisory	15.60	16.44	(0.52)	15.92	15.92
Litigation	17.90	18.01	(0.33)	17.68	17.68
Total	<u>36.76</u>	<u>37.80</u>	<u>(0.60)</u>	<u>37.20</u>	<u>37.20</u>
Budget By Budget Program					
Administration & Support	\$ 1,004,699	\$ 1,409,772	\$ 9,163	\$ 1,418,935	\$ 1,431,831
Advisory	2,731,011	2,790,213	(70,876)	2,719,337	2,797,203
Litigation	2,808,917	2,878,213	105,264	2,983,477	3,070,785
Unallocated	(137)	-	-	-	-
Total	<u>\$ 6,544,490</u>	<u>\$ 7,078,198</u>	<u>\$ 43,551</u>	<u>\$ 7,121,749</u>	<u>\$ 7,299,819</u>
Budget By Categories of Expenditures					
Salaries and Employee Benefits	\$ 6,050,591	\$ 6,139,530	\$ 85,799	\$ 6,225,329	\$ 6,401,640
Services and Supplies	326,188	772,333	(45,733)	726,600	726,600
Other Charges	167,711	166,335	3,485	169,820	171,579
Total Operating Expenditures	<u>6,544,490</u>	<u>7,078,198</u>	<u>43,551</u>	<u>7,121,749</u>	<u>7,299,819</u>
Total	<u>\$ 6,544,490</u>	<u>\$ 7,078,198</u>	<u>\$ 43,551</u>	<u>\$ 7,121,749</u>	<u>\$ 7,299,819</u>
Budget By Categories of Revenues					
Charges for Services	\$ 2,787,825	\$ 3,595,486	\$ 108,454	\$ 3,703,940	\$ 3,792,724
Miscellaneous Revenue	-	500	12,809	13,309	500
Total Operating Revenues	<u>2,787,825</u>	<u>3,595,986</u>	<u>121,263</u>	<u>3,717,249</u>	<u>3,793,224</u>
Intrafund Expenditure Transfers (-)	7,574	5,000	(5,000)	-	-
Decreases to Fund Balances	124,577	1,039,312	(279,312)	760,000	760,000
General Fund Contribution	2,270,038	2,437,900	206,600	2,644,500	2,692,100
Fund Balance Impact (-)	1,354,476	-	-	-	54,495
Total	<u>\$ 6,544,490</u>	<u>\$ 7,078,198</u>	<u>\$ 43,551</u>	<u>\$ 7,121,749</u>	<u>\$ 7,299,819</u>

County Counsel

Staffing Detail

Staffing Detail By Budget Program	2012-13 Actual	2013-14 Adopted	Change from FY13-14 Ado to FY14-15 Rec	2014-15 Recommended	2015-16 Proposed
Administration & Support					
COUNTY COUNSEL	0.86	0.69	0.31	1.00	1.00
CHIEF ASST COUNTY COUNSEL	0.07	0.06	(0.06)	-	-
DEPUTY COUNTY COUNSEL SR	0.02	-	-	-	-
CHIEF DEPUTY	-	-	-	-	-
DEPUTY COUNTY COUNSEL	-	-	-	-	-
BUSINESS MANAGER	1.00	1.00	-	1.00	1.00
LEGAL OFFICE PRO	1.00	1.00	-	1.00	1.00
EXTRA HELP	0.32	0.60	-	0.60	0.60
Administration & Support Total	3.26	3.34	0.26	3.60	3.60
Advisory					
COUNTY COUNSEL	0.14	0.30	(0.30)	-	-
CHIEF ASST COUNTY COUNSEL	0.92	0.86	0.14	1.00	1.00
DEPUTY COUNTY COUNSEL SR	4.82	4.70	(0.94)	3.76	3.76
CHIEF DEPUTY	0.03	0.02	0.03	0.05	0.05
CHIEF DEPUTY COUNTY COUNSEL	1.52	0.82	0.18	1.00	1.00
DEPUTY COUNTY COUNSEL SR-RES	-	-	0.57	0.57	0.57
DEPUTY COUNTY COUNSEL	4.91	6.98	(0.86)	6.12	6.12
LEGAL OFFICE PRO	2.53	2.52	(0.02)	2.50	2.50
COMPUTER SYSTEMS SPEC	0.25	0.24	0.09	0.33	0.33
PARALEGAL-RES	0.26	0.01	0.59	0.60	0.60
EXTRA HELP	0.21	-	-	-	-
Advisory Total	15.60	16.44	(0.52)	15.92	15.92
Litigation					
COUNTY COUNSEL	0.01	0.01	(0.01)	-	-
CHIEF ASST COUNTY COUNSEL	0.01	0.08	(0.08)	-	-
DEPUTY COUNTY COUNSEL SR	5.58	6.30	0.94	7.24	7.24
CHIEF DEPUTY	0.97	0.98	(0.03)	0.95	0.95
CHIEF DEPUTY COUNTY COUNSEL	0.09	0.18	(0.18)	-	-
DEPUTY COUNTY COUNSEL SR-RES	-	-	0.43	0.43	0.43
DEPUTY COUNTY COUNSEL	4.69	3.62	(0.74)	2.88	2.88
LEGAL OFFICE PRO	0.47	0.48	0.02	0.50	0.50
COMPUTER SYSTEMS SPEC	0.75	0.76	(0.09)	0.67	0.67
PARALEGAL-RES	5.30	5.59	(0.59)	5.00	5.00
CONTRACTOR	0.03	-	-	-	-
Litigation Total	17.90	18.01	(0.33)	17.68	17.68
Department Total	36.76	37.80	(0.60)	37.20	37.20

2014-2016 BUDGET WORKSHOP

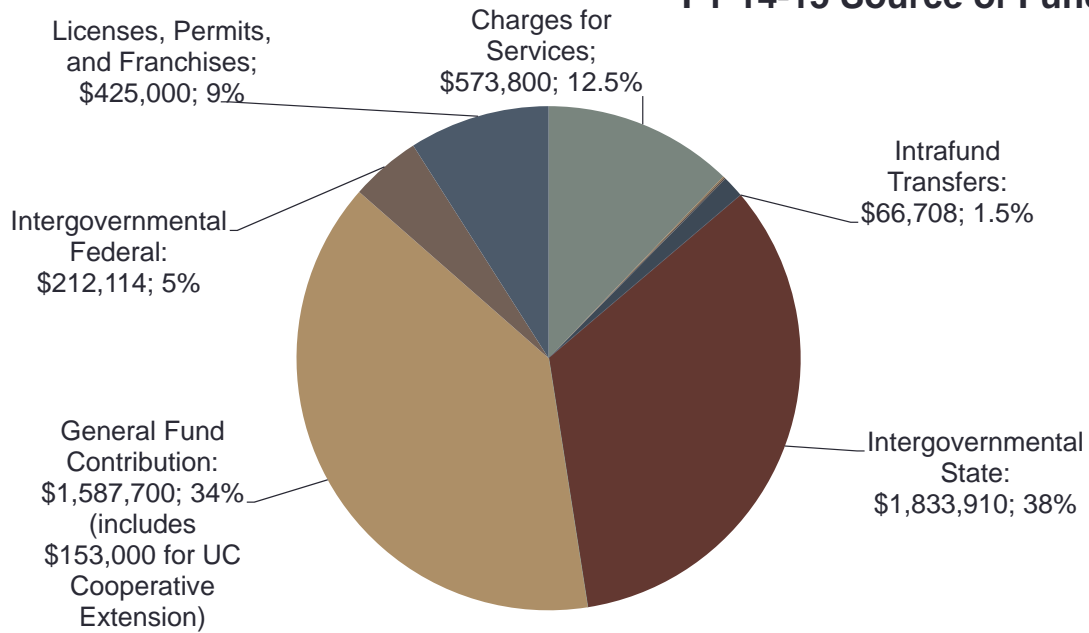
Agricultural Commissioner

Agricultural Commissioner Summary

- ∂ Operating \$4,708,364
- ∂ Capital \$0
- ∂ General Fund Contribution \$1,587,700
- ∂ FTE's 33
- ∂ One Time Use of Fund Balance \$0
- ∂ Service level Reductions \$0

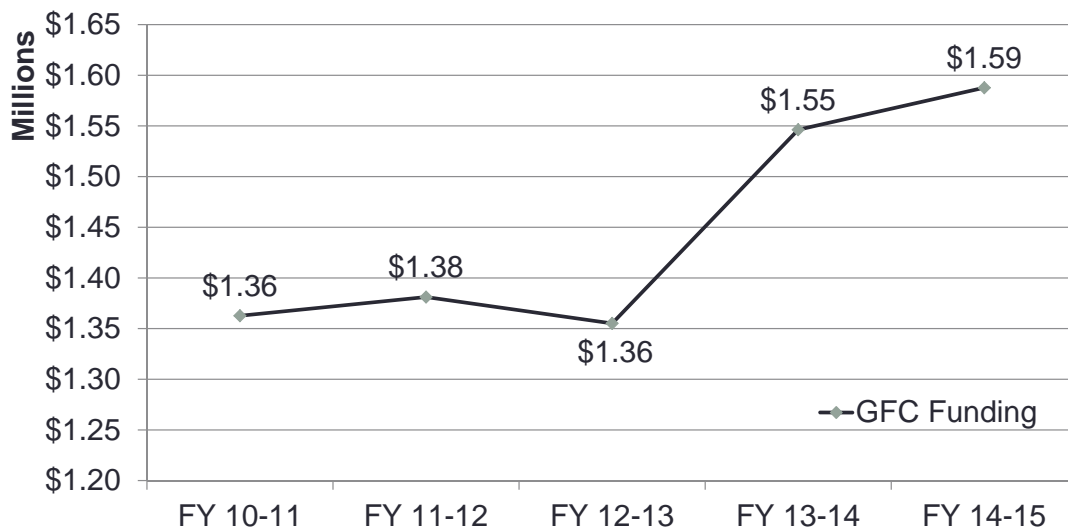
Agricultural Commissioner

FY 14-15 Source of Funds

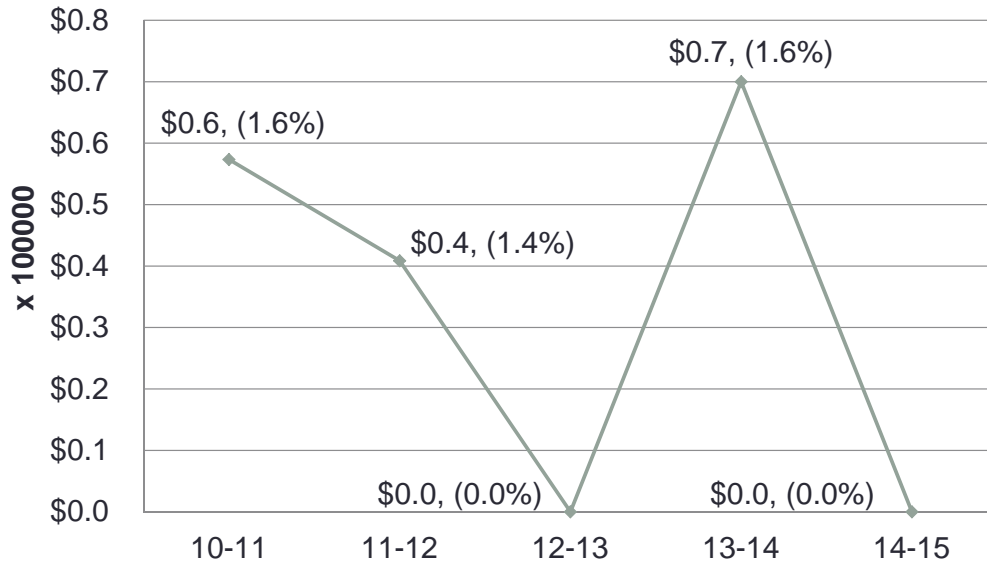


Agricultural Commissioner

GFC 5 Year Summary

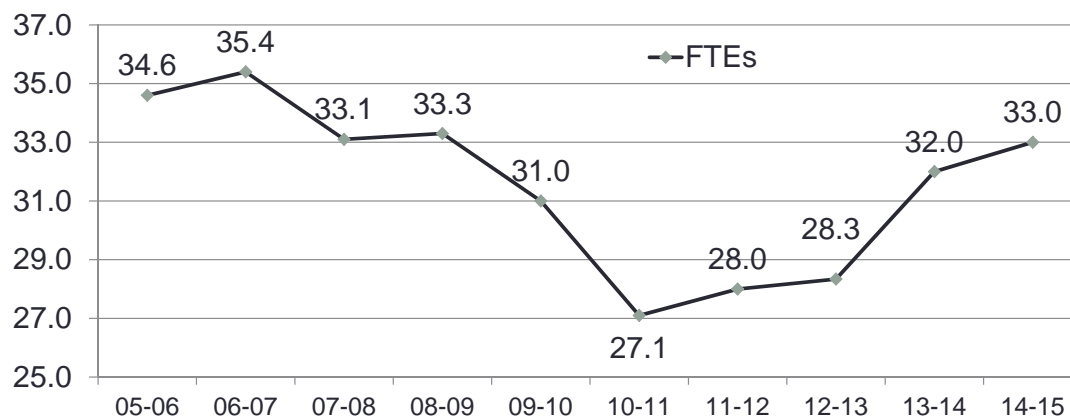


Agricultural Commissioner 5 Year Summary Use of One-Time



Agriculture Commissioner Staffing Summary

- o 32 FTE FY 13-14 Adopted
- o 33 FTE FY 14-15 Recommended



Agricultural Commissioner

FY 2013-14 Anticipated

Accomplishments

- Eliminated over 9,000 credit card transactions annually
- Participated in several state-wide technical advisory committees
- Conducted noxious weed eradication projects
- Partnered with USDA and CDFA on several pest eradication/control projects
- Supported UC Cooperative Extension's research and educational goals
- Coordinated Integrated Pest Management (IPM) resources for county departments
- Funded Agriculture Economic Contributions study and report

Agricultural Commissioner

FY 2013-14 Anticipated

Accomplishments

- Collected 100% of Weights & Measures permit registrations
- Purchased new Weights & Measures testing equipment
- Developed working partnership with District Attorney
- Initiated compliance hearings
- Introduced Package Inspection Services

Agricultural Commissioner FY 2014-15 Objectives

- New Administrative staff responsibilities
 - Update weights & measures database for businesses
 - Train agriculture businesses to use online systems
- Develop compliance focused pesticide and pest prevention education/outreach services
- Multi-agency noxious weed opportunities
- Local support for Federal/State invasive pest eradication projects

Agricultural Commissioner FY 2014-15 Objectives

- Inspect 100% of businesses that use point-of-sale (scanner) systems
- Expand upon Package Inspection Services
- Continue working relationship with District Attorney

Agricultural Commissioner

FY 2015-16 Objectives

- Advocate for on-line systems
- Increase compliance rate of pesticide inspections
- Increase pricing accuracy at retail stores

Agricultural Commissioner

Performance Measures

Description	2012-13 Actual	FY 13-14 Est. Actual	FY 14-15 Recommended
Issue 100% of 9,200 Phytosanitary Certificates without error	99%	99%	100%
Percent of pesticide use monitoring inspections with no non-compliances	79%	78%	100%
Inspect 100% of the 6500 commercial weighing and measuring devices	75%	100%	100%
Percent of price scanner inspections no over-charges	No program	80%	100%

Agricultural Commissioner Service Level Reductions

None

Agricultural Commissioner FY 2014-15 Efficiency Changes

- Advocate the use of online tools for agricultural operations
- New testing equipment for commercial devices
- Provide input/suggestions for State and Federal agencies regarding the effectiveness of regulations
- Incorporate new technology

Agricultural Commissioner

Key Challenges and Emerging Issues

- Increasing threat of exotic and invasive pests
- Expanding residential growth increases ag/urban interface conflicts
- New pesticide regulations poses challenges for staff as well as for those regulated
- Weights and Measures keeping up with new technology
- An expanding agricultural industry creates an increase in demand for departmental services

Agricultural Commissioner

Summary

Our Mission

- Protecting the local agricultural industry from invasive pests by providing the first line of defense
- Protecting the public, the environment, and farm labor from pesticide exposure
- Protecting consumers and creating an equitable marketplace for local businesses
- Managing the new challenges that the future holds

Agricultural Commissioner

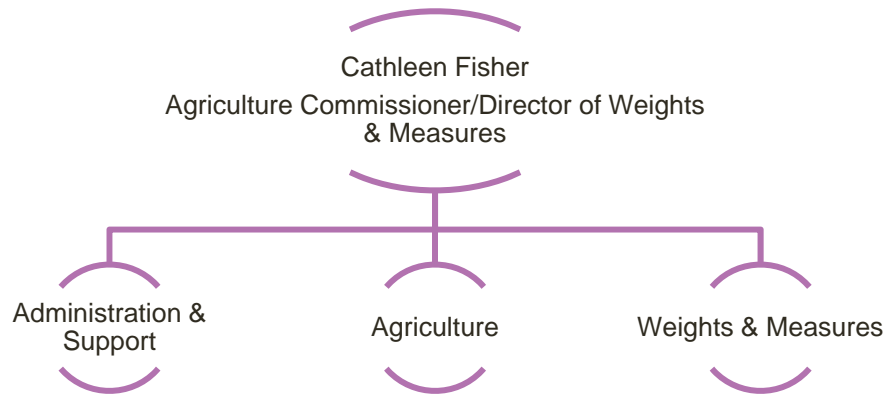


Agricultural Commissioner

Budget & Full-Time Equivalents (FTEs) Summary

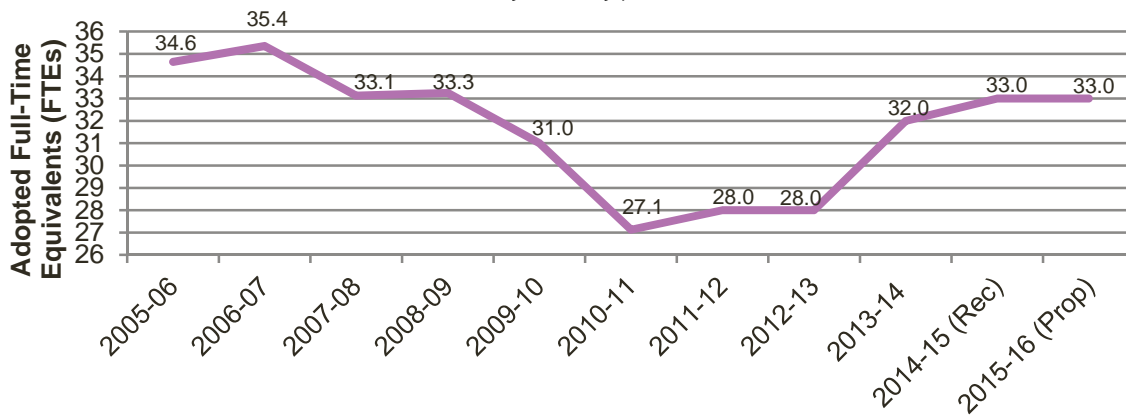
Operating	\$	4,708,364
Capital	\$	-
FTEs		33.0

Budget Programs Chart



Staffing Trend

The staffing trend values will differ from prior year budget books in order to show amounts without the impact of any vacancy factors.



Agricultural Commissioner

Mission Statement

The mission of the Agricultural Commissioner's Office is to improve and protect agriculture, natural resources, and the quality of life in Santa Barbara County.

Department Description

The Agricultural Commissioner's Office fulfills its mission by enforcing Federal, State, and local regulations in the areas of agriculture and weights & measures.

Pesticide use enforcement and pest prevention are the main components of the Agriculture budget program. These programs are designed to ensure the safe and legal use of pesticides and to prevent the introduction of harmful exotic pests. The Department also issues over 9,000 Phytosanitary certificates a year that enable local agricultural products to enter the global marketplace.

The Weights and Measures budget program protects businesses and consumers by ensuring fairness in the marketplace. Inspectors check the accuracy of over 6,500 commercial devices in the County each year, and check over 650 stores with point-of-sale (scanner) systems for pricing accuracy.

The Department also provides education and outreach to farmers, farm workers, businesses, and the public on regulatory compliance, integrated pest management, reduced risk pesticide use, and pests of concern.

Additionally, the Department has a contract in the amount of \$153,000 with the University of California Cooperative Extension (UCCE). This funding helps support UCCE in providing the services of their Farm Advisors and the Cooperative Extension's support for the 4-H program in FY 2013-14.

2013-14 Anticipated Accomplishments

Administration & Support

By converting from an in-house, credit card based billing system for Phytosanitary certificates to a free, on-line, electronic transfer billing system maintained by the United States Department of Agriculture (USDA), the Department greatly reduced staff time and fees by eliminating over 9,000 credit card transactions annually that used to be processed by staff.

Utilizing features of the new Weights & Measures database, the Department collected 100% of the 2013 annual device registration fees with no errors.

Agriculture

The Department has taken the following steps to improve internal structural integrity as part of an improved, proactive succession planning program:

- Restored the Assistant Commissioner position in FY 2012-13 to a fully licensed position
- Filled a vacant Deputy Commissioner position in FY 2013-14
- Created and filled a Compliance Coordinator position in FY 2012-13
- Created and filled a supervising biologist position in FY 2012-13 for the Santa Maria office
- Filled a vacant supervising biologist position in the Santa Barbara office in FY 2013-14

Staff was appointed to several statewide technical advisory committees (TAC) in the area of pesticide use enforcement. These TAC's will assist in developing online data systems that will be used by all Agricultural Commissioner's offices throughout California.

The Department contracted with a consulting firm to produce an economic impact report that quantified agriculture's contributions to the County's economy. The report documented that the total impacts far exceed the farm gate value of farm products that appears in the Department's annual crop production report.

Agricultural Commissioner

Staff coordinated and participated in several invasive weed eradication projects including Arundo removal along the Santa Ynez River and Rincon Creek, and Japanese Dodder removal in Lompoc.

The Department partnered with the California Department of Food and Agriculture (CDFA) to successfully eradicate Light Brown Apple Moth from Goleta, and to eradicate Asian Citrus Psyllid in Santa Maria, Goleta, Carpinteria, and Summerland. Staff detected gladiolus rust in several commercial flower producing operations and worked with USDA and CDFA to develop a long-term strategy for addressing this Federal actionable pest.

The Department met with several County departments to help identify what Integrated Pest Management (IPM), resources are available and to share what IPM practices each department has implemented.

The Department secured ongoing funding from the General Fund in the amount of \$135,000 for the UC Cooperative Extension contract.

Weights & Measures

The following staffing changes have taken place in the Weights & Measure budget program to address succession planning:

- Restored a vacant Deputy Sealer position in FY 2012-13
- Filled two new Weight & Measures positions in FY 2012-13
- Filled two existing vacant Weights & Measures position in FY 2013-14

Several long-time employees have retired from this program which has impacted the short-term ability to conduct inspections. The Department has successfully recruited to fill the vacancies and is again able to meet mandated inspection levels. Staff inspected 100% of the commercial weighing and measuring devices in the County.

The Department purchased a new dynamometer to test the accuracy of taxi meters. Previously, testing was done on a measured road course on a public road, but safety issues and testing limitations led to the need for new testing equipment. Now 100% of the testing procedure can be conducted in a controlled environment that is safer for the drivers, staff, and the public. The Program will also be replacing old and outdated equipment with new equipment which will provide a safer and more efficient way to test commercial devices.

A working partnership was facilitated with the District Attorney's office by the Deputy Sealer regularly communication with DA staff. The Program submitted two consumer protection cases for the first time, one involving a large business retail chain which resulted in a misdemeanor settlement. The other case is pending. The division recovered costs for investigating the cases.

The Department hosted compliance hearings with several retail businesses and Farmers Market managers to provide the necessary outreach materials for accurate price and quantity verification requirements and commercial device regulations.

Also implemented was a pro-active package inspection service for retail and wholesale businesses to verify proper labeling and quantity statements.

All weights & measures equipment used for testing were certified by the State Metrologist to ensure traceability to National Standards.

2014-16 Objectives

Administration & Support

Administrative staff will assume primary responsibility for data entry and updating the Department's new weights and measures database. Internal procedures will be

Agricultural Commissioner

implemented that will shift this workload from inspectors to Administrative Office Professionals (AOPs), allowing inspectors to increase time spent on activities requiring licensing. This shift will also allow the Department to provide better customer service by having business profiles and invoices updated in a timelier manner.

Administrative staff will train agriculture businesses in the use of two online systems: CalAgPermits for pesticide use reporting and the Phytosanitary Certificate Issuance and Tracking (PCIT) system for requesting Phytosanitary certificates. Administrative staff will contact interested businesses and will conduct training either over the phone, at the Department's facilities, or at the business location. The trainings will allow the agriculture industry to take advantage of more efficient technologies while allowing biologists to increase time on activities requiring licensing.

Agriculture

The Department will review the fees it charges for Phytosanitary certification and recommend any adjustments to achieve full cost recovery. This review is necessitated by the increasing demand for inspections to certify exports of agricultural products and rising labor costs. The industry's increased use of the PCIT program to submit certification applications electronically will result in efficiencies to the department that will help minimize any fee increase.

The Department will look for opportunities to partner with the Public Works Department, Community Services Department (Parks), and General Services with regard to the control or eradication of specific noxious weeds on County-maintained property. The Department's weed management specialist will communicate with Public Works staff to identify areas where a combined effort would benefit both departments. Efficiencies in the use of staff and equipment are expected.

The Department will develop compliance focused pesticide and pest prevention education/outreach

services for pesticide and pest prevention programs.

The Department will continue to provide local support for State invasive pest eradication projects and public outreach efforts.

Weights & Measures

The Department will inspect 100% of businesses that use point-of-sale (scanner) systems and expand upon package inspection services.

The Department will continue to develop a working partnership with the District Attorney's office. The Deputy Sealer will regularly communicate with staff from the District Attorney's office to explore serious consumer protection violations that might lead to prosecution. Often, these are situations that are found to occur Statewide and involve several counties working together to develop a case. These cases result in a more effective and efficient use of County resources with far-reaching impacts.

*Changes & Operational Impact:
2013-14 Adopted to
2014-15 Recommended*

Staffing

- Net Increase of 1.0 FTE
- 1.0 new FTE Agricultural Biologist is being added to a) issue Phytosanitary inspections for product exports, b) conduct inspections on plant material entering the County to ensure freedom from harmful pests, c) will conduct outreach and d) compliance monitoring inspections for pesticide applications. This position was approved by the Board in March 2014 funded by State and Federal Program revenues.
- The more accurate accounting of administrative staff time spent in support of other programs continues to result in an increase in hours spent in agriculture (+.82 FTE) and weights & measures (+.10 FTE) and a decrease in hours being coded to administration (-.92 FTE).

Agricultural Commissioner

Expenditures

- Net operating expenditures increase of \$266,000:
 - +\$141,000 increase in Salaries and Benefits reflects the funding of a 1.0 FTE agricultural biologist position, and an increase in regular salaries due to increases in extra help, overtime allotments, retirement, Social Security, medical insurance costs, and unemployment insurance costs.
 - +\$151,000 increase in Services and Supplies reflects the Department's use of vendors for the elimination or control of invasive weeds.
 - -\$26,000 decrease in Other Charges reflects a decrease in motor pool charges.

These changes result in recommended operating expenditures of \$4,708,000 with no Non-Operating expenditures resulting in total expenditures of \$4,708,000.

Revenues

- Net operating revenue increase of \$282,000:
 - +\$231,000 increase in Charges for Services due to an increase in Phytosanitary certificates issued and new grant revenue for invasive weed eradication and control.
 - +\$59,000 increase in Licenses, Permits, and Franchises due to new businesses with point of sale (scanner) systems being added to the Weights and Measures database.
 - -\$11,000 decrease in Intergovernmental Revenue due to reduced funding of Pest Prevention activities from USDA and CDFA.
 - +\$3,000 increase in Miscellaneous Revenue due to an increase in a revenue contract with the State Department of Measurement Standards.

These changes result in recommended operating revenues of \$3,049,000 and Non-Operating revenues of \$1,659,000, resulting in total revenues of \$4,708,000. Non-operating revenues primarily include General Fund Contribution and transfers from another department.

Changes & Operational Impact: 2014-15 Recommended to 2015-16 Proposed

Operating expenditures in FY 2015-2016 are expected to increase \$14,000, primarily in the area of Salaries and Benefits due to increases in retirement and health insurance costs. The Department has been successful at limiting increases or reducing other expenditure categories.

Net operating revenue in FY 2015-2016 will increase \$11,000, due to slight increases in all revenues sources. Non-operating revenue is expected to decrease \$51,000 primarily in Intrafund Expenditure Transfers due to the end of a cost-sharing agreement with the Community Services Department.

The combination of increased operating expenditures and decreases in operating and non-operating revenue in FY 2015-2016 result in a projected budget deficit of \$54,000 in order to maintain existing service levels.

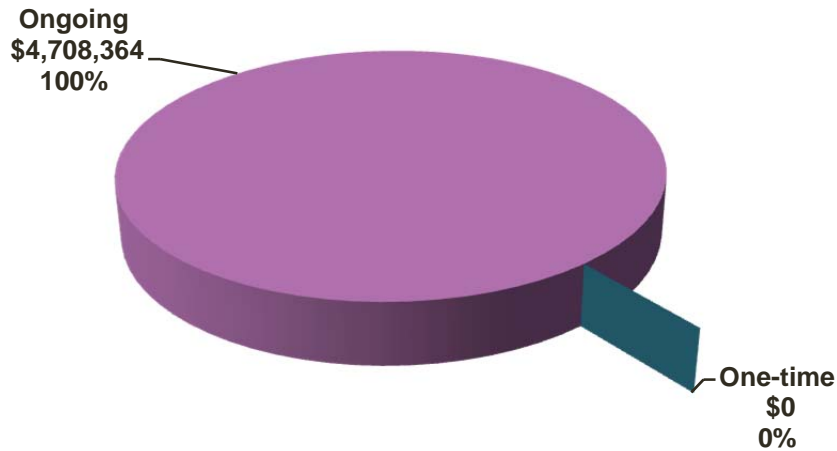
Related Links

For more information on the Agricultural Commissioner, refer to the Web site at www.agcommissioner.com

Agricultural Commissioner

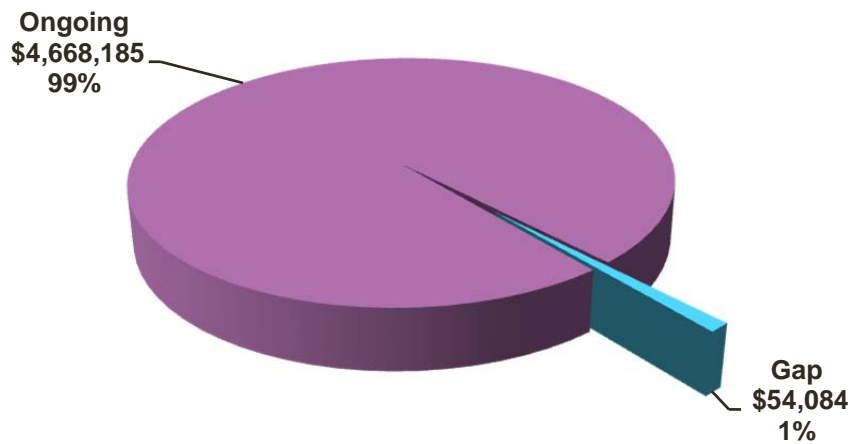
Gap Charts

FY 2014-15 Recommended Budget



The FY 2014-15 Recommended Budget relies on no one-time sources to fund the Department's ongoing operations.

FY 2015-16 Proposed Budget



To maintain FY 2014-15 service levels, it is estimated that \$4,722,269 of funding will be required in FY 2015-16. Of this amount, it is projected that \$4,668,866 will be available through ongoing sources (including \$1,607,500 in General Fund Contribution). An additional \$54,084 must be identified to prevent the need for service level reductions.

Agricultural Commissioner

Performance Measures

<u>Description</u>	<u>FY 2011-12 Actual</u>	<u>FY 2012-13 Actual</u>	<u>FY 2013-14 Est. Actual</u>	<u>FY 2014-15 Recommended</u>	<u>FY 2015-16 Proposed</u>
Agriculture					
Percent of 9200 Phytosanitary certificates for exporting agricultural goods issued without error	99%	99%	99%	100%	100%
Percent of 400 planned pesticide monitoring inspections conducted	79%	137%	112%	100%	100%
Percent of pesticide monitoring inspections with no non-compliances	78%	79%	78%	100%	100%
Weights & Measures					
Percent of 6500 commercial weighing and measuring devices inspected for accuracy	92%	75%	100%	100%	100%
Percent of 650 business locations with point-of-sale (scanner) pricing systems inspected	n/a	n/a	55%	100%	100%
Percent of inspected business locations with point-of-sale pricing systems with no overcharges	n/a	n/a	80%	100%	100%

Agricultural Commissioner

Budget Overview

	2012-13 Actual	2013-14 Adopted	Change from FY13-14 Ado to FY14-15 Rec	2014-15 Recommended	2015-16 Proposed
Staffing By Budget Program					
Administration & Support	0.94	1.95	(0.92)	1.03	1.03
Agriculture	23.49	23.30	1.82	25.12	25.12
Weights & Measures	3.90	6.75	0.10	6.85	6.85
Total	<u>28.34</u>	<u>32.00</u>	<u>1.00</u>	<u>33.00</u>	<u>33.00</u>
Budget By Budget Program					
Administration & Support	\$ 239,540	\$ 276,390	\$ (64,225)	\$ 212,165	\$ 212,532
Agriculture	3,148,761	3,334,674	373,830	3,708,504	3,717,975
Weights & Measures	519,816	831,160	(43,465)	787,695	791,762
Unallocated	2,744	-	-	-	-
Total	<u>\$ 3,910,861</u>	<u>\$ 4,442,224</u>	<u>\$ 266,140</u>	<u>\$ 4,708,364</u>	<u>\$ 4,722,269</u>
Budget By Categories of Expenditures					
Salaries and Employee Benefits	\$ 3,017,685	\$ 3,650,363	\$ 141,500	\$ 3,791,863	\$ 3,836,473
Services and Supplies	624,145	432,747	150,759	583,506	564,580
Other Charges	269,031	359,114	(26,119)	332,995	321,216
Total Operating Expenditures	<u>3,910,861</u>	<u>4,442,224</u>	<u>266,140</u>	<u>4,708,364</u>	<u>4,722,269</u>
Other Financing Uses	-	-	-	-	-
Increases to Fund Balances	339,415	25,471	(25,471)	-	-
Total	<u>\$ 4,250,276</u>	<u>\$ 4,467,695</u>	<u>\$ 240,669</u>	<u>\$ 4,708,364</u>	<u>\$ 4,722,269</u>
Budget By Categories of Revenues					
Licenses, Permits and Franchises	\$ 584,473	\$ 366,404	\$ 58,596	\$ 425,000	\$ 430,000
Intergovernmental Revenue	1,815,187	2,056,824	(10,800)	2,046,024	2,049,367
Charges for Services	417,382	342,550	231,250	573,800	576,678
Miscellaneous Revenue	8,088	1,940	2,500	4,440	4,440
Total Operating Revenues	<u>2,825,130</u>	<u>2,767,718</u>	<u>281,546</u>	<u>3,049,264</u>	<u>3,060,485</u>
Other Financing Sources	4,600	4,600	92	4,692	-
Intrafund Expenditure Transfers (-)	65,400	65,400	1,308	66,708	-
Decreases to Fund Balances	-	83,677	(83,677)	-	-
General Fund Contribution	1,355,130	1,546,300	41,400	1,587,700	1,607,700
Fund Balance Impact (-)	16	-	-	-	54,084
Total	<u>\$ 4,250,276</u>	<u>\$ 4,467,695</u>	<u>\$ 240,669</u>	<u>\$ 4,708,364</u>	<u>\$ 4,722,269</u>

Agricultural Commissioner

Staffing Detail

Staffing Detail By Budget Program	2012-13 Actual	2013-14 Adopted	Change from FY13-14 Ado to FY14-15 Rec	2014-15 Recommended	2015-16 Proposed
Administration & Support					
AG COMM/SEALER WGTS-MEAS	0.22	0.19	0.10	0.29	0.29
ASST DIRECTOR	0.02	0.10	(0.04)	0.06	0.06
EDP SYS & PROG ANLST	0.60	0.48	0.05	0.53	0.53
AGRI COMMISSIONER-DEPT	0.04	0.11	(0.09)	0.02	0.02
ADMIN OFFICE PRO	0.03	1.07	(1.04)	0.03	0.03
PROJECT MANAGER	-	-	0.09	0.09	0.09
AGRI BIOLOGIST SUPV	0.01	-	-	-	-
AGRI BIOLOGIST	0.01	-	0.02	0.02	0.02
Administration & Support Total	0.94	1.95	(0.92)	1.03	1.03
Agriculture					
AG COMM/SEALER WGTS-MEAS	0.64	0.67	(0.03)	0.64	0.64
ASST DIRECTOR	0.38	0.70	0.21	0.91	0.91
EDP SYS & PROG ANLST	0.32	0.48	(0.08)	0.40	0.40
AGRI COMMISSIONER-DEPT	1.30	1.89	(0.91)	0.98	0.98
ADMIN OFFICE PRO	3.13	2.56	0.73	3.29	3.29
PROJECT MANAGER	0.19	-	0.91	0.91	0.91
PLANT PATHOLOGIST	1.00	1.00	-	1.00	1.00
ENTOMOLOGIST	1.00	1.00	-	1.00	1.00
AGRI PROGRAM SPECIALIST	1.00	1.00	-	1.00	1.00
AGRI BIOLOGIST SUPV	1.88	2.00	-	2.00	2.00
AGRI BIOLOGIST	11.80	12.00	0.98	12.98	12.98
EXTRA HELP	0.86	-	-	-	-
Agriculture Total	23.49	23.30	1.82	25.12	25.12
Weights & Measures					
AG COMM/SEALER WGTS-MEAS	0.14	0.14	(0.07)	0.07	0.07
ASST DIRECTOR	0.02	0.20	(0.17)	0.03	0.03
EDP SYS & PROG ANLST	0.07	0.04	0.03	0.07	0.07
AGRI COMMISSIONER-DEPT	0.04	-	-	-	-
ADMIN OFFICE PRO	0.84	0.37	0.30	0.67	0.67
DEPUTY DIRECTOR	0.54	1.00	-	1.00	1.00
AGRI BIOLOGIST	-	-	-	-	-
WGTS-MEASURES INSP	2.23	5.00	-	5.00	5.00
EXTRA HELP	0.02	-	-	-	-
Weights & Measures Total	3.90	6.75	0.10	6.85	6.85
Department Total	28.34	32.00	1.00	33.00	33.00

2014-2016 BUDGET WORKSHOP

Community Services Department



Community Services Summary

Total Budget

- ∂ Operating \$21,470,518
- ∂ Capital \$2,697,600
- ∂ General Fund Contribution \$7,718,100
- ∂ FTE's 95.9
- ∂ One Time Use of Fund Balance \$574,354
- ∂ Service Level Reductions \$218,000
- ∂ Expansion Requests
 - ∂ \$696K Staffing/Other
 - ∂ \$938K Annual maintenance renewal funding

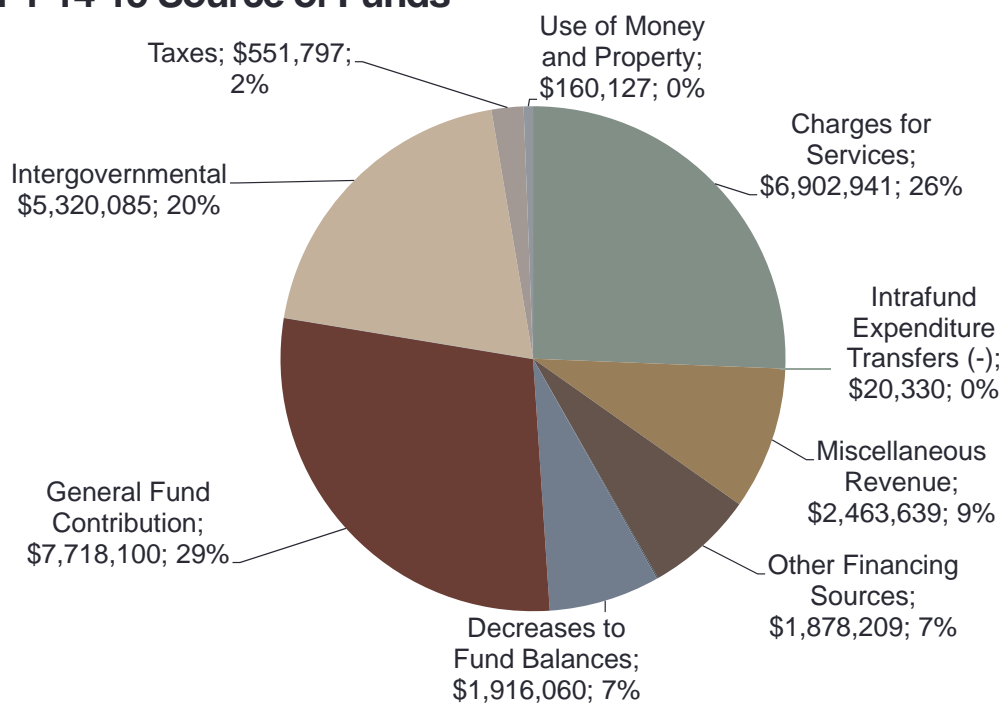
Community Services Summary

Capital Projects

- ∂ Arroyo Burro Park Restroom Relocation, to be completed December 2014 (\$587K)
- ∂ Live Oak Camp Improvements, new shower and restroom facility by December 2014 (\$449.5K)
- ∂ Jalama Beach waterline, replace fresh water supply to the camping park (\$221.5K)
- ∂ Design upgrades to Jalama Beach Park to include affordable overnight accommodations (\$600K)
- ∂ Arroyo Burro waterline replacement (\$100K)
- ∂ Cachuma Lake concrete RV pad replacement (\$150K)
- ∂ Provide Community Development Block Grant (CDBG) for 9 capital projects County wide.

Community Services FY 14-15 Source of Funds

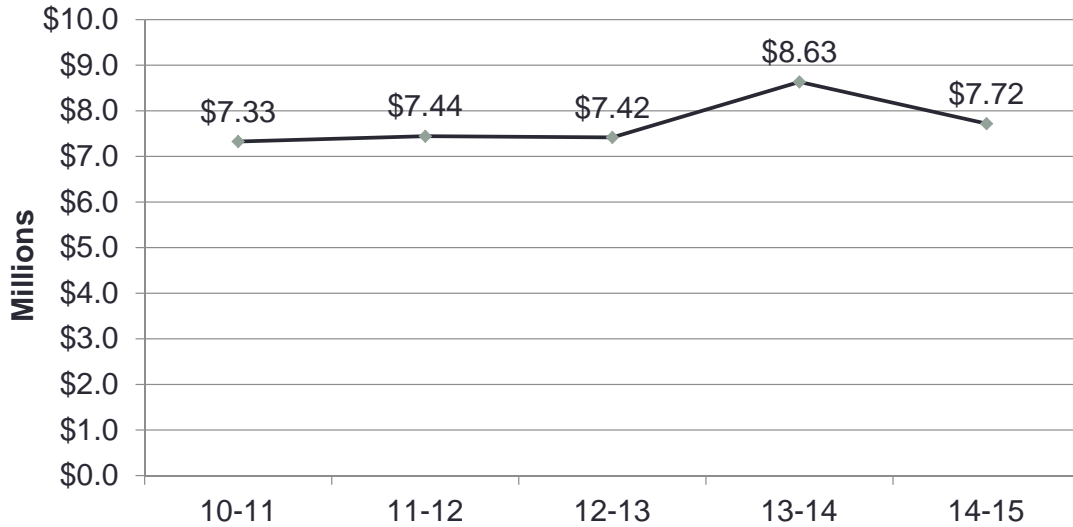
Total Budget = \$26,931,288



Community Services

GFC 5 Year Summary

GFC % of Total Budget = 29%

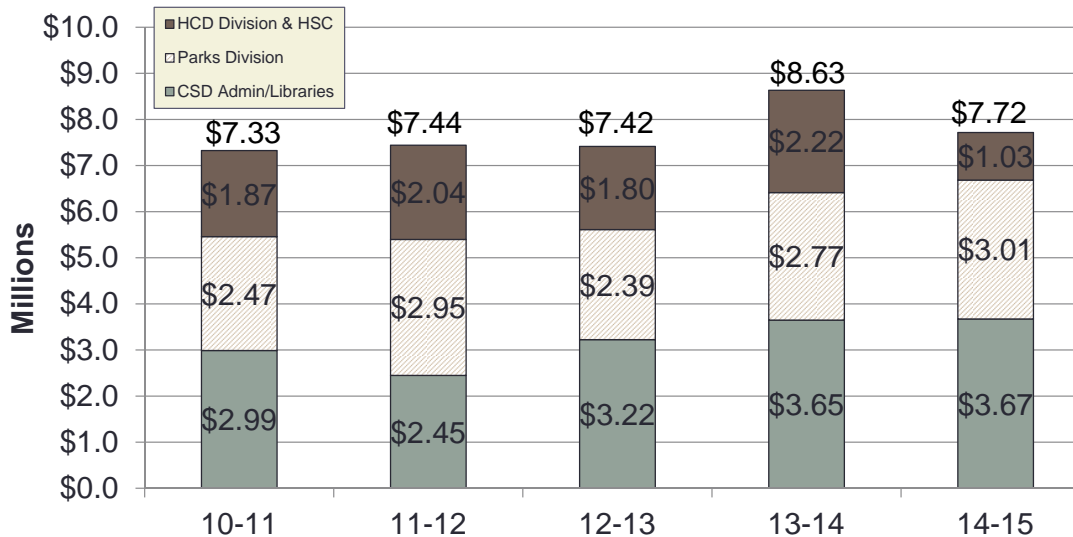


Note:
 FY12/13 Human Service Commission moved into Housing Division from Public Health and Libraries moved from CEO to CSD
 FY14/15 Human Service Commission moving to CEO's office (-\$1.2m)

Community Services

GFC 5 Year Summary

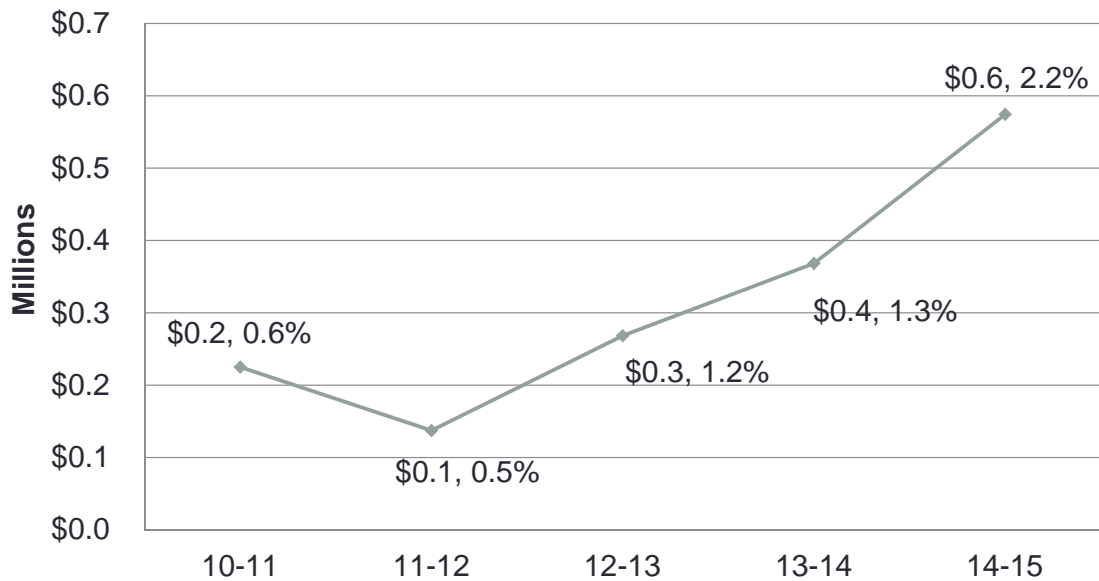
GFC % of Total Budget = 29%



Note:
 FY12/13 Human Service Commission moved into Housing Division, Libraries moved from CEO to CSD
 FY14/15 Human Service Commission moving to CEO's office (-\$1.2m)

Community Services

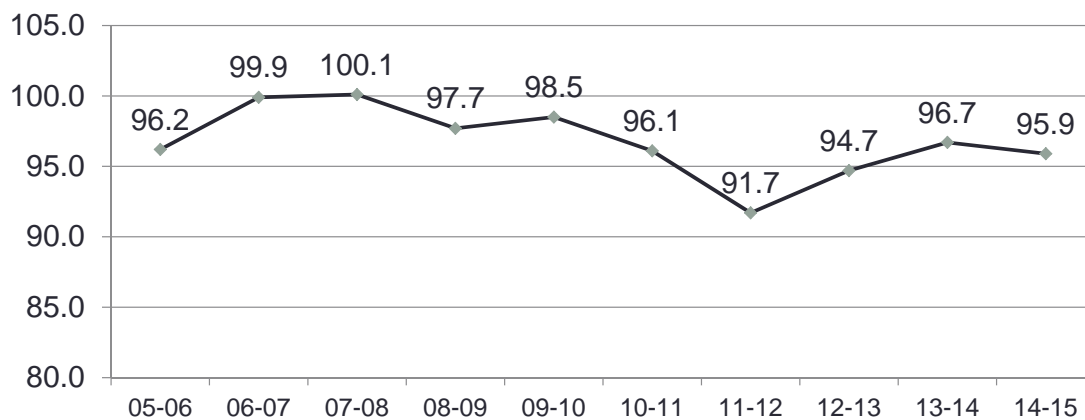
5 Year Summary Use of One-Time



Community Services

Staffing Summary

- ∂ 96.7 FTE FY 13-14 Adopted
- ∂ 95.9 FTE FY 14-15 Recommended



Community Services

FY 2013-14 Anticipated Accomplishments

- Completion of Jalama Beach Park Paving project
- Opened Franklin Trail to the public
- Renovated beach access stairway at Rincon Beach Park
- Management Plan for San Marcos Preserve
- Removed remnant asphalt road at Guadalupe Dunes Park
- Hosted 9th Annual Countywide Arts Symposium for over 110 arts representatives and artists

Community Services

FY 2013-14 Anticipated Accomplishments (continued)

- New software program implemented for federally funded programs application process
- Timely expenditures of CDBG funding for capital and public service projects
- Developed new HOME program policies and procedures
- Conducted technical trainings for the Homeless Management Information System
- Completion of several affordable housing projects, which resulted in 129 affordable units
- Secured over \$5 million in State funding contracts for the emPowerSBC program expansion

Community Services

FY 2014-15 Objectives

- Administer & improve monitoring for all federal programs
- Advance technologies to provide simplified check-in & cash management at camping facilities
- Commence environmental review of Waller Park Master Plan
- Focus on capital and deferred maintenance improvements, including completion of Live Oak Restrooms & Jalama Waterline

Community Services

FY 2014-16 Objectives

- Update and enhance Park policies and procedures manual
- Enhance a Countywide safety inspection program for County parks and open spaces
- Organize exhibition in memory of the late Barry Berkus, showcasing the County's Berkus Family Collection
- Pursue future funding contracts for emPower to enhance services to homeowners
- Explore renewal options with Urban County and HOME consortium partnership between County and member cities
- Improve loan management processes

Community Services

Performance Measures

Description	2012-13 Actual	FY 13-14 Estimated Actual	FY 14-15 Recommended
<i>Total number of affordable housing units produced</i>	90	145	61
<i>Number of County restricted Affordable Housing units monitored</i>	453	626	538
<i>Library Circulation in Santa Barbara County</i>	2,595,621	2,643,546	2,702,293
<i>Number of reservations booked through online reservation system</i>	20,184	31,543	36,770

Community Services

Performance Measures Continued

Description	2012-13 Actual	FY 13-14 Estimated Actual	FY 14-15 Recommended
<i>Percentage of occupancy at camping parks during the months of December, January and February utilizing tented, partial hookup, and full hookup camp sites.</i>	14.8%	18.0%	19.0%
<i>Number of Camping and Day Use Park visitors</i>	7,619,994	7,265,017	7,337,667
<i>Number of regional artists that are provided exhibition opportunities in public art</i>	171	139	130
<i>Percentage of energy use saved by homeowners participating in the emPowerSBC Program</i>	30%	30%	25%

Community Services

FY 14-15 Financial Changes & Related Service Level Reductions

Financial Changes Causing the SLR:

Description	\$ Amount	Ongoing?
1. Increases in costs for salaries & benefits, utilities and supplies - The Parks Division's ability to offset rising costs by generating additional revenues is limited to increased visitation and increasing fees to what the market can bear. Only a small portion of overall revenue sources can be increased via user fees.	\$53,000	Yes
2. Increases in costs for salaries & benefits and increased charges from the cost allocation plan (CAP). Rising costs impact the amount of federal funding available for staff support in Housing. This is compounded by declining federal funding for projects and a decline in available fund balances to support administration. The department continues to rely heavily on the use of one-time fund balances to cover operations.	\$165,000	Yes

Community Services

Service Level Reductions Continued

Service Level Reductions:

Program	FTEs	\$ Amount	Service Level Reduction
1. Eliminate Extra Help Rangers	-1.67	\$53,000	The reduction in extra help ranger hours will result in degradation of service to customers, maintenance at park sites and janitorial services.
2. Shelter Reduction	-	\$165,000	This reduction in Shelter Services General Fund pass-through contributions to emergency shelter providers will result in a reduction of bed nights available and supportive services provided to clients. This has the potential to close one or more shelters in the County.

Community Services

FY 14-15 Efficiency Changes

- Simplified Iron Ranger and Cash handling process
- Implementation of an Accounts Receivable system
- Loan evaluation, monitoring and loan servicing process improvements
- Invest in staff training to achieve greater process efficiencies within department

Community Services

Key Challenges and Emerging Issues

- **What are primary challenges facing the Department next year?**
 - Risk of failing infrastructure in County facilities due to lack of funding of deferred maintenance
 - Inadequate staffing to achieve acceptable service delivery
 - Fluctuation in federal funding & regulatory requirements
- **What issues are on the horizon for the Department?**
 - Drought/water levels
 - Possible decrease in boating and other revenues at camping parks
 - Inadequate federal funding to support housing programs

Community Services

Key Challenges and Emerging Issues (continued)

- **Budget Enhancement Requests**
 - Consolidated Plan & Point In Time Count Consulting (\$90k)
 - Cost Analyst FTE - for Housing (\$73k)
 - Housing Specialist I/II FTE– Homeless Programs (\$137k)
 - Housing Specialist I/II FTE– CDBG (\$137k)
 - CSD Information Technology FTE (\$64k)
 - Admin Office Professional (\$95k)
 - Park Ranger II (\$99.5K)
 - Annual maintenance renewal funding (\$938k)

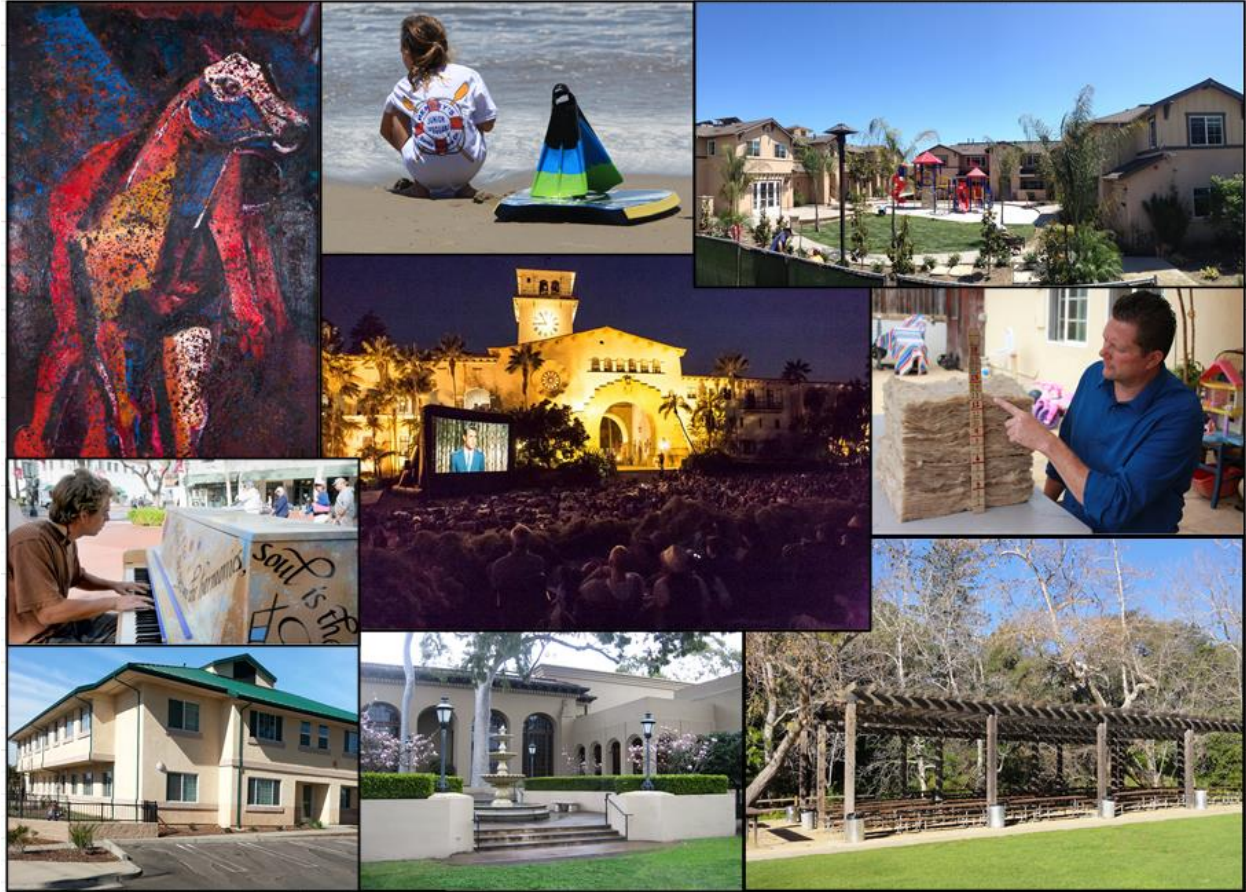
Community Services

Summary

The Community Services Department remains fully committed to quality public service.

- The positions and services requested for the Parks and HCD Divisions will strengthen department and provide needed resources for future success.

Community Services

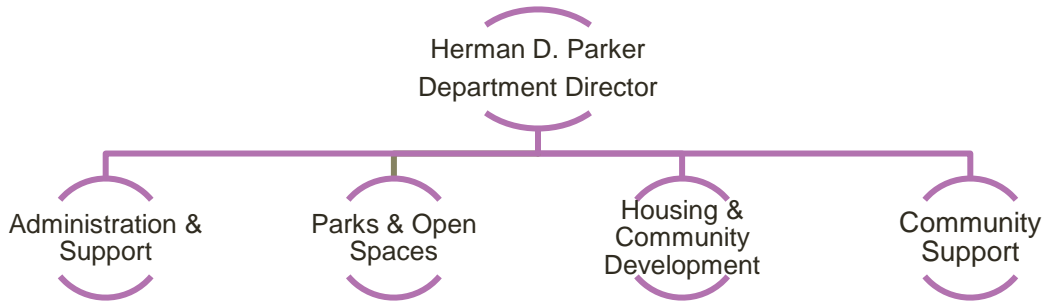


Community Services

Budget & Full-Time Equivalent (FTEs) Summary

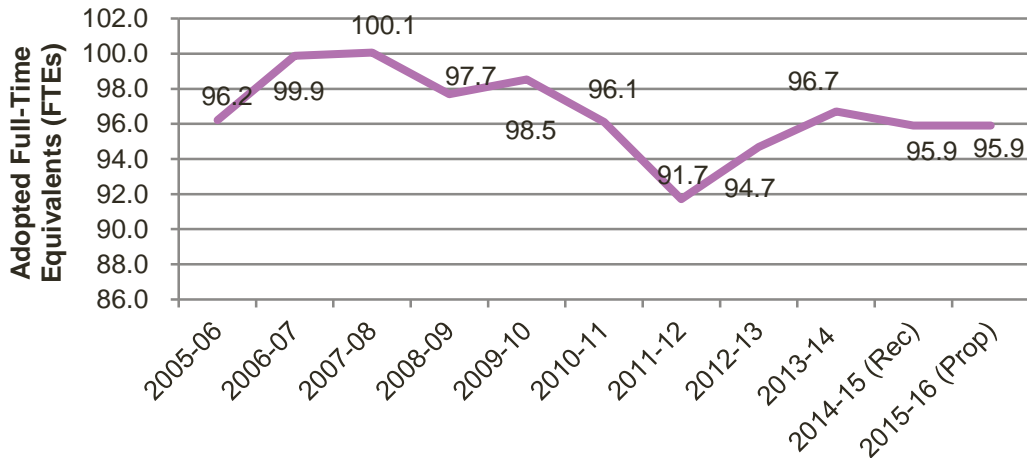
Operating	\$ 21,470,518
Capital	\$ 2,697,600
FTEs	95.9

Budget Programs Chart



Staffing Trend

The staffing trend values will differ from prior year budget books in order to show amounts without the impact of any vacancy factors.



Community Services

Mission Statement

To provide community, cultural, and recreational resources that sustain and enhance quality of life for all who live, work, and play in Santa Barbara County.

Department Description

The Community Services Department (CSD) administers a variety of services and resources that enhance the quality of life for all who live, work, and play in Santa Barbara County. The Department was formed by the Board of Supervisors in Fiscal Year 2011-2012 to improve operational efficiency and promote collaboration between previous stand-alone divisions in Parks, Library Services, Arts Commission, and Housing and Community Development. In partnership with community-based organizations, the Community Services Department leverages federal, state, and local dollars, “connecting people to opportunities” related to recreation, housing, life-long learning, arts and culture.

The combined operating and capital budgets are presented as budget programs: Administration & Support, Parks and Open Spaces, Housing & Community Development, and Community Support.

2013-14 Anticipated Accomplishments

Administration & Support

Administration and Support provides general guidance and direction for all budget programs within the Community Services Department. This includes the development and monitoring of the Department budget, and developing policies and procedures to improve Departmental operations.

Accomplishments include the following:

- Developed and implemented a marketing video to promote fishing and recreational

opportunities at Cachuma Lake to enhance park visitorship.

- Ensured the proper and timely expenditure of Community Development Block Grant funding for a variety of capital and public service projects.
- Completed a variety of park maintenance and capital improvements including the opening of the Franklin Trail, design of the Arroyo Burro Restroom project and Jalama Beach Paving project.
- Developed and implemented new HOME program policies and procedures.

Parks & Open Spaces

The Parks division provides safe, affordable, and enjoyable recreational locations for community members and visitors. Of the 70 parks and open spaces operated by Parks, the most highly visited are Cachuma Lake and Jalama Beach camping parks, and the most visited day use parks are Arroyo Burro Beach, Goleta Beach, and Waller Park. Accomplishments include the following:

- Completed and opened Franklin Trail to the Carpinteria community.
- Completed renovation of the beach access stairway at Rincon Beach Park.
- Completed major landscaping, fencing and site improvements at Lookout Park in the Summerland Community.
- Completed the development of a management plan for habitat conservation and trail improvements at the San Marcos Preserve.
- Completed refurbishment of the Goleta Beach Pier Hoist.
- Completed wood art bench refurbishment at Sea Lookout Park in Isla Vista.
- Completed construction on a portion of the Cachuma Lake Reservoir Distribution Line project.
- Completed the plans and bidding for the Jalama Paving project.
- Completed design and bidding for the Miguelito Park Accessibility and Energy Efficiency Improvements.
- Completed construction of the Ocean Beach Park Boardwalk with Interpretive Panels.

Community Services

- Completed a structural assessment of the beach access walkway under the railroad trellis at Ocean Beach.
- Completed removal of the remnant asphalt road at Guadalupe Dunes Park.

Housing & Community Development

The Housing and Community Development division uses state, federal, and local funding to provide a variety of public service programs and public facility projects including Affordable Housing, Grants Administration, emPowerSBC, and Redevelopment Successor Agency Housing Fund activities. Accomplishments include the following:

- By utilizing the Homeless Management Information System (HMIS), 47 end users received training and technical assistance at 15 homeless service organizations. These organizations offered 39 programs for homelessness and prevention assistance.
- Four affordable housing projects were completed. The first three, Santa Rita Village and Cypress Court in Lompoc, and Dahlia Court II in Carpinteria, produced 129 affordable units in the County. These included 33 HOME Investment Partnership (HOME) Program. The fourth project, URC Legacy House in Isla Vista was funded with Community Development Block Grant (CDBG) funds. This project converted a commercial building to a 12-unit low and moderate income affordable student housing cooperative.
- Assisted in conducting the Continuum of Care Program required biennial Point In Time Count of homeless persons, including the Vulnerability Index (PIT/VI) assessment, in collaboration with community agencies.
- Implemented new software for the Notice of Funding Availability (NOFA) for the Community Development Block Grant (CDBG) and Emergency Solutions Grant (ESG) programs held in November 2013 for the FY 2014-15 Action Plan. This change has noticeably enhanced the process for both staff and applicants.
- emPowerSBC outreach attracted contact with over 4,000 interested individuals to date,

resulting in home energy work in nearly 300 homes. This generated \$2.3 million in residential projects, utilizing 22 contractors trained and enrolled in the program, and over \$1 million in loan applications for participating lenders. Executed contracts for over \$5 million in State funding which allowed the program to continue services and expand services to the Tri-County.

Community Support

Community Support includes the Arts Commission, Libraries, Human Services, and Shelter Services. Current year accomplishments include the following:

Arts

- Increased access to arts, culture, and community engagement through a series of free cultural activities including 7 exhibitions in 4 public gallery/spaces and more than 16 free public events including Poetry Out Loud, Pianos on State, Summer Movies at the Courthouse Sunken Garden and gallery talks/artists demonstrations.
- Organized and hosted 9th Annual Countywide Arts Symposium for over 110 arts educators, elected officials, non-profit cultural arts representatives, artists, and foundation representative to discuss issues of interest to the regional arts community.
- Administered and granted \$288,800 to 63 city-based cultural arts programs with City of Santa Barbara Funds.
- Provided administration and technical assistance for the Community Arts Enrichment (CAE) Grant program. This grant program provided \$28,000 in funding support ranging from \$500 to \$2,500 to 36 non-profits and community groups Countywide in 2013 and 2014. The CAE Grants program is the result of a partnership between the County Arts Commission and the Santa Barbara Bowl Foundation.
- Completed restoration of George Rhode's "Windamajig" kinetic sculpture at Goleta

Community Services

Beach with Percent for Art funds and support from the David Bermant Foundation and County Parks.

- Arranged for the gift of 25 works of art valued at \$16,000 to the Arts Commission's Permanent Collection and updated collection inventory.

Libraries

- Prepared and obtained approval of the annual library operations agreement.
- Coordinated quarterly library zone administration meetings to improve communication and library system operations.

2014-16 Objectives

Administration & Support

In the next fiscal year, the Administration and Support division will complete projects and explore new opportunities to improve Departmental operations, staff training and program implementation.

- Implement training workshops to improve customer service and relations and provide professional training opportunities for staff.
- Continue to improve and enhance monitoring for all federal programs, including HOME, Community Development Block Grants (CDBG), and Emergency Solutions Grant programs (ESG).
- Update and provide revisions to the Park policies manual and begin the development of a Community Services Department policies and procedures manual.
- Provide oversight and direction in the development of capital and deferred maintenance improvements, including the completion of the Arroyo Burro Restroom project, paving of Jalama Beach parking area, and ADA improvements to Miguelito Park.
- Expand the online reservation system to allow visitors to plan special events such as weddings, and develop an online cancellation

process which will create greater efficiencies for securing the facility of their choice.

Parks & Open Spaces

The Parks division will improve public access and user experience at County Parks.

- Advance technologies to provide a more simplified check-in and cash management processes at our camping facilities.
- Complete the new Arroyo Burro Restroom.
- Design and upgrade the Arroyo Burro Boardwalk for increased public safety.
- Complete the new Live Oak Shower & Restroom Facility by December 2014.
- Complete the new Cachuma Lake Marina Café.
- Complete the design of various facilities at Cachuma Lake including the water treatment plant, sewer lift station #2, additional overnight accommodations (cabins and yurts) and electrical upgrades at RV hook up sites.
- Design and upgrade the Bodger Road public viewing area of the Lompoc Valley.
- Work with Vandenberg Air Force Base and the Pacific Railroad to obtain permits, design and replace the only fresh water supply line to the Jalama camping park.
- Design and replace the Jalama Beach restrooms to better serve the public.
- Design upgrades to Jalama Beach Park to include affordable cabin accommodations and provide additional facilities for the public.
- Complete the environmental review of the Waller Park Master Plan.
- Implement a Countywide safety inspection program for County parks and open spaces to ensure health and safety of park visitors.

Housing & Community Development

The Housing and Community Development division will continue to administer various federal, state, and local funding sources to provide public services for eligible populations, including homeless services, affordable housing, public infrastructure development and renovation, and community-wide building energy efficiency services.

Community Services

- Implement new affordable housing monitoring program to enhance staff's data collection and inspection circuit of affordable units as required for U.S. Department of Housing and Urban Development (HUD) regulatory compliance.
- Continue administration and disbursement of funds to the Pescadero Loft project in Isla Vista. This project consists of 33 affordable rental units, 11 designated as HOME units, and 10 disabled access units. The project will assist formerly homeless individuals and families.
- Administer and disburse funds to the Casa de las Flores project in Carpinteria. This project consists of 42 affordable rental units and will provide permanent housing targeted to farmworkers and their families.
- Continue management of the Countywide Homeless Management Information System (HMIS) to collect data and evaluate the quality of services provided to homelessness assistance and prevention programs.
- Continue emPowerSBC outreach/education, workforce development, energy advising, and financial incentive services to Tri-County and pursue future funding contracts to extend and enhance services.

Community Support

Arts

- Organize and promote a series of plein-air painting events in parks in partnership with the SCAPE (South Coast Artists Painting the Environment) artist group and County Parks with a goal to launch an exhibition of works from SCAPE artists for the public galleries in Santa Barbara and Santa Maria in Nov. 2014-Feb. 2015.
- Complete "Percent for Arts Project" public art tapestry installation in the Public Defender Building.
- Organize and promote an exhibition in Fall of 2014 in memory of the late Barry Berkus, showcasing the County's Berkus Family Collection juxtaposed with emerging young artists from the Tri-Counties.

- Continue to partner with the Santa Barbara Bowl Foundation to promote arts outreach to rural and underserved communities and institute a grant reporting system by Spring of 2015 to measure the direct impact of Community Arts Grants on communities.

Libraries

- Establish quarterly budget reports from all three County library zones.
- Explore the development of a marketing identity for the County library system.
- Continue to explore the feasibility of establishing a Los Alamos Library branch.

Changes & Operational Impact: 2013-14 Adopted to 2014-15 Recommended

Staffing

- Net decrease of 0.72 FTE.
 - Primarily consists of changes in extra help FTE's (-1.67) within the Parks Division and increase of 1.0 FTE related to the emPower program expansion in the tri-county region.

Expenditures

- Net operating expenditure decrease of \$2,839,000:
 - +\$191,000 in Salaries and Employee Benefits due to increases in retirement, health insurance, and other benefit rates in the Parks division and Housing and Community Services division.
 - -\$1,985,000 in Services and Supplies to provide financing for the:
 - -\$3,000,000 Pescadero Lofts RDA funded project completed in FY 2013-14.
 - -\$324,000 various public service projects completed in FY 2013-14.
 - -\$215,000 HMIS and HMIS Expansion grants completed in FY 2013-14.
 - -\$137,000 Casa Esperanza Day Center no longer being funded.

Community Services

- +\$1,014,000 of 2014 CDBG projects to be allocated in annual action plan.
- +\$245,000 2014 HOME projects to be allocated in annual action plan.
- +\$140,000 Santa Maria HOME tenant-based rental assistance project funding.
- +\$92,000 Guadalupe American Legion Seismic retrofit project.
- +\$62,000 Lompoc Code enforcement project.
- +\$53,000 Faulding Hotel carpet replacement
- +\$38,000 Santa Ynez Valley People Helping People HVAC and windows replacement project
- +\$31,000 Lompoc Civic Auditorium project
- -\$1,045,000 in Other Charges due to transfer of Human Services (-\$1,200,000) to CEO office offset by an increase in utilities (+\$183,000.)
- Net non-operating expenditure decrease of \$2,015,000:
 - -\$1,450,000 Increases to Fund Balance due to a one-time fund balance close out entry for Parks capital projects fund that occurred in FY 2013-14.
 - -\$185,000 in capital assets. Projected budgets and timing of capital projects differ from year to year dependent upon the phase of the projects and related permit requirements. Projects completed in FY 2013-14 include Camino Majorca Stairs, Guadalupe Road Removal, and Cachuma Sewage Treatment System. Projects scheduled during FY 2014-15 include Live Oak Camp Improvements, Arroyo Burro Beach improvements, and Jalama Affordable Cabin Accommodations.
 - -\$339,000 decrease in Other Financing Uses due to the following:
 - -\$202,000 for New Cuyama Recreation Center
 - -\$174,000 decrease in grant administration funding available due to increased CAP charges.
 - +\$62,000 Bridgehouse Roof and Repair project.

- -\$54,000 for Santa Barbara Veteran's Building.
- +\$51,000 Isla Vista Street Lights project.
- -\$24,000 due to decreases to the Continuum of Care and ESG grant administration funding.
- +\$17,000 for Public and Mental Health doors.
- These uses are offset by Other Financing Sources and are related primarily to capital project financing activities.

These changes result in recommended operating expenditures of \$21,471,000, non-operating expenditures of \$5,460,000, and total expenditures of \$26,931,000. Non-operating expenditures primarily include capital assets, transfers, and increases to fund balances.

Revenues

- Net operating revenue decrease of \$1,897,000.
 - +\$213,000 in Intergovernmental Revenue largely due to:
 - +\$1,014,000 CDBG 2014 projects to be allocated in annual action plan
 - +\$914,000 HOME 2014 projects to be allocated in annual action plan
 - +\$240,000 HOME Housing Authority tenant-based rental assistance project
 - +\$140,000 HOME Santa Maria tenant-based rental assistance project
 - +\$92,000 Guadalupe American Legion Seismic retrofit
 - +\$62,000 Lompoc Code enforcement project
 - +\$62,000 Bridgehouse Roof and Repair project.
 - +\$53,000 Faulding Hotel carpet replacement
 - +\$51,000 Isla Vista Street Lights project.
 - +\$38,000 Santa Ynez Valley People Helping People HVAC and windows replacement project

Community Services

- +\$31,000 Lompoc Civic Auditorium project
 - -\$936,000 Bridgehouse project funding moved to CDBG future funding
 - -\$527,000 due to completion of various public service and capital projects
 - -\$202,000 New Cuyama Community Center
 - -\$140,000 Casa Esperanza Day Center
 - -\$71,000 HMIS Expansion I
 - -\$54,000 Santa Barbara Veterans' Building Elevator
 - -\$46,000 change in Federal funding for administrative costs in HCD
 - -\$450,000 decrease in Parks Division intergovernmental revenue due to timing of federally funded capital projects.
 - +\$347,000 in charges for services due to an increase in Developer Mitigation Fees primarily due to Arroyo Burro Beach capital project improvements and the Jalama Beach affordable overnight accommodations project.
 - -\$2,524,000 in miscellaneous revenue largely due to:
 - -\$3,000,000 decrease in revenue from the sale of property related to the Pescadero Lofts affordable housing project in Isla Vista in FY 2013-14.
 - +\$261,000 in new funding related to the expansion of the emPowerSBC program to the tri-counties.
 - +\$192,000 in Parks division Coastal Resource Enhancement Funding (CREF).
 - Net non-operating revenue decrease of -\$2,958,000:
 - -\$243,000 in Other Financing Sources due to a decrease in fund balance and grant admin between FY 2013-14 and FY 2014-15.
 - -\$380,000 in Decreases to Fund Balances largely due to:
 - -\$425,000 decrease in commitments of Parks capital projects.
 - -\$27,000 decrease in one-time program restoration which temporarily restored an Advertising services contract.
 - -\$916,000 decrease in General Fund Contribution primarily related to transfer of Human Services (-\$1,200,000) to CEO office, offset by an increase of GFC for Salaries and Benefits and utilities cost growth in the Parks Division.
 - -\$1,418,000 in Fund Balance Impact primarily due to Parks capital projects.
- These changes result in recommended operating revenues of \$15,399,000, non-operating revenues of \$11,532,000, and total revenues of \$26,931,000. Non-operating revenues primarily include General Fund Contribution, transfers, and decreases to fund balances.

Changes & Operational Impact: 2014-15 Recommended to 2015-16 Proposed

The FY 2015-16 proposed expenditures reflect a \$2,451,000 decrease compared to the FY 2014-15 recommended budget that is primarily the result of:

- -\$1,588,000 decrease in projected Parks capital projects based upon expected availability of funds.
- -\$946,000 decrease in Housing and Community Development Division due to the completion of capital projects.

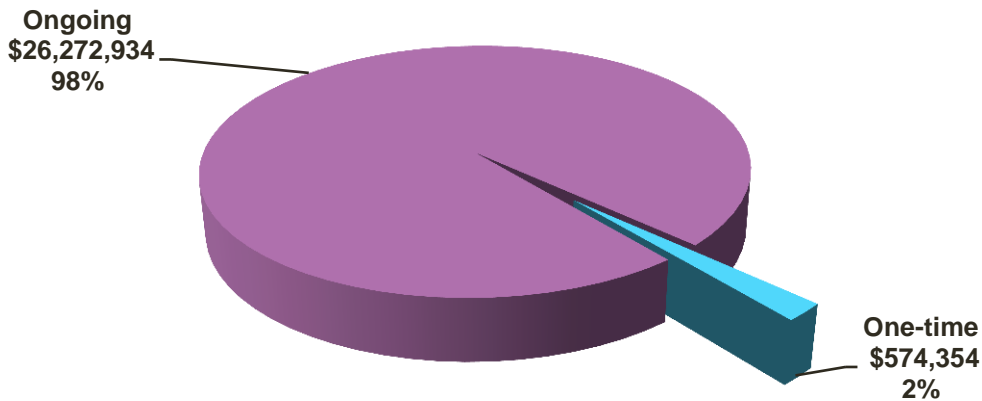
Related Links

For more information on the Community Services Department, refer to the Web site at <http://www.countyofsb.org/csd>

Community Services

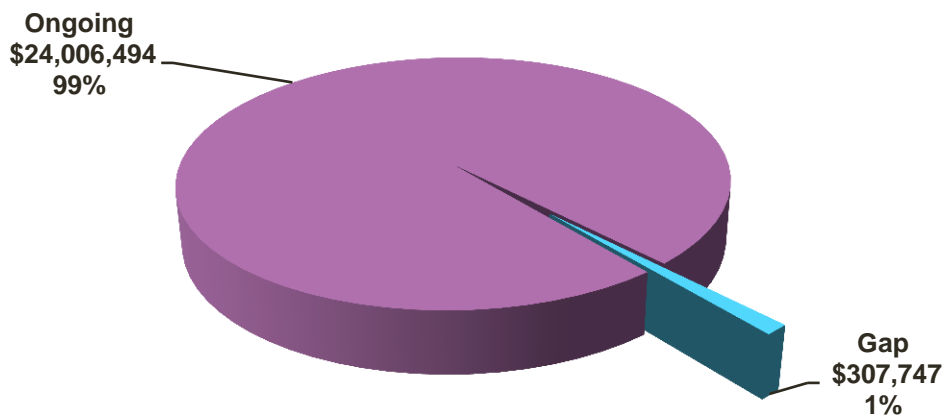
Gap Charts

FY 2014-15 Recommended Budget



The FY 2014-15 Recommended Budget relies on one-time sources of \$574,354 to fund 2% of the Department's ongoing operations. These funds are from the Affordable Housing Fund, HOME Fund, and General Fund. These funds allow the Department to maintain a higher level of service than would otherwise have been possible; however, because these funds are one-time in nature, they will not be available to fund operations in FY 2015-16.

FY 2015-16 Proposed Budget



The FY 2015-16 Proposed Budget has a projected shortfall of \$307,747 and relies upon one-time sources of \$335,354 to fund the Department's ongoing operations. These funds allow the Department to maintain a higher level of service than would otherwise have been possible; however, because these funds are one-time in nature, they will not be available to fund operations in FY 2016-17.

Community Services

Performance Measures

<u>Description</u>	<u>FY 2011-12 Actual</u>	<u>FY 2012-13 Actual</u>	<u>FY 2013-14 Estimated</u>	<u>FY 2014-15 Recommended</u>	<u>FY 2015-16 Proposed</u>
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Provide administrative support, professional development and leadership to improve productivity and efficiency to better serve the community.

Number of training events completed by staff	15	18	17	20	20
Number of reservations booked in online reservation systems	3,873	20,184	32,000	37,000	38,000
Number of visits to the Community Services website	457,240	550,115	648,000	765,000	803,000

Provide a quality, diversified park and open space system that supports opportunities for active and passive recreation, and conserves and enhances significant environmental or historical resources and features.

Percentage of occupancy at camping parks during the months of December, January and February utilizing tented, partial hookup, and full hookup camp sites.	13.7%	14.8%	18.0%	19.0%	20.0%
Percentage of Deferred maintenance funds expended to improve Park facilities within the fiscal year. (Target = 100%)	100%	100%	100%	100%	100%
Number of Camping and Day Use Park visitors	6,092,463	7,619,994	7,265,000	7,338,000	7,411,000

Support the development, revitalization and preservation of safe affordable housing and strive to improve the living environment and quality of life.

Total number of Households assisted with Tenant-Based Rental Assistance (TBRA)	219	48	260	170	170
Total number of affordable housing units produced	0	90	150	60	50

Community Services

Performance Measures

<u>Description</u>	<u>FY 2011-12 Actual</u>	<u>FY 2012-13 Actual</u>	<u>FY 2013-14 Estimated</u>	<u>FY 2014-15 Recommended</u>	<u>FY 2015-16 Proposed</u>
Number of County restricted Affordable Housing units monitored	477	453	630	540	560
Percentage of energy use saved by homeowners participating in the emPowerSBC Program	30%	30%	30%	25%	25%
Number of Energy “Coach” home site visits conducted	N/A	83	60	80	80
Provide, encourage and support the enhancement of Arts, Cultural programs and lifelong learning.					
Number of regional Artists that are provided exhibition opportunities in public art	87	171	140	130	130
Number of applications submitted for Community Arts Enrichment Grants (CAEG)	29	44	40	40	40
Library Circulation in Santa Barbara County	N/A	2,595,621	2,644,000	2,702,000	2,756,000
Amount of per Capita Library funding	\$5.870	\$5.984	\$6.900	\$6.900	\$6.900

Community Services

Budget Overview

Staffing By Budget Program	2012-13 Actual	2013-14 Adopted	Change from FY13-14 Ado to FY14-15 Rec	2014-15 Recommended	2015-16 Proposed
Administration & Support	13.48	13.00	2.00	15.00	15.00
Parks & Open Spaces	63.44	69.58	(1.67)	67.90	67.90
Housing & Community Development	7.29	10.00	-	10.00	10.00
Community Support (Arts & Libraries)	3.25	4.13	(1.05)	3.08	3.08
Total	87.46	96.71	(0.72)	95.98	95.98
<hr/>					
Budget By Budget Program					
Administration & Support	\$ 2,345,817	\$ 2,546,227	\$ 126,986	\$ 2,673,213	\$ 2,790,181
Parks & Open Spaces	8,045,252	8,391,209	298,133	8,689,342	8,871,715
Housing & Community Development	4,735,766	7,742,263	(1,920,440)	5,821,823	4,897,231
Community Support (Arts & Libraries)	5,919,688	5,629,922	(1,343,782)	4,286,140	4,297,998
Unallocated	8,583	-	-	-	-
Total	\$ 21,055,106	\$ 24,309,621	\$ (2,839,103)	\$ 21,470,518	\$ 20,857,125
<hr/>					
Budget By Categories of Expenditures					
Salaries and Employee Benefits	\$ 7,867,725	\$ 8,866,098	\$ 191,306	\$ 9,057,404	\$ 9,329,830
Services and Supplies	10,121,301	12,530,060	(1,985,162)	10,544,898	9,598,566
Other Charges	3,066,080	2,913,463	(1,045,247)	1,868,216	1,928,729
Total Operating Expenditures	21,055,106	24,309,621	(2,839,103)	21,470,518	20,857,125
Capital Assets	2,501,337	2,882,700	(185,100)	2,697,600	1,110,000
Other Financing Uses	2,814,639	1,672,901	(339,384)	1,333,517	1,153,722
Intrafund Expenditure Transfers (+)	264,307	310,521	(38,120)	272,401	205,693
Increases to Fund Balances	1,885,098	2,607,244	(1,449,992)	1,157,252	1,153,846
Fund Balance Impact (+)	909,009	2,832	(2,832)	-	-
Total	\$ 29,429,497	\$ 31,785,819	\$ (4,854,531)	\$ 26,931,288	\$ 24,480,386
<hr/>					
Budget By Categories of Revenues					
Taxes	\$ 507,847	\$ 481,842	\$ 69,955	\$ 551,797	\$ 558,137
Fines, Forfeitures, and Penalties	8,250	15,500	(15,500)	-	-
Use of Money and Property	146,656	147,089	13,038	160,127	160,150
Intergovernmental Revenue	5,041,314	5,107,513	212,572	5,320,085	3,338,421
Charges for Services	6,488,926	6,555,769	347,172	6,902,941	6,914,341
Miscellaneous Revenue	2,480,554	4,987,577	(2,523,938)	2,463,639	2,081,622
Total Operating Revenues	14,673,546	17,295,290	(1,896,701)	15,398,589	13,052,671
Other Financing Sources	2,716,151	2,121,601	(243,392)	1,878,209	1,833,743
Intrafund Expenditure Transfers (-)	19,455	20,330	-	20,330	20,330
Decreases to Fund Balances	4,594,581	2,296,396	(380,336)	1,916,060	1,465,495
General Fund Contribution	7,416,172	8,633,800	(915,700)	7,718,100	7,800,400
Fund Balance Impact (-)	9,592	1,418,402	(1,418,402)	-	307,747
Total	\$ 29,429,497	\$ 31,785,819	\$ (4,854,531)	\$ 26,931,288	\$ 24,480,386

Community Services

Staffing Detail

Staffing Detail By Budget Program	2012-13 Actual	2013-14 Adopted	Change from FY13-14 Ado to FY14-15 Rec	2014-15 Recommended	2015-16 Proposed
Administration & Support					
DIRECTOR	1.00	1.00	-	1.00	1.00
CHIEF FINANCIAL OFFICER	1.00	1.00	-	1.00	1.00
ASST DIRECTOR	1.96	2.00	-	2.00	2.00
ASST DEPT LDR-EXEC PLANNER	0.12	-	-	-	-
COST ANALYST	1.00	1.00	-	1.00	1.00
PROGRAM MANAGER	1.86	2.00	-	2.00	2.00
ADMIN OFFICE PRO	0.10	-	-	-	-
FINANCIAL OFFICE PRO	2.99	3.00	(1.00)	2.00	2.00
PROJECT MANAGER	1.00	1.00	-	1.00	1.00
DEPT BUS SPEC	1.00	1.00	-	1.00	1.00
HOUSING PROGRAM SPEC	0.03	-	1.00	1.00	1.00
EXECUTIVE SECRETARY	-	-	1.00	1.00	1.00
PARK RANGER	1.00	1.00	-	1.00	1.00
EXTRA HELP	0.04	-	-	-	-
	0.38	-	1.00	1.00	1.00
Administration & Support Total	13.48	13.00	2.00	15.00	15.00
Parks & Open Spaces					
OPERATIONS MANAGER	1.88	3.00	-	3.00	3.00
ADMIN OFFICE PRO	1.00	1.00	-	1.00	1.00
MAINTENANCE SUPV	0.69	1.00	-	1.00	1.00
AQUATICS MANAGER	-	0.75	-	0.75	0.75
MAINTENANCE LEADER	2.00	2.00	-	2.00	2.00
WTR/SEW PLANT OPER CHIEF	1.00	1.00	-	1.00	1.00
MECHANIC/WELDER	1.00	1.00	-	1.00	1.00
PARK RANGER	22.65	24.00	-	24.00	24.00
NATURALIST	1.00	1.00	-	1.00	1.00
MAINTENANCE PLUMBER	2.00	2.00	-	2.00	2.00
WTR & SEWAGE PLANT OPER	1.00	1.00	-	1.00	1.00
ASST NATURALIST	1.00	1.00	-	1.00	1.00
PARK MAINTENANCE WORKER	5.77	6.00	-	6.00	6.00
EXTRA HELP	22.44	24.83	(1.67)	23.15	23.15
Parks & Open Spaces Total	63.44	69.58	(1.67)	67.90	67.90
Housing & Community Development					
ASST DIRECTOR	-	-	-	-	-
DIVISION MANAGER	0.77	1.00	-	1.00	1.00
PROGRAM MANAGER	0.90	1.00	-	1.00	1.00
FISCAL ANALYST	-	-	1.00	1.00	1.00
DEPT BUS SPEC	1.97	2.00	-	2.00	2.00
HOUSING PROGRAM SPEC SR	0.69	2.00	1.00	3.00	3.00
HOUSING PROGRAM SPEC	2.74	4.00	(2.00)	2.00	2.00
EXTRA HELP	0.22	-	-	-	-
Housing & Community Development Total	7.29	10.00	-	10.00	10.00
Community Support (Arts & Libraries)					
ASST DIRECTOR	-	-	-	-	-
COST ANALYST	0.06	-	-	-	-
ADMIN OFFICE PRO	0.01	-	-	-	-
EXEC DIR-ARTS COMM	1.00	1.00	-	1.00	1.00

Community Services

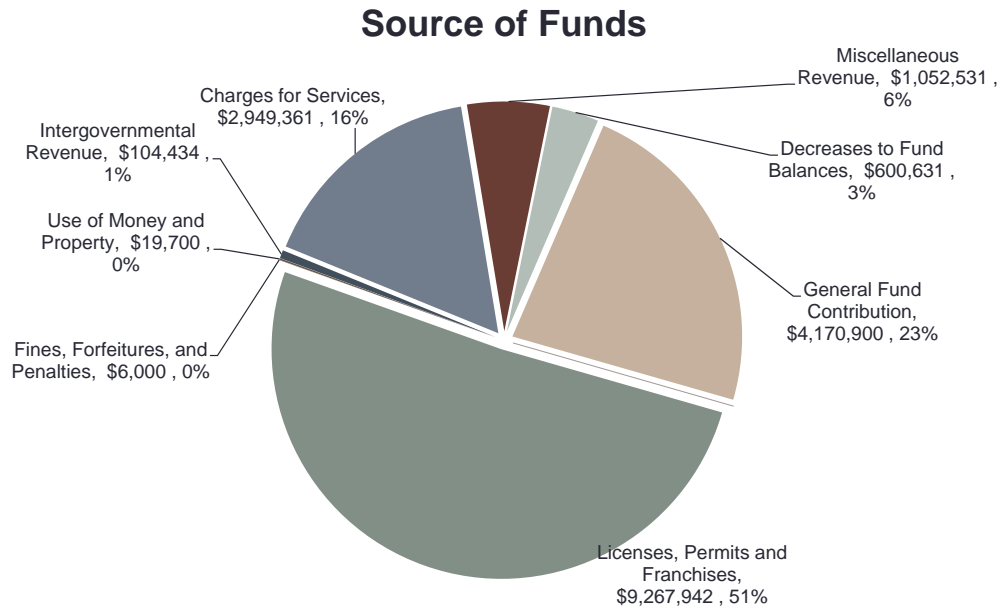
Staffing Detail By Budget Program	2012-13 Actual	2013-14 Adopted	Change from FY13-14 Ado to FY14-15 Rec	2014-15 Recommended	2015-16 Proposed
DEPT BUS SPEC	0.62	1.00	-	1.00	1.00
HOUSING PROGRAM SPEC SR	-	1.00	(1.00)	-	-
HOUSING PROGRAM SPEC	0.26	-	-	-	-
VISUALARTS COORDINATOR	1.00	1.00	-	1.00	1.00
EXTRA HELP	0.31	0.13	(0.05)	0.08	0.08
Community Support (Arts & Libraries) Total	<u>3.25</u>	<u>4.13</u>	<u>(1.05)</u>	<u>3.08</u>	<u>3.08</u>
Department Total	<u><u>87.46</u></u>	<u><u>96.71</u></u>	<u><u>(0.72)</u></u>	<u><u>95.98</u></u>	<u><u>95.98</u></u>



Planning and Development Summary

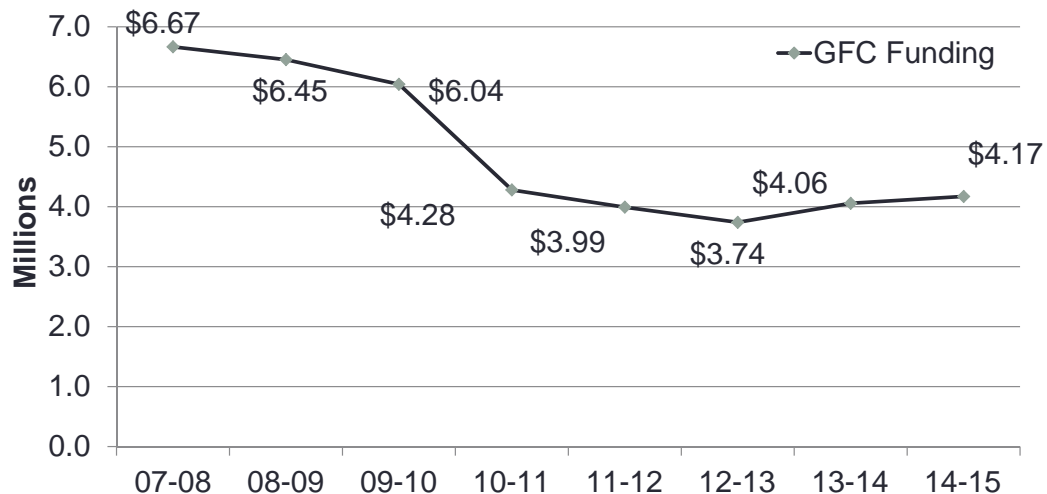
- ∂ Total Budget
 - ∂ Operating \$17,888,490
 - ∂ Capital \$20,000
 - ∂ General Fund Contribution \$4,170,900
 - ∂ FTE's 86.5
 - ∂ One-time funds of \$111,000
 - ∂ Reduction of 2.3 FTE or \$311,000 for Long Range Planning
 - ∂ Expansion of 5 permitting positions

Planning and Development



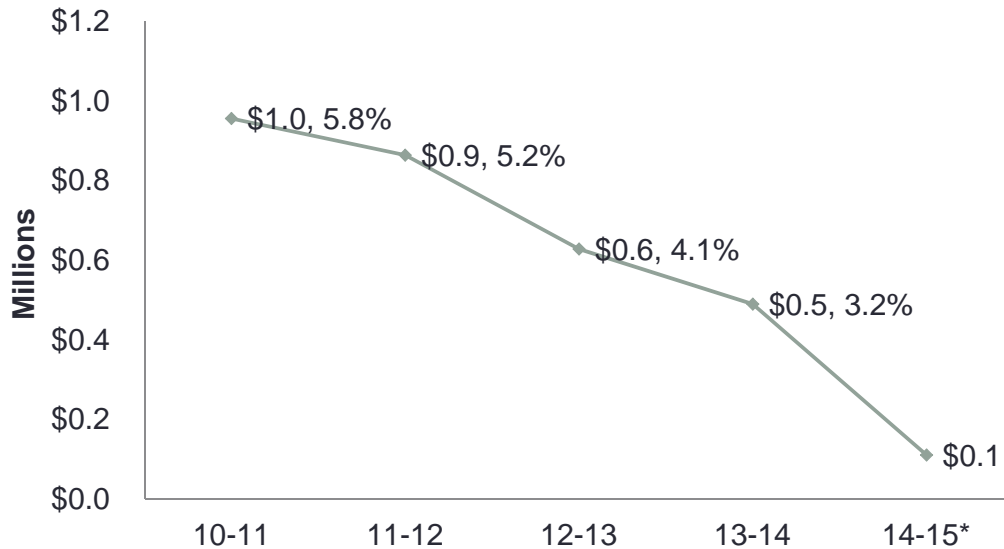
Planning and Development

GFC 8 Year Summary



Planning and Development

5 Year Summary Use of One-Time

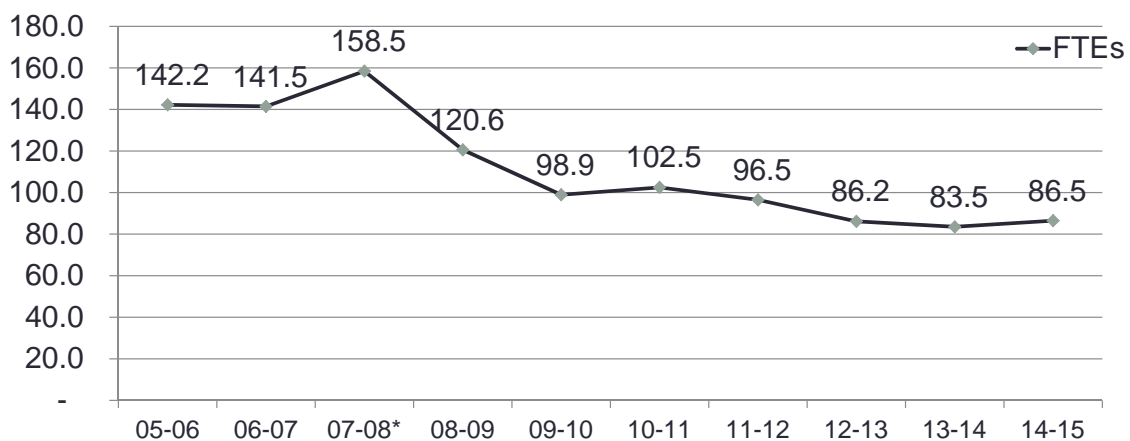


*FY 2014-15 has one-time funds for ongoing purposes only, previously included one-time projects

Planning and Development

Staffing Summary

- ∅ # FTE FY 13-14 Adopted
- ∅ # FTE FY 14-15 Recommended



*Long Range Planning returned to department

Planning and Development

FY 2013-14 Anticipated Accomplishments

- Policy Program Accomplishments:
 - Completed Mission Canyon Community Plan
 - Summerland Community Plan Local Adoption
 - Gaviota Plan Initiation hearings at Planning Commission and Board of Supervisors
 - Complete Environmental Review for the Energy and Climate Action Plan

Planning and Development

FY 2013-14 Anticipated Accomplishments, continued

- Permitting
 - Numerous projects that include:
 - Key Site 30, Goleta Beach EIR, Golden Inn and Village, Santa Maria Energy, Southern California Gas Storage
 - Processed and approved approximately 1,200 zoning permits and nearly 1,250 building permits with a valuation of \$203,000,000.
 - Amended County Building Regulations
 - Integrated the Petroleum Unit into the Energy and Minerals Division.
 - Consolidated Permit Compliance staff to improve efficiency.

Planning and Development

FY 2013-14 Anticipated Accomplishments, continued

- Coastal Mitigation
 - Conducted competitive grant process for Board consideration
 - Executed grant agreement to construct restrooms at Arroyo Burro beach
- Code Enforcement
 - Reduced the average time a violation is open from 178 days to 40 days over the past five years
 - Resolved significant longstanding violation cases
- Administration
 - Introduced weekly email updates for permit applicants
 - Completed transition of new accounting system for permitting

Planning and Development

FY 2014-15 Objectives

- Policy Program
 - Complete the 2015-23 Housing Element Update
 - Complete the Winery Ordinance
 - Complete Los Alamos Pedestrian Circulation and Parking Plan
 - Complete the Planning Commission and Board hearings for the Isla Vista Master Plan
 - Complete adoption of the Energy and Climate Action Plan
 - Complete Mission Canyon Multi-modal Improvement Plan
 - Permit Santa Claus Lane at grade crossing for beach access

Planning and Development FY 2014-15 Objectives, continued

- **Permitting**
 - Conduct disaster preparedness simulation exercises
 - Evaluate permit condition compliance procedures
- **Administration**
 - Implement an internet based system for current microfiche permit records
 - Prepare succession plan for key management and supervisory roles
 - Update and implement department training program
 - Conduct Fee Study for Building and Planning Fees

Planning and Development FY 2015-16 Objectives

- **Policy Program**
 - Complete Gaviota Plan Local Adoption Process
 - Complete Goleta Community Plan Local Adoption Process
 - Complete Hollister Streetscape Design Standards
 - Finalize and Permit Streetscape Plan for Santa Claus Lane

Planning and Development Performance Measures

<u>Description</u>	<u>FY 2012-13 Actual</u>	<u>FY 2013-14 YTD Actual</u>	<u>FY 2014-15 Recommended</u>
Present to decision maker within 4 months of application completeness on planning projects that require a CEQA Exemption.	83%	74%	Target = 95%
Present to decision maker within 6 months of application completeness on planning projects that require a Negative Declaration or addendum to Negative Declaration.	38%	50%	Target = 80%
Complete first plan check review for grading plans > 1500 cubic yards within three (3) weeks of application acceptance.	100%	93%	Target = 100%
Complete first plan check review for grading plans < 1500 cubic yards within two (2) weeks of application acceptance.	81%	89%	Target = 100%
Complete inspections within one business day of requested date.	99%	100%	Target = 100%
Make a determination of whether a violation exists within 60 days of receiving the complaint.	88%	89%	Target = 100%

Planning and Development FY 14-15 Financial Changes & Related Service Level Reductions

Financial Changes Causing SLR:

Description	\$ Amount	Ongoing?
1. Onetime CREF grants funding core policy development services will no longer be available	\$310,688	Replacement of these onetime revenues will be necessary to avoid significant reductions in policy development services

Service Level Reductions:

Program	FTEs	\$ Amount	Service Level Reduction
1. Community Plans	0.86	\$92,444	Substantial delay for Gaviota Coast Plan
2. Community Plans	0.25	\$83,276	Discontinue work on Hollister Streetscape Plan

Planning and Development Service Level Reductions, Continued

Service Level Reductions:			
Program	FTEs	\$ Amount	Service Level Reduction
3. General Plan Amendments	0.10	\$14,022	Loss of Coastal Resiliency grant that will provide data for future updates to the Local Coastal Plan (LCP) and increase opportunities for grants to update the LCP
4. General Plan Amendments	0.17	\$16,688	Loss of Alternate Fuels Readiness grant that will help implement the pending Energy and Climate Action Plan
5. Community Plans	0.92	\$104,258	No new projects will be added to the 2014-15 Long Range Planning Work Program

Planning and Development Key Challenges and Emerging Issues

- Challenges
 - Stable Funding for policy program
 - Fluctuating permitting workload
 - Staff turnover
- Horizon Issues
 - Succession planning
- Budget Enhancement Request
 - Long Range Planning funding of \$310,688 , 2.3 FTE. This enhancement will replace onetime CREF funding and maintain the current level of policy projects in Long Range Planning.
 - Five permitting positions to respond to rising workload. No general funds requested.

Planning and Development Summary

- Rebuilding from the Recession
 - Reduce reliance on onetime funding for policy work program
 - Succession planning for key positions
 - Scaling up to meet rising permitting workload
 - Reestablish training program

Planning and Development Long Range Planning Projects

TABLE 3
POTENTIAL NEW PROJECTS
SHORT-TERM (1 + YEARS)

POTENTIAL NEW PROJECTS		FTE*
Short-Term (1-2 Years)		
15	Coastal Resiliency Plan (grant)	0.15
16	Alternative Fuels Readiness Plan (grant)	0.23
17	Community Choice Aggregation Feasibility Study (grant)	0.04
18	Limited Montecito Design Guidelines Update (grant)	0.20
19	Agricultural Permit Streamlining	0.20
20	Green House Gas CEQA Thresholds	
21	Circulation Element Update	0.20
22	Ordinance 661 Consistency Rezoning	0.10
23	Outdoor Lighting Ordinance	0.10
Total FTE		1.22

*Estimated for one fiscal year. Some projects may take more than one year to complete.

Planning and Development

Long Range Planning Projects

POTENTIAL FUTURE PROJECTS		FTE*
Mid-Term (3+ Years)		
24	Santa Ynez-Los Olivos Parking/Circulation Plan (grant)	0.2
25	Economic Development Element	1.0
26	Sign Ordinance	0.4
27	Mission Hills/Vandenberg Village Vision Plan	0.9
28	Santa Ynez & Los Olivos Design Guidelines	0.6
29	Safety Element Update	0.8
30	Telecommunications Ordinance	0.6
31	Open Space Element Update	2.7
32	Noise Element Update	1.3
33	Land Use Element Update	3.0
34	Mission Canyon Post-Disaster Recovery Plan	0.4
35	Montecito Tree Protection Standards	0.5
36	Special Events – Good Neighbor Policy	1.5
37	Inclusionary Housing Fee Update	0.7

* FTE are rough estimates.

BOS Direction re Work Program
 March 31, 2014

**TABLE 3
 POTENTIAL NEW PROJECTS
 SHORT-TERM (1 + YEARS)**

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20	Green House Gas CEQA Thresholds	
21	Circulation Element Update	0.20
22	Ordinance 661 Consistency Rezoning	0.10
23	Outdoor Lighting Ordinance	0.10
	Total FTE	1.22

*Estimated for one fiscal year. Some projects may take more than one year to complete.

POTENTIAL FUTURE PROJECTS		FTE*
Mid-Term (3+ Years)		
24	Santa Ynez-Los Olivos Parking/Circulation Plan (grant)	0.2
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29	Safety Element Update	0.8
30	Telecommunications Ordinance	0.6
31	Open Space Element Update	2.7
32	Noise Element Update	1.3
33	Land Use Element Update	3.0
34	Mission Canyon Post-Disaster Recovery Plan	0.4
35	Montecito Tree Protection Standards	0.5
36	Special Events – Good Neighbor Policy	1.5
37	Inclusionary Housing Fee Update	0.7

* FTE are rough estimates.



COASTAL RESILIENCY PROJECT

Planning and Development Department

Goal: To identify and plan for mitigation of potential coastal hazards associated with climate-related impacts on important infrastructure, ecological resources and community assets.

BACKGROUND & DESCRIPTION

- ❖ Santa Barbara County (SBCo) received \$200,000 in funding from the California State Coastal Conservancy’s Climate Ready Grant Program for Phase 1 of the Coastal Resiliency Project.
- ❖ County grant match is for an additional \$50,000 with a general fund request of roughly \$25,000 per FY 2014-2015 and FY 2015-2016 in the form of in-kind staff work.
- ❖ Phase 1 includes coastal hazard modeling and development of a Coastal Hazard Vulnerability Assessment to analyze future impacts to the County’s coastal zone under different climate scenarios. Adaptation strategies and management options will be identified for dealing with sea level rise and climate related impacts.
- ❖ Phase 2 (Currently unfunded) includes a countywide Coastal Hazard Adaptation Plan and associated Local Coastal Program amendment incorporating strategies and policies to address Phase 1. The County will pursue grant funding of \$160,000 plus a \$20,000 match for Phase 2.



MILESTONES

Phase 1

Fiscal Year 2014 – 2015

- ❖ Project Kick-Off and Data Collection
- ❖ Community Stakeholder Meeting and Workshops
- ❖ Coastal Hazard Modeling

Fiscal Year 2015 – 2016

- ❖ Draft Vulnerability Assessment

Phase 2 (Unfunded)

Fiscal Year 2015 – 2016

- ❖ Community Stakeholder Meeting and Workshops
- ❖ Draft Coastal Hazard Adaption Plan
- ❖ Develop Mapping Tool and Interactive Decision Support
- ❖ LCP Amendment

Fiscal Year 2016 – 2017

- ❖ Coastal Commission Review/Certification

ESTIMATED FY 14-15	ESTIMATED FY 15-16	PROJECT TOTAL
Cost	Cost	Total Cost
\$194,000	\$236,000	\$430,000



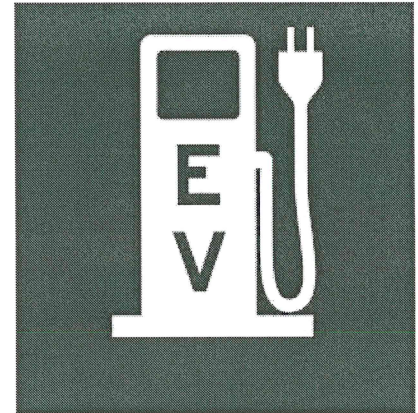
ALTERNATIVE FUELS READINESS PLAN

Planning and Development Department

Goal: Develop strategies for deployment of alternative fuel infrastructure and increased use of alternative fuel vehicles

BACKGROUND & DESCRIPTION

- ❖ Santa Barbara County (SBCo) has been recommended for a grant award of \$269,000 with an additional \$30,000 County match from the California Energy Commission’s Alternative Fuel Readiness Plans program to develop the Central Coast Alternative Fuel Ecosystem Project.
- ❖ Joint planning effort between Santa Barbara County, Community Environmental Council, EV Communities Alliance, and central coast Air Pollution Control Districts (APCDs).
- ❖ The Plan will provide strategies for the deployment of alternative fuel infrastructure and encourage the use of alternative fuel vehicles.
- ❖ County grant match of \$30,000 would be \$26,000 for FY 2014-2015 and \$4,000 for FY 2015-2016 in the form of in-kind staff work. Additional \$30,000 match will come from Santa Barbara, San Luis Obispo, and Ventura APCDs (\$10,000 each).



MILESTONES

Fiscal Year 2014-2015

- ❖ Project Kick-Off – Summer 2014
- ❖ Task Force Meetings – Fall 2014
- ❖ Plan Development – Fall 2014 through Summer 2015

Fiscal Year 2015 - 2016

- ❖ Marketing and Training – Fall 2015 through Spring 2016
- ❖ Final Plan – Winter 2015/16 through Spring 2016

BUDGET

<i>ESTIMATED FY 14-15</i>	<i>ESTIMATED FY 15-16</i>	<i>PROJECT TOTAL</i>
Cost	Cost	Total Cost
\$202,000	\$98,000	\$300,000

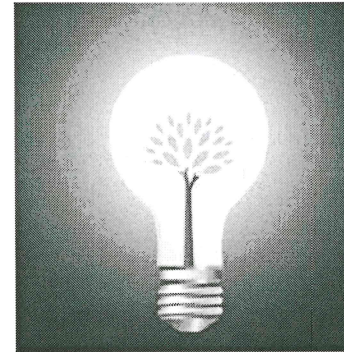


COMMUNITY CHOICE AGGREGATION FEASIBILITY STUDY

Planning and Development Department

Goal: To allow communities to offer procurement service to electric customers within their boundaries.

BACKGROUND & DESCRIPTION



- ❖ Community Choice Aggregation (CCA) is a component of the SBCo's Energy and Climate Action Plan (ECAP) as a green house gas emission reduction measure. CCA involves pooling consumers, securing supply contracts and using existing delivery systems to provide alternative energy.
- ❖ CCA provides the ability to procure energy from a portfolio of sources of its choosing, allowing it to increase the amount of renewable energy beyond what the investor-owned utility offers.
- ❖ Benefits of CCA include the ability to locally control electric rates, reduced green house gas emissions and the ability for communities to develop electric generation projects that increase employment.
- ❖ The first step for SBCo to implement CCA would be to complete a feasibility study. Staff will seek partners and pursue grant funding opportunities through the state California Energy Commission and other agencies. The grant funding is estimated at \$100,000 including a \$20,000 County match that could be shared with other jurisdictions.
- ❖ CCA would likely be developed as a new program with other jurisdictions, although partnering with an existing CCA is possible.

MILESTONES

Fiscal Year 2014 - 2015

- ❖ Research, seek partners, apply for and secure grant.

Fiscal Year 2015 - 2016

- ❖ Stakeholder Group Formation and Meetings
- ❖ Prepare RFP/Consultant Selection
- ❖ Draft Feasibility Study
- ❖ PC and BOS Hearings

BUDGET

ESTIMATED FY 14-15	ESTIMATED FY 15-16	PROJECT TOTAL
Cost	Cost	Total Cost
\$6,000	\$100,000	\$106,000



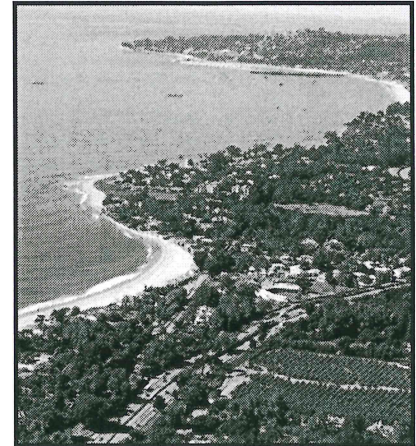
LIMITED MONTECITO DESIGN GUIDELINES UPDATE

Planning and Development Department

Goal: Focused update of the Montecito Design Guidelines, including associated zoning ordinance amendments.

BACKGROUND & DESCRIPTION

- ❖ The Montecito *Architectural Guidelines and Development Standards* (guidelines) provide guidance to architects, property owners, and the Montecito Board of Architectural Review in the design and review of projects within the Montecito Community Plan Area.
- ❖ The existing guidelines are more than 17 years old and rely on definitions and standards contained in the zoning ordinances. Experience with the guidelines has identified the following five issues warrant refinement:
 1. Height Definition
 2. Height Measurement Methodology
 3. Hillside Height Limits for Buildings and Retaining Walls
 4. Basement Definition
 5. Floor Area Definition
- ❖ The proposed project would provide a focused update of the existing guidelines. Specifically, it would be limited to the five issues listed above. The project would also amend the zoning ordinances (i.e., Montecito Land Use and Development Code, Coastal Zoning Ordinance) as necessary to carry out the updates to the guidelines. Public outreach would be an important component of the project. Non-county revenue sources would be explored to fund the project.



MILESTONES

Fiscal Year 2014 – 2015

- ❖ Outreach and Draft Amendments

Fiscal Year 2015 – 2016

- ❖ Montecito Board of Architectural Review
- ❖ Environmental Review
- ❖ Planning Commission Hearing
- ❖ Board of Supervisors Hearing
- ❖ Coastal Commission Certification

BUDGET

ESTIMATED FY 14-15	ESTIMATED FY 15-16	PROJECT TOTAL
Cost	Cost	Total Cost
\$30,000	\$43,000	\$73,000



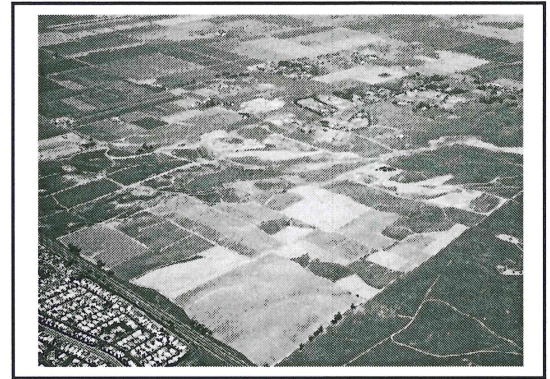
AGRICULTURAL PERMIT STREAMLINING

Planning and Development Department

Goal: Enhance and encourage continued agricultural operations

BACKGROUND & DESCRIPTION

- ❖ Develop a revised zoning permit structure for agricultural uses that would allow increased flexibility in the type of permit and allow compatible new uses which support and encourage the continuation of local agricultural operations.
- ❖ The agricultural tiered permit structure will allow landowners to develop small-scale uses with an over-the-counter or other staff issued permit. The scale of the permitted uses is intended to support and be compatible with existing agricultural activities. Higher intensity uses would still require conditional use permit approval.
- ❖ The project will evaluate agricultural tiered permit concepts developed as part of the draft Gaviota Coast Plan and consider their appropriateness and applicability countywide.



MILESTONES

Fiscal Year 2014-2015

- ❖ Research/ordinance development
- ❖ Stakeholder/community outreach

Fiscal Year 2015-2016

- ❖ Complete outreach and draft ordinances
- ❖ Environmental review
- ❖ Planning Commission and Board of Supervisors adoption hearings

Fiscal Year 2016-2017

- ❖ Coastal Commission submittal and certification

BUDGET

ESTIMATED FY 14-15	ESTIMATED FY 15-16	PROJECT TOTAL
Cost	Cost	Total Cost
\$29,000	\$60,000	\$89,000



CIRCULATION ELEMENT UPDATE

Planning and Development Department

Goal: Update the Circulation Element to meet the requirements of the Complete Streets Act, including planning for a multimodal transportation network that meets the needs of all users.

BACKGROUND & DESCRIPTION

- ❖ The Circulation Element of the County Comprehensive Plan was adopted in December 1980 and no major revisions have occurred since 1991.
- ❖ AB 1358 requires local jurisdictions to plan for “Complete Streets” through a balanced, multimodal transportation network that meets the needs of all users, including seniors, pedestrians, bicyclists, private motorists, commercial and industrial carriers, and public transportation riders.
- ❖ Since 1991, road standards have been accomplished only through community plans. A comprehensive, county-wide approach is warranted.
- ❖ New level of service thresholds that are anticipated from the State would be addressed by this update.
- ❖ Rural road standards would be explored to determine if different standards should be developed.



MILESTONES

Fiscal Year 2014 – 2015

- ❖ Research and Analysis
- ❖ Prepare RFP/Consultant Selection
- ❖ Community Outreach

Fiscal Year 2015 – 2016

- ❖ Complete outreach, draft amendments and environmental review

Fiscal Year 2016 – 2017

- ❖ Planning Commission Hearing
- ❖ Board of Supervisors Hearing
- ❖ Coastal Commission Certification

BUDGET

ESTIMATED FY 14-15	ESTIMATED FY 15-16	ESTIMATED FY 16-17	PROJECT TOTAL
Cost	Cost	Cost	Total Cost
\$32,000	\$282,000	\$26,000	\$340,000



ORDINANCE 661 CONSISTENCY REZONE – PHASE II

Planning and Development Department

Goal: Rezone remaining rural lands under obsolete Ordinance 661 to current Land Use and Development Code zoning

BACKGROUND & DESCRIPTION

- ❖ The program would eliminate the need for individual property owners to apply for consistency rezones to the current Land Use and Development Code (LUDC) when applying for discretionary permits.
- ❖ Phase II will rezone remaining land still under Ordinance 661 primarily located in the Lompoc Valley, Cuyama Valley, Los Padres National Forest, and South Coast Foothill Areas.
- ❖ Ordinance 661 was adopted in the 1960's and was replaced in 1983 by Article III Inland Zoning Regulations then the LUDC in 2007.
- ❖ Phase I of the Ordinance 661 Consistency Rezone was completed in 2007 for the Santa Maria Valley and San Antonio Creek rural regions.



MILESTONES

Fiscal Year 2014-2015

- ❖ Initiate stakeholder outreach meetings

Fiscal Year 2015-2016

- ❖ Continue outreach, prepare rezone maps, conduct public workshops
- ❖ Environmental Review
- ❖ Planning Commission Hearings
- ❖ Board of Supervisor Adoption Hearing

BUDGET

ESTIMATED FY 14-15	ESTIMATED FY 15-16	PROJECT TOTAL
Cost	Cost	Total Cost
\$14,000	\$38,000	\$51,000



OUTDOOR LIGHTING ORDINANCE

Planning and Development Department

Goal: Develop County-wide policy for the regulation of outdoor lighting.

BACKGROUND & DESCRIPTION

- ❖ Develop a county-wide policy which seeks to standardize regulation of outdoor lighting, building upon outdoor lighting regulations that have been adopted for recent community plans.
- ❖ The project includes outreach to communities, design professionals, and county Board of Architectural Review committees to gather input for inclusion in the ordinance and guidelines.



MILESTONES

Fiscal Year 2014-2015

- ❖ Research and ordinance development

Fiscal Year 2015-2016

- ❖ Continue ordinance development
- ❖ Stakeholder/Board of Architectural Review Meetings
- ❖ Environmental Review
- ❖ Adoption Hearings
- ❖ Coastal Commission Review/Certification

BUDGET

ESTIMATED FY 14-15	ESTIMATED FY 15-16	PROJECT TOTAL
Cost	Cost	Total Cost
\$16,000	\$43,000	\$59,000



INTERIM GREENHOUSE GAS CEQA THRESHOLD

Planning and Development Department

Goal: To provide the County with an Interim Threshold of Significance for the purpose of classifying potential cumulative impacts of proposed projects that would result in greenhouse gas emissions from stationary sources.

BACKGROUND & DESCRIPTION

- ❖ Implementing regulations for the California Environmental Quality Act (CEQA) require lead agencies to estimate the amount of greenhouse gas (GHG) emissions resulting from a project, and to determine if these emissions represent a significant cumulative impact to global climate change.
- ❖ The County has received several applications from the oil industry to produce onshore reserves with the use of steam injection. Generation of steam for injection can produce relatively large volumes of GHG emissions, as exemplified by a recently approved project proposed by Santa Maria Energy.
- ❖ Absent an adopted threshold, classifying the significance of a project's GHG emissions currently is made on a case-by-case basis. The County's Air Pollution Control Officer recently announced plans to develop a threshold for GHG emissions from stationary sources (announcement reproduced on next page).
- ❖ Most GHG thresholds adopted by California air districts thus far are interim thresholds, in anticipation of more aggressive, GHG-reduction targets expected in future legislation, to achieve an 80% reduction in statewide GHG emission from 1990 levels by 2050.



MILESTONES

Fiscal Year 2014 - 2015

- ❖ Mobilize team of P&D staff and technical consultant assistance, joining APCD's current effort (see next page).
- ❖ Update analysis prepared during the recent Santa Maria Energy permit process, including review of case law and approaches employed throughout the state for classifying GHG impacts from stationary sources.
- ❖ Join APCD staff in its stakeholder meetings, community workshops, and hearings. Conduct additional stakeholder meetings and community workshops, as necessary to ensure adequate input throughout effort.
- ❖ Incorporate input received and address questions and concerns raised during meetings and workshops.
- ❖ Prepare staff report, including optional thresholds, and conduct hearing before Planning Commission to consider recommendation of a threshold to Board of Supervisors.
- ❖ Prepare Board memorandum and conduct hearing before Board of Supervisors for consideration of adopting a threshold.¹

PROJECT TOTAL
Total Cost
\$30,000

¹ P&D anticipates completion of this project in FY 2014-15; a more precise schedule will be prepared in coordination with APCD's recently commenced effort to prepare a threshold for its Board's consideration.

District Environmental Review Guidelines

Addressing Impacts of Greenhouse Gas Emissions under the California Environmental Quality Act (CEQA)

Project

The District proposes to revise its *Environmental Review Guidelines* to address the significance of greenhouse gas emissions from stationary sources.

Background

The District's *Environmental Review Guidelines* provide procedures for the District and other agencies to use when reviewing projects under CEQA. The District's Guidelines are applied directly to projects for which the District is the lead agency under CEQA, including District permits, rules, and plans. However, much of the time other agencies are the lead agencies for CEQA review.

The District's Guidelines document, first adopted by the Board in 1995, was last revised in 2000. Starting in 2010 the state's CEQA guidelines have included a framework for addressing climate change impacts under CEQA. This project will consider the latest information on greenhouse gases and CEQA.

Stakeholders

The District has identified the following general categories of stakeholders:

- Projects that propose new or modified stationary sources of air pollution in Santa Barbara County;
- Agencies in Santa Barbara County that serve as lead agencies under CEQA;
- Concerned members of the public;
- Agencies, organizations and industries involved in climate change/greenhouse gas impact evaluation and mitigation.

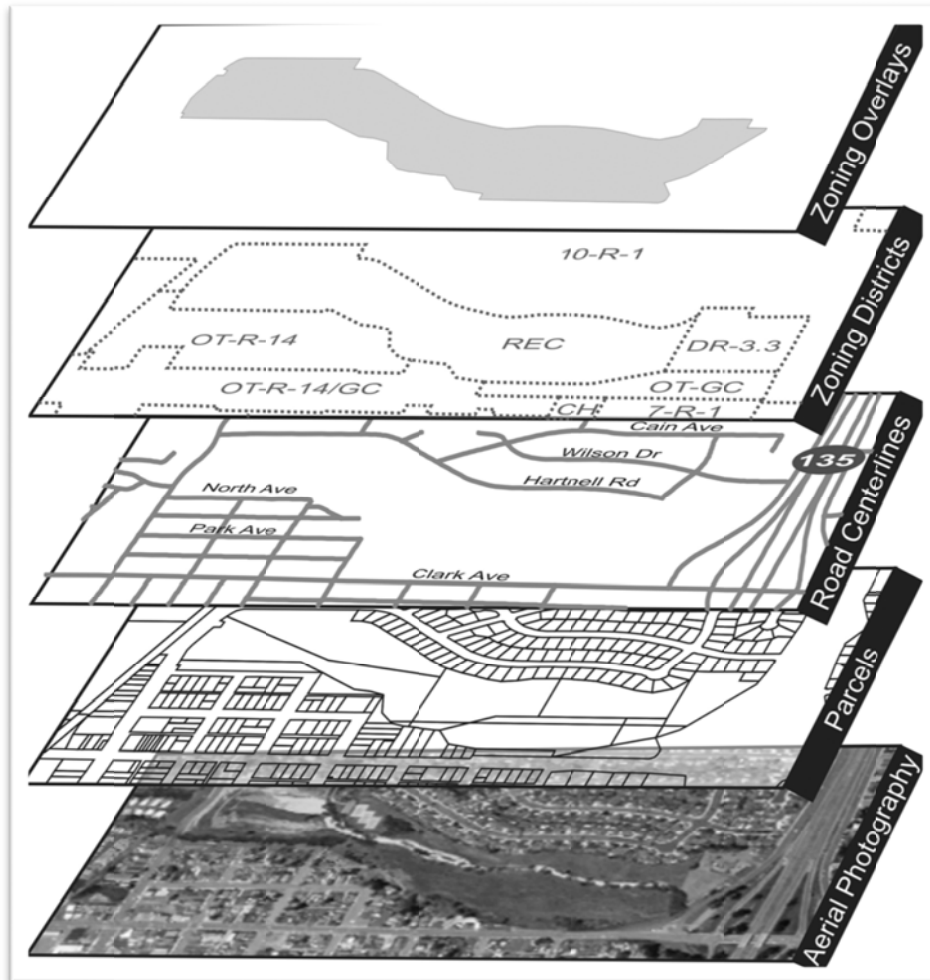
Outreach and Process Overview

In early May, the District will lead a public workshop in Santa Maria and a public workshop in Santa Barbara to present the issue and gather input from stakeholders and the public. The District will also hold meetings with stakeholders as requested.

The District will then consider input from the public and stakeholder meetings, and will develop draft revisions to the *Environmental Review Guidelines*. Another public workshop will be scheduled to receive input on the draft language. The proposed revisions and a summary of input from the public workshops will then be reviewed by the District's Community Advisory Council, which can choose to make recommendations to the District's Board. Revisions will then be brought to the District's Board for adoption.

Notices about the workshops will be placed in print and online media in the county, and will also be mailed directly to stakeholder groups. Information on the project and process will be posted on the District's website, with the link to stakeholder groups. Information on the project and process will be posted on the District's website, with the link to that information included in advertisements, emails and mail outs.

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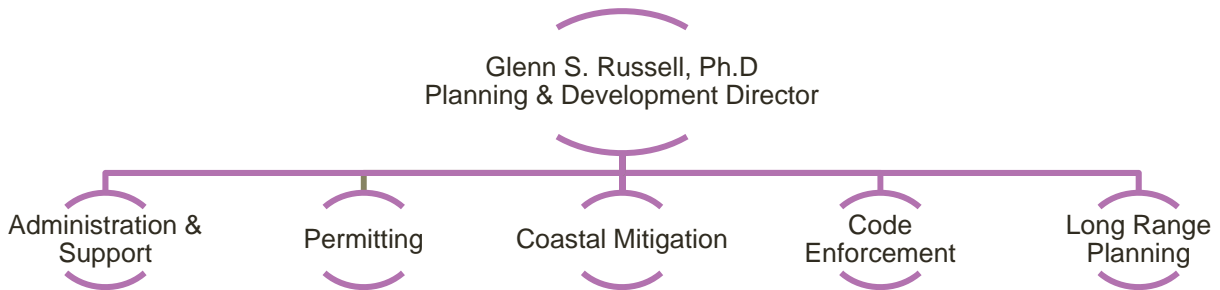


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Budget & Full-Time Equivalents (FTEs) Summary

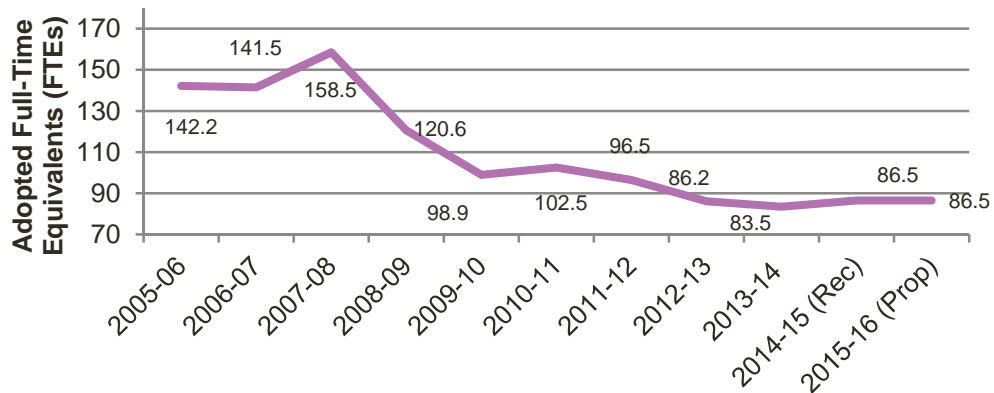
Operating	\$	17,888,490
Capital	\$	-
FTEs		86.5

Budget Programs Chart



Staffing Trend

The staffing trend values below will differ from prior year budget books in order to show amounts without the impact of any vacancy factors.



Planning & Development

Mission Statement

The mission of the Planning and Development Department is to plan for and promote reasonable, productive, safe, and sustainable use of land to foster economic, social, cultural, and environmental vitality across the County. The Department provides quality policy development, planning, permitting, and inspection services through a thoughtful, collaborative, and professional process under the policy direction of the Board of Supervisors and Planning Commissions.

Department Description

The Planning and Development Department (P&D) has five Budget Programs:

- Administration & Support
- Permitting
- Coastal Mitigation
- Code Enforcement
- Long Range Planning

The Department strives to provide a quality built and natural environment through its programs. The Department:

- Provides public information about zoning, building, grading, and petroleum regulations
- Ensures safe construction through the review of plans and inspection of buildings throughout construction
- Responds to public complaints regarding building, grading, petroleum, and zoning issues.
- Reviews private development projects to ensure consistency with State Law, Comprehensive Plans, and Zoning Ordinances
- Ensures compliance with permit conditions
- Oversees oil and mining development which includes permitting facilities and ensuring facilities comply with permits
- Researches and develops land use policies and programs at the direction of the Board of Supervisors to foster long range economic,

social, cultural, and environmental vitality throughout the County.

2013-14 Anticipated Accomplishments

Administration & Support

- Completed transition of Accounts Receivable Database creating greater efficiencies in billing practices and better integration with the County's Financial Information Network.
- Introduced a new weekly e-mail notification system to permit applicants and contacts through the Department's Accela Citizens Access. This will provide a platform for permit applicants to better engage with the department on the progress of their permit applications.
- Developed and introduced a new grant approval process for the Fish and Game Commission.

Permitting

- Processed and approved approximately 1,200 zoning permits and nearly 1,250 building permits with a valuation of \$203,000,000.
- Amended County Building Regulations incorporating new State requirements.
- Maintained 99% on-time inspections with a 20% increase in permit activity.
- Integrated the Petroleum Unit into the Energy and Minerals Division.
- Consolidated Permit Compliance staff onto one team to improve oversight of compliance efforts countywide.
- Assisted County Water Agency staff with implementation of new Regional Water Quality Control Board hydro-modification regulations.

Planning & Development

- Successfully completed processing a number of major projects, including:
 - Key Site 30: Planned development of 69 residential units
 - Orcutt Union School District/Key Site 17: Upzoning to allow 257 units of senior housing
 - Park Hill: Subdivision creating 16 residential lots
 - Montecito Ranch Estates: modifications to an 8 lot subdivision
 - Goleta Beach 2.0: completed EIR and project alternatives
 - Van Wingerden Greenhouses: permitting 260,000 square feet of greenhouse development
 - Heritage Villas Phase II: 80 senior apartments
 - Gaviota Coast Projects, including:
 - Paradiso del Mare: two coastal homes and public coastal access
 - Las Varas Ranch: TPM and two LLA's to reconfigure a coastal ranch
 - Claxton and Martian Winery developments
 - Golden Inn and Village: housing for 140 seniors and 80 low income residents
 - Youngman GPA to allow additional onsite processing of agricultural products
 - Santa Maria Energy Oil and Gas Project
 - Southern California Gas Storage Field Enhancement Project
 - North Garey Oil and Gas Project
 - Granite Gardner Ranch Mining Revision
 - Lompoc Stone Mining Revision

Coastal Mitigation

- Executed a Coastal Resource Enhancement Fund grant agreement with the Community Services Department (CSD) for \$402,500 to construct a new restroom building at Arroyo

Burro County Park Beach to better serve the public. Restroom construction is planned to be completed by December 2014.

- Administered the Coastal Resource Enhancement Fund Grant Program, including conducting the competitive grant evaluation process. These grants are available to fund acquisition of coastal properties for recreation and conservation purposes and various coastal projects.

Code Enforcement

- Improved processes have reduced the average length of time a code case is open. The average time has dropped from 178 days in FY 2009-10 to 40 days this fiscal year. Shortening the time a code case is open decreases costs for the property owner and the County, and contributes to a higher quality of life for residents.
- Resolved several significant and longstanding code violation cases.

Long Range Planning

- Completed California Coastal Commission certification of the Mobile Home Conversion Ordinance, subsequent to hearings at the Planning Commission and Board of Supervisors in 2012. The ordinance protects the interests of mobile home park residents.
- Completed the Mission Canyon Community Plan, which included adoption hearings before the County and City of Santa Barbara Planning Commissions, the Santa Barbara City Council, and the Board of Supervisors. This plan provides an updated policy framework to guide future development within resource and infrastructure constraints.
- Completed local adoption of the Summerland Community Plan update, and submitted for Coastal Commission certification. The update is intended to preserve community character by addressing transportation and visual resources.

Planning & Development

- Completed hearings before the Planning Commission and Board of Supervisors resulting in initiating the Gaviota Coast Plan for environmental review. This plan is intended to balance the needs of landowners, including agriculturalists, with environmental protection and public access.
- Completed work on the administrative draft environmental impact report that will inform the Eastern Goleta Valley update to the Goleta Community Plan.
- Released the draft environmental impact report for public review concerning the Energy and Climate Action Plan. The plan will establish targets and implementation measures to reduce greenhouse gas emissions.
- Completed design standards for later incorporation into the Hollister-State Street streetscape plan that will enhance the aesthetics and increase the economic vitality of the area.
- Received grants for Climate Resiliency Plan and Alternative Fuels Readiness Plan totaling \$252,000. The grants will fund the modeling of climate change impacts and a plan to enhance opportunities for alternative fuels vehicle recharging stations.

2014-16 Objectives

Administration & Support

- Convert all microfiche records of historic permit records and provide online access and research of these records for customers and staff.
- Conduct a comprehensive fee study for cost of services associated with all work performed by staff so that billing practices and methodologies are consistent.
- Update and restart the department training program which was discontinued during the recession.
- Develop a plan for succession for key management and supervisory positions.

- Develop Public Records Act (PRA) request process that will streamline research and response, and document all requests. Responding to PRA requests often requires extensive staff time with a short turnaround. The Department will evaluate its records and create a more efficient process.

Permitting

- Review and update the procedures and oversight mechanisms for the permit compliance program countywide. This will ensure projects are built according to approved plans and that conditions implementing the County's Comprehensive Plan are completed.
- Complete the damage assessment manual for the Building and Safety Division in coordination with County Emergency Operations. The manual will provide procedures for organizing, conducting and reporting post-disaster activities. Any necessary ordinance changes will be brought to the Board of Supervisors for consideration.
- Conduct simulated disaster training sessions to test current procedures and update current documentation for conducting damage assessments following natural disasters. This project will ensure the Department remains ready to assist its constituents in the post-disaster recovery process.
- Fully integrate onshore permitting and petroleum into Energy and Minerals.
- Continue building on the cooperative relationship with DOGGR and the RWQCB to facilitate more efficient permit processing for both oil and gas development and remediation projects.

Coastal Mitigation

- Administer the Coastal Resource Enhancement Fund Grant Program by conducting the competitive grant cycle process. The grants fund acquisition of coastal properties for recreation and conservation purposes as well as various coastal projects.

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- Oversee grants funded through the Coastal Resource Enhancement Fund to ensure that the projects comply with their contracts and provide expected public benefits.

Code Enforcement

- Prepare Ordinance Amendments to Santa Barbara County Codes under the purview of Planning and Development such that enforcement practices and billing of enforcement costs are consistent and fair.

Long Range Planning

- Complete the 2015-23 Housing Element Update and submit it to the State Housing and Community Development Department for review by February 2015. This update focuses on providing housing opportunities for residents and workers of the county, particularly for below market and special needs residents.
- Complete the Disadvantaged Communities Update to the Land Use Element and the Fire Hazards Update to the Safety Element which are also required to be updated by February 2015.
- Complete adoption of the Energy and Climate Action Plan to reduce the County's greenhouse gas emissions consistent with State Law.
- Complete the update of the winery ordinance to streamline the permitting process through the clarification of standards and addressing neighborhood impacts.
- Complete the local adoption hearings for the Gaviota Community Plan and the Eastern Goleta Valley Community Plan.
- Complete the Coastal Development Permit and California Public Utilities Commission applications for the railroad crossing at Santa Claus Lane.
- Complete Hollister-State Street streetscape plan that will enhance the aesthetics and increase the economic vitality of the area.

- Complete Mission Park to Mission Canyon Multimodal Improvement Plan that will provide for safer pedestrian, bicycle and vehicle circulation while preserving the cultural resources of the area.
- Complete the Los Alamos Pedestrian-Circulation-Parking Plan that will provide safer routes to school and enhance the parking and streetscape of the business core, resulting in increased economic vitality.
- Complete Planning Commission and Board of Supervisor hearings to update the Isla Vista Master Plan and submit the plan to the California Coastal Commission for certification.
- Pursue grants to fund additional long range planning work prioritized in the work program. This will potentially provide for additional funds to work on Board and community priority projects.

*Changes & Operational Impact:
2013-14 Adopted to
2014-15 Recommended*

Staffing

- Increase of 1.5 FTEs
 - The 1.5 FTE increase is primarily comprised of 5 direct and indirect permitting positions, funded by permitting revenues, partially offset by a proposed reduction in Long Range Planning of 3.3 FTE's.

Expenditures

- Net operating expenditure increase of \$2,883,000:
 - Increase Salaries and Benefits of \$521,000 due to increased staffing for permit processing.
 - Increase of \$1,880,000 in Services and Supplies. This increase is comprised of a \$2,031,000 increase in Contract Services and Special Projects (funded by an increase in

Planning & Development

revenues- Charges for Services). These reimbursable contracts are for required environmental review of anticipated permit projects. Decrease of \$234,000 in Professional Services due to the completion of contracts for Long Range Planning projects. Minor increases in office related expenditures of \$63,000.

Increase of \$482,000 in Other Charges that is primarily due to a \$519,000 increase in Oil and Gas Mitigation Contribution to fund expected Coastal Resource Enhancement Fund grant awards. These grant awards are paid on a reimbursement basis and fluctuate year to year. There are also minor increases in Utilities offset by a reduction in Liability Insurance of \$64,000.

- Net non-operating expenditure increase of \$27,000:
 - Increase of \$32,000 to Increases to Fund Balances reflects an additional contribution to Committed and Restricted Fund Balance components to fund improvements for permit process improvement and permit tracking systems. This increase is offset by reduced contributions to Coastal Resource Enhancement and Petroleum Fund Balance, as well as several minor decreases in various funds. Capital asset funding of \$20,000 is included for a computer network backup system.

These changes result in recommended operating expenditures of \$17,888,000, non-operating expenditures of \$283,000, for total expenditures of \$18,171,000. Non-operating expenditures primarily include capital assets, transfers and increases to fund balances.

Revenues

- Net operating revenue increase of \$2,776,000:
 - Increase of \$1,728,000 in Charges for Services from reimbursement for contracts required for permitting project (see expenditures in Contract Services Special Projects).

- Increase of \$1,232,000 in Licenses, Permits and Franchises reflects a projected increase in oil and gas, planning, and building permit revenues.
- Decrease of \$109,000 in Miscellaneous Revenue reflects a reduction in the grant award from the Coastal Resource Enhancement Fund Grant Program (\$205,000) to fund Long Range Planning projects. This reduction is offset with an increase to technology fees (\$114,000) due to higher permit revenues.
- Decrease of \$75,000 in Intergovernmental Revenue-Other from the completion of grant funded projects.

- Net non-operating revenue increase of \$134,000:
 - Increase of \$114,000 in General Fund Contribution reflects additional General Fund allocation per Board-adopted allocation policies. This amount covers the increases in salaries and benefits but does not replace reduced grant funding. Loss of Coastal Resource Enhancement Fund grants for Long Range Planning projects will result in reduced service levels and no capacity to take on new projects in Long Range Planning.
 - Increase of \$112,000 in Decreases to Fund Balances to reflect expected increase in grant award reimbursements of \$445,010 that will be administered by the Coastal Resource Enhancement Fund Grant, Program); offset by a decrease in one time funding for Long Range Planning of \$278,000, and decreases in other funds.

These changes result in recommended operating revenues of \$13,400,000, non-operating revenues of \$4,771,000, for total revenues of \$18,171,000. Non-operating revenues primarily include General Fund Contribution, transfers and decreases to fund balances.

Planning & Development

Changes & Operational Impact: 2014-15 Recommended to 2015-16 Proposed

In FY 2015-16, the costs of employee salaries and benefits are expected to increase by approximately \$176,000 in the Department. The largest increase is in health insurance costs, which are anticipated to be \$58,000 above FY 2014-15 levels. These increases will be partially offset by additional General Fund Contribution, CPI increases on fees and a small amount of grant funding remaining from current grants. However, with the completion of current grant awards in Long Range Planning, these onetime revenues will fall approximately \$400,000 in FY 2015-16. As a result,

we anticipate a General Fund budget gap of \$381,000.

No staffing changes are expected in FY 2015-16 unless the \$381,000 budget gap cannot be filled. In that case, the Department would be required to reduce staffing by approximately 3.0 FTEs. An additional 3.0 FTE reduction would result in significant service level impacts in Long Range Planning.

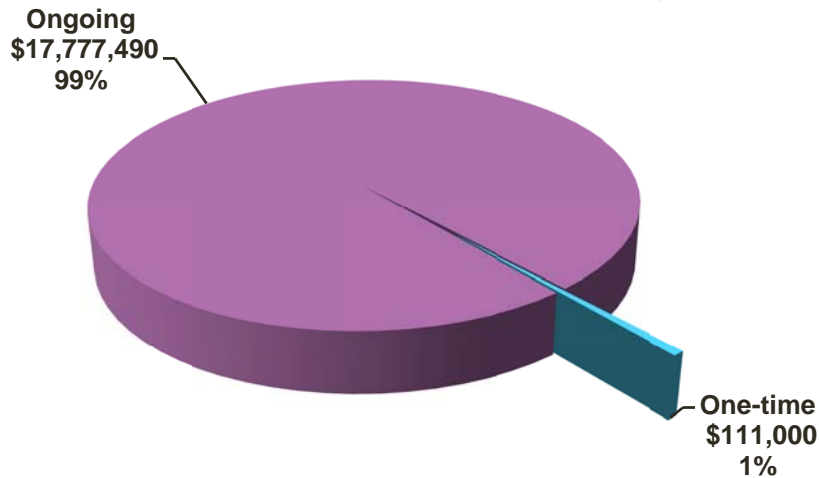
Related Links

For more information on Planning & Development Department, refer to the Web site at <http://sbcountyplanning.org/>.

Planning & Development

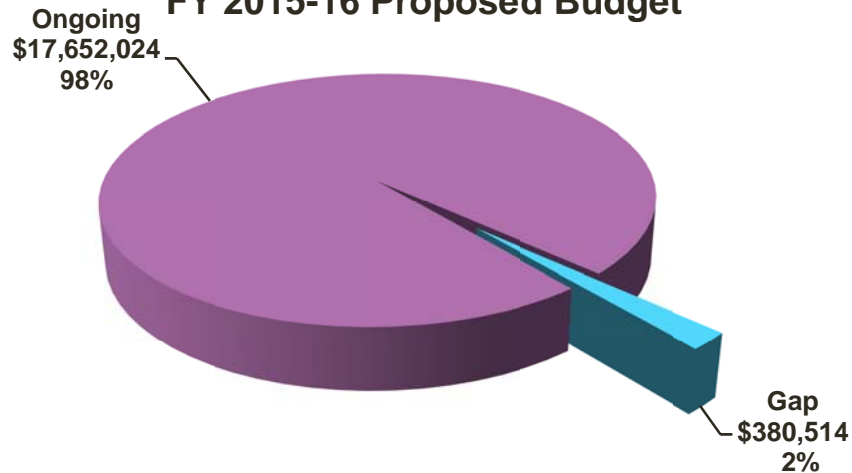
Gap Charts

FY 2014-15 Recommended Budget



The FY 2014-15 Recommended Budget relies on one-time sources to fund 1.0% of the Department's ongoing operations. These one-time resources include \$36,000 in Coastal Impact Assistance Program grant funds, \$75,000 in Caltrans grant funds, all for Long Range Planning projects. These funds are one-time in nature and will not be available to fund operations in FY 2015-16.

FY 2015-16 Proposed Budget



To maintain FY 2014-15 service levels, it is estimated that \$18.1 million of funding for ongoing operations will be required in FY 2015-16. Of this amount, it is projected that \$17.6 million will be available through ongoing sources, which includes \$13.4 million in departmental revenues and \$4.2 million in General Fund Contribution. Grant revenues decline in FY 2015-16 as individual grants are completed. As a result of increases in employee benefit costs and the depletion of grant and fund balance component funding used in FY 2014-15, an additional \$380,000 must be identified to prevent the need for service level reductions in FY 2015-16.

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Performance Measures Continued

<u>Description</u>	<u>FY 2011-12 Actual</u>	<u>FY 2012-13 Actual</u>	<u>FY 2013-14 YTD Actual</u>	<u>FY 2014-15 Recommended</u>	<u>FY 2015-16 Proposed</u>
Administration					
Percent of lost time at 4% or less, providing a productive workforce.	3.6%	3.7%	3.8%	Target < 4%	Target < 4%
Permitting					
Provide initial planner feedback on ministerial permit applications within ten (10) working days of application submittal.	93.93%	93.08%	87.33%	Target = 100%	Target = 100%
Issue complete or incomplete letters on discretionary project submittals within 30 days of submittal or re-submittal by the project applicant.	94.52%	95.65%	94.32%	Target = 100%	Target = 100%
Approve ministerial permits within 60 days of application submittal.	71.19%	62.80%	59.52%	Target = 100%	Target = 100%
Present to decision maker within 4 months of application completeness on planning projects that require a CEQA Exemption.	81.36%	82.89%	74.07%	Target = 95%	Target = 95%
Present to decision maker within 6 months of application completeness on planning projects that require a Negative Declaration or addendum to Negative Declaration.	37.50%	38.10%	50.00%	Target = 80%	Target = 80%
Conduct pre-construction meetings on projects requiring permit compliance monitoring within five (5) working days of an applicant's requested date.	92%	83%	94%	Target = 85%	Target = 85%
Conduct final inspections on projects for sign-off on conditions of approval within five working days of an	100%	81%	100%	Target = 85%	Target = 85%

Planning & Development

Performance Measures Continued

<u>Description</u>	<u>FY 2011-12 Actual</u>	<u>FY 2012-13 Actual</u>	<u>FY 2013-14 YTD Actual</u>	<u>FY 2014-15 Recommended</u>	<u>FY 2015-16 Proposed</u>
applicant's requested date.					
Complete first plan check review for grading plans > 1500 cubic yards within three (3) weeks of application acceptance.	91%	100%	93%	Target = 100%	Target = 100%
Complete first plan check review for grading plans < 1500 cubic yards within two (2) weeks of application acceptance.	90%	81%	89%	Target = 100%	Target = 100%
Complete inspections within one business day of requested date.	99%	99%	100%	Target = 100%	Target = 100%
Provide complete response to project applicants within 30 calendar days for compliance plans that require approval or updating.	N/A	N/A	N/A	Target = 90%	Target = 90%
Perform oil well and tank farm inspections on all well and tank farm sites monitored by the Petroleum Unit.	2,236	2,368	1,970	Target = 2,595	Target = 2,595
Code Enforcement					
Make a determination of whether a violation exists within 60 days of receiving the complaint.	87%	88%	89%	Target = 100%	Target = 100%
Send initial advisory contact letter to property owners within one business day for non-health and safety or ongoing construction complaints.	99%	97%	97%	Target = 100%	Target = 100%

Planning & Development

Budget Overview

Staffing By Budget Program	2012-13 Actual	2013-14 Adopted	Change from FY13-14 Ado to FY14-15 Rec	2014-15 Recommended	2015-16 Proposed
Administration & Support	13.28	13.32	1.51	14.83	14.83
Permitting	58.31	55.57	3.91	59.48	59.48
Coastal Mitigation	0.14	0.17	(0.06)	0.11	0.11
Code Enforcement	2.88	4.45	(0.59)	3.86	3.86
Long Range Planning	11.61	11.50	(3.29)	8.22	8.22
Total	<u>86.21</u>	<u>85.01</u>	<u>1.48</u>	<u>86.49</u>	<u>86.49</u>
Budget By Budget Program					
Administration & Support	\$ 2,126,100	\$ 2,239,179	\$ 352,808	\$ 2,591,987	\$ 2,595,244
Permitting	8,850,596	9,185,969	2,633,960	11,819,929	11,977,914
Coastal Mitigation	1,516,441	690,942	508,952	1,199,894	911,862
Code Enforcement	379,657	585,091	(25,301)	559,790	567,226
Long Range Planning	1,832,044	2,304,267	(587,377)	1,716,890	2,076,369
Unallocated	7,831	-	-	-	-
Total	<u>\$ 14,712,668</u>	<u>\$ 15,005,448</u>	<u>\$ 2,883,042</u>	<u>\$ 17,888,490</u>	<u>\$ 18,128,615</u>
Budget By Categories of Expenditures					
Salaries and Employee Benefits	\$ 11,007,603	\$ 11,536,825	\$ 520,809	\$ 12,057,634	\$ 12,233,652
Services and Supplies	1,579,544	2,144,872	1,880,179	4,025,051	4,364,433
Other Charges	2,125,521	1,323,751	482,054	1,805,805	1,530,530
Total Operating Expenditures	14,712,668	15,005,448	2,883,042	17,888,490	18,128,615
Capital Assets	58,127	-	20,000	20,000	20,000
Other Financing Uses	229	25,000	(25,000)	-	-
Increases to Fund Balances	658,197	231,258	31,742	263,000	156,027
Fund Balance Impact (+)	166,026	-	-	-	-
Total	<u>\$ 15,595,247</u>	<u>\$ 15,261,706</u>	<u>\$ 2,909,784</u>	<u>\$ 18,171,490</u>	<u>\$ 18,304,642</u>
Budget By Categories of Revenues					
Licenses, Permits and Franchises	\$ 8,247,230	\$ 8,036,283	\$ 1,231,659	\$ 9,267,942	\$ 9,309,446
Fines, Forfeitures, and Penalties	5,296	6,000	-	6,000	6,000
Use of Money and Property	(8,559)	19,480	220	19,700	19,700
Intergovernmental Revenue	1,571	179,545	(75,111)	104,434	159,000
Charges for Services	1,217,598	1,221,061	1,728,291	2,949,352	2,955,578
Miscellaneous Revenue	1,537,194	1,161,871	(109,340)	1,052,531	981,700
Total Operating Revenues	11,000,330	10,624,240	2,775,719	13,399,959	13,431,424
Other Financing Sources	-	25,000	(25,000)	-	-
Decreases to Fund Balances	847,483	488,651	111,980	600,631	272,104
General Fund Contribution	3,738,730	4,056,600	114,300	4,170,900	4,220,600
Fund Balance Impact (-)	8,704	67,215	(67,215)	-	380,514
Total	<u>\$ 15,595,247</u>	<u>\$ 15,261,706</u>	<u>\$ 2,909,784</u>	<u>\$ 18,171,490</u>	<u>\$ 18,304,642</u>

Planning & Development

Staffing Detail

Staffing Detail By Budget Program	2012-13 Actual	2013-14 Adopted	Change from FY13-14 Ado to FY14-15 Rec	2014-15 Recommended	2015-16 Proposed
Administration & Support					
DIRECTOR	1.00	1.00	(0.05)	0.95	0.95
ASST DIRECTOR	0.75	0.50	0.16	0.66	0.66
DIVISION CHIEF	-	-	0.65	0.65	0.65
DEPUTY DIRECTOR	0.95	0.92	(0.92)	-	-
ENERGY SPECIALIST	-	-	0.10	0.10	0.10
PROGRAM MANAGER	1.38	0.96	0.04	1.00	1.00
EDP SYS & PROG ANLST SR	1.00	1.00	-	1.00	1.00
BUSINESS MANAGER	0.38	0.59	(0.21)	0.38	0.38
PLANNER	0.32	0.16	(0.16)	-	-
EDP SYS & PROG ANLST	0.04	1.00	-	1.00	1.00
MAPPING/GIS ANALYST SUPV	0.08	-	-	-	-
FINANCIAL OFFICE PRO	1.31	1.34	0.97	2.32	2.32
ADMIN OFFICE PRO	3.89	3.80	(0.18)	3.62	3.62
PLANNING PROCESS ANALYST	-	-	1.00	1.00	1.00
COMPUTER SYSTEMS SPEC	1.07	1.00	-	1.00	1.00
MAPPING/GIS ANALYST	0.79	0.79	0.02	0.82	0.82
ACCOUNTANT	0.32	0.25	0.08	0.33	0.33
Administration & Support Total	13.28	13.32	1.51	14.83	14.83
Permitting					
ASST DIRECTOR	0.10	0.30	(0.16)	0.14	0.14
DIVISION CHIEF	-	-	0.15	0.15	0.15
DEPUTY DIRECTOR	2.84	2.76	0.09	2.85	2.85
PLANNER SUPERVISING	3.59	3.45	0.08	3.53	3.53
ENERGY SPECIALIST	1.00	0.96	(0.05)	0.90	0.90
PROGRAM MANAGER	0.62	0.04	(0.04)	-	-
PLAN CHECK ENGINEER	1.49	0.99	1.01	2.00	2.00
BUSINESS MANAGER	0.17	0.12	0.01	0.13	0.13
PLANNER	19.98	20.41	0.18	20.59	20.59
MAPPING/GIS ANALYST SUPV	-	-	-	-	-
BLDG ENGR INSPECTOR SUPV	3.82	3.69	(0.02)	3.68	3.68
FINANCIAL OFFICE PRO	1.56	1.64	0.01	1.64	1.64
ADMIN OFFICE PRO	5.39	5.71	0.51	6.21	6.21
PETROLEUM SPECIALIST	1.98	2.00	(0.01)	1.99	1.99
ASST PLAN CHECKER	2.00	2.00	-	2.00	2.00
MAPPING/GIS ANALYST	0.02	-	0.02	0.02	0.02
GRADING INSPECTOR SR	1.96	1.91	0.05	1.96	1.96
BLDG ENGR INSPECTOR SPEC	1.00	1.00	-	1.00	1.00
BLDG ENGR INSPECTOR	6.89	5.85	2.13	7.98	7.98
ACCOUNTANT	0.64	0.70	(0.04)	0.66	0.66
BUILDING PERMIT TECH	2.54	2.00	-	2.00	2.00
CONTRACTOR	-	0.05	(0.01)	0.04	0.04
EXTRA HELP	0.71	-	-	-	-
Permitting Total	58.31	55.57	3.91	59.48	59.48
Coastal Mitigation					
DEPUTY DIRECTOR	0.04	0.01	(0.01)	-	-
ENERGY SPECIALIST	-	0.04	(0.04)	-	-
PLANNER	0.10	0.10	0.01	0.11	0.11
ADMIN OFFICE PRO	-	0.01	(0.01)	-	-

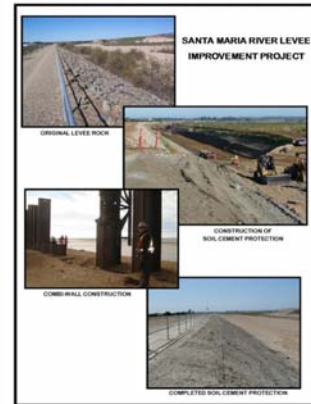
Planning & Development

Staffing Detail Continued

Staffing Detail By Budget Program	2012-13 Actual	2013-14 Adopted	FY13-14 Ado to FY14-15 Rec	2014-15 Recommended	2015-16 Proposed
Coastal Mitigation Total	<u>0.14</u>	<u>0.17</u>	<u>(0.06)</u>	<u>0.11</u>	<u>0.11</u>
Code Enforcement					
DIRECTOR	-	-	0.05	0.05	0.05
DIVISION CHIEF	-	-	0.20	0.20	0.20
DEPUTY DIRECTOR	0.21	0.36	(0.21)	0.15	0.15
PLANNER SUPERVISING	0.42	0.55	(0.08)	0.47	0.47
PLAN CHECK ENGINEER	0.01	0.01	(0.01)	-	-
PLANNER	1.37	1.63	(0.05)	1.58	1.58
BLDG ENGRN INSPECTOR SUPV	0.18	0.31	0.02	0.32	0.32
ADMIN OFFICE PRO	0.03	0.36	(0.36)	-	-
FINANCIAL OFFICE PRO	-	-	0.02	0.02	0.02
PETROLEUM SPECIALIST	0.02	-	0.01	0.01	0.01
GRADING INSPECTOR SR	0.04	0.09	(0.05)	0.04	0.04
BLDG ENGRN INSPECTOR	0.61	1.15	(0.13)	1.02	1.02
Code Enforcement Total	<u>2.88</u>	<u>4.45</u>	<u>(0.59)</u>	<u>3.86</u>	<u>3.86</u>
Long Range Planning					
ASST DIRECTOR	0.15	0.20	-	0.20	0.20
DEPUTY DIRECTOR	0.96	0.95	0.05	1.00	1.00
PLANNER SUPERVISING	1.99	2.00	-	2.00	2.00
BUSINESS MANAGER	0.07	0.09	(0.01)	0.08	0.08
PLANNER	7.38	6.75	(2.98)	3.77	3.77
MAPPING/GIS ANALYST SUPV	-	-	-	-	-
ADMIN OFFICE PRO	0.80	0.92	0.04	0.96	0.96
FINANCIAL OFFICE PRO	0.01	0.02	-	0.02	0.02
COMPUTER SYSTEMS SPEC	0.01	-	-	-	-
MAPPING/GIS ANALYST	0.20	0.21	(0.04)	0.17	0.17
ACCOUNTANT	0.04	0.05	(0.04)	0.01	0.01
EXTRA HELP	-	0.31	(0.31)	-	-
Long Range Planning Total	<u>11.61</u>	<u>11.50</u>	<u>(3.29)</u>	<u>8.22</u>	<u>8.22</u>
Department Total	<u>86.21</u>	<u>85.01</u>	<u>1.48</u>	<u>86.49</u>	<u>86.49</u>

2014-2016 BUDGET WORKSHOP

Public Works



Public Works Summary

- ∂ Operating \$99,322,110
- ∂ Capital \$25,510,000
- ∂ General Fund \$2,947,200
- ∂ FTE 279.3
- ∂ One Time Use of Fund Balance \$0
- ∂ Service Level Reductions \$133,800
- ∂ Expansion Requests \$9,133,800

Public Works Summary

∂ Capital Major Projects

- ∂ San Pedro/Las Vegas Creek, \$6,650,000, Construction of railroad bridges to improve drainage, capacity and reduce flooding.
- ∂ Mission Creek, \$3,250,000, On-going project to widen the creek providing additional capacity and reduce flooding.
- ∂ Tajiguas Liner Phase 3B, \$3,999,000, Provide additional capacity to the landfill in accordance with approved expansion plan.
- ∂ Laguna Sanitation District Sludge Beds, \$1,914,000, Increase solids holding capacity to permitted levels.
- ∂ Public Works Capital Equipment Replacement, \$6,141,000, Scheduled replacement of equipment for all funds.

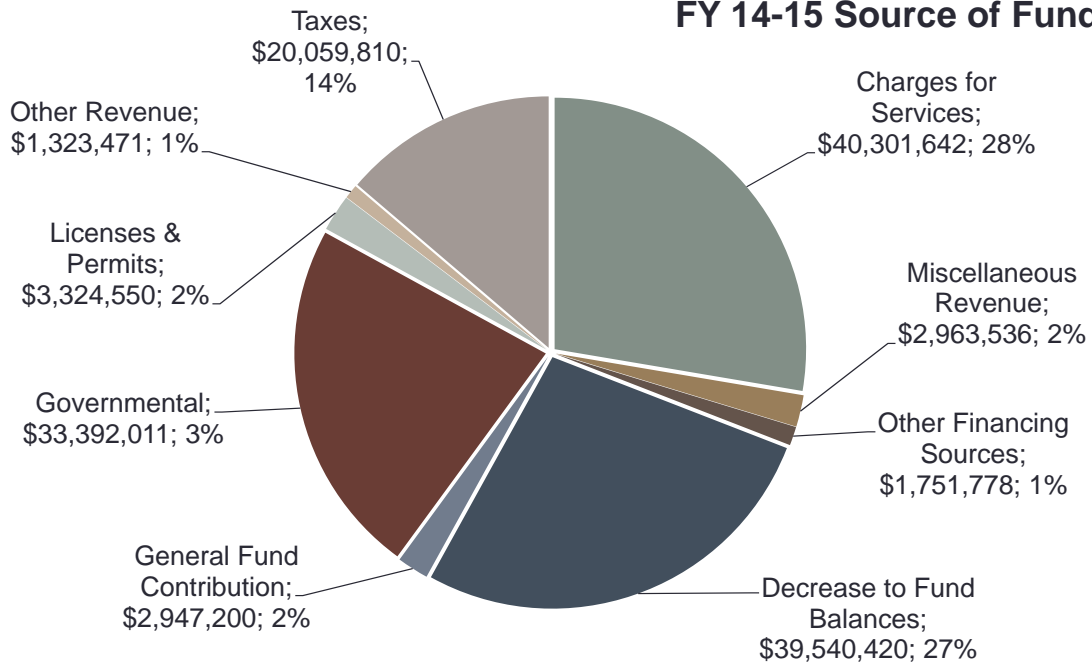
Public Works Summary

∂ Transportation Projects \$18,196,375

- ∂ Bridge Replacement/Repairs, \$9,098,974, Rehabilitation and/or replacement of twelve bridge projects.
- ∂ Pavement Preservation, \$4,891,401, Consists of surface treatment, road rehabilitation and capital maintenance projects.
- ∂ New Capacity & Enhancements, \$2,806,000, Added capacity to circulation element, enhancements to interchanges and pathways.
- ∂ Hardscape Repairs, \$660,000, Provides replacement of sidewalks, medians, ADA transition program and tree partnership program.
- ∂ Major Infrastructure Repairs, \$422,000, Improvements to Rincon Hill, Phase 1 Calle Real Sidewalks and Betteravia safety improvements.
- ∂ Bridge Scour Repairs, \$318,000, Provide structural repairs to bridge foundations.

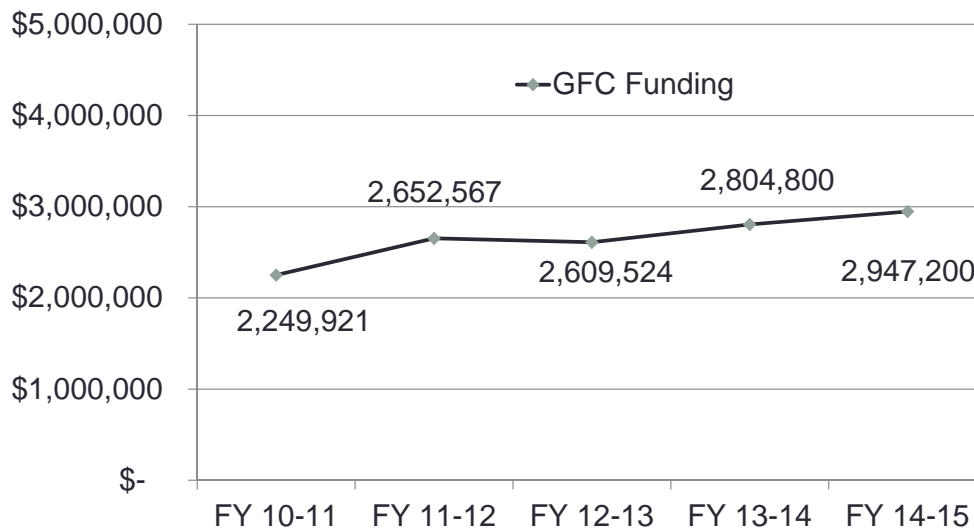
Public Works

FY 14-15 Source of Funds



Public Works

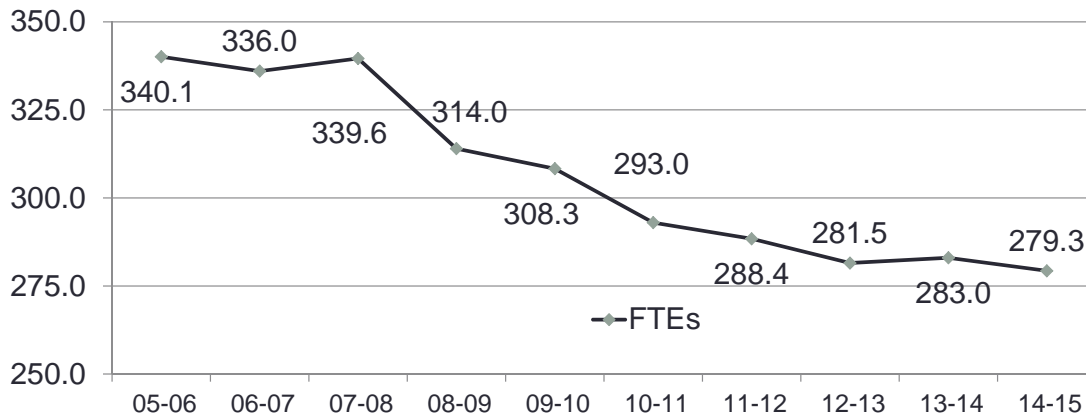
GFC 5 Year Summary



Public Works

Staffing Summary

- ∅ 282.95 FTE FY 13-14 Adopted
- ∅ 279.25 FTE FY 14-15 Recommended



Public Works

FY 2013-14 Anticipated Accomplishments

- Prepare EIR for public review for the Resource Recovery Project proposed at Tajiguas Landfill.
- Successfully applied for \$5 million in grant funding including a Federal Lands Access Program grant totaling approximately \$4 million for county road reconstruction in FY14-15.
- Reviewed, recorded or filed over 340 maps and corner records.
- Completed Coordination of Las Vegas / San Pedro Creek Capacity Project resulting in Caltrans awarding construction.

Public Works

FY 2014-15 Objectives

- Complete the Goleta Transportation Improvement Plan administrative update and send to the Board for approval.
- Lead the Surveyor's Office through the proposed organizational changes and implement department's budget plan.
- Secure 10 Year Maintenance Regional General Permit to allow creek and debris basins maintenance, reducing flood hazards.
- Certify EIR for the Resource Recovery Project proposed at Tajiguas Landfill.
- Implement outreach opportunities to our customers in the community through Facebook and other social media outlets.

Public Works

FY 2015-16 Objectives

- Negotiate/execute contract with vendor for the Resource Recovery Project proposed at Tajiguas.
- Review and update permit fee rates for Transportation Encroachments.
- Continue to work on addressing deferred maintenance backlog and long term funding stability.
- Review & upgrade Surveyor electronic data available to the general public and professional surveyors.
- Integrate new Flood Control Property Database / Viewer into Division Operations.

Public Works

Performance Measures

Description	2012-13 Actual	FY 13-14 Estimated Actual	FY 14-15 Recommended
Average Pavement Condition Index (PCI) for the County Maintained Road System	61	61	60
Average number of days to complete development project reviews	26	46	60
Percentage of flood control maintenance requests responded to within 48 hours	98%	98%	90%
Percentage of waste diversion (recycling), as calculated by Cal Recycle	73%	73%	73%
Percentage of departmental Back to Work issues resolved by Risk Management within 180 days in accordance with County program	33%	38%	100%

Public Works

FY 14-15 Financial Changes & Related Service Level Reductions

Financial Changes Causing the SLR:

Description	\$ Amount	Ongoing
Surveyor's Office expenditures outpacing General Fund Contribution (GFC).	\$133,800	Mandated fees set by the state and increase in development review time which will impact customer service.

Service Level Reductions:

Program	FTEs	\$ Amount	Service Level Reduction
Surveyor's Office	1	\$133,800	Increase the time from submittal to issuance for examining a record of survey; provide support for maintaining the index of recorded certificates of correction and amending maps; endorse and sign corner record submitted to the county surveyor in compliance with the Business and Professions Code.

Public Works

FY 14-15 Efficiency Changes

- Upfront emergency contracts for winter response that have labor and equipment costs determined in advance.
- Accept credit cards at transfer stations to improve customer satisfaction and ease of use.
- Web based Scale House Account Management allowing commercial accounts, such as Franchise haulers, and cities to access tonnage reports directly.
- Re-structured the duties for department's safety program.
- Re-organized departmental real estate and field survey services.

Public Works

Key Challenges and Emerging Issues

- Provide timely processing in the Surveyor's Office with current staffing levels.
- Implement Laguna Sanitation Master Plan
- Implement long-term waste management solution
- Transportation infrastructure funding

Budget Enhancement Requests (\$9,133,800)

- \$9,000,000 Pavement Preservation Program

Appropriate funding for pavement preservation allows the County to reduce its liability exposure, provides for safer streets and ensures a conduit for economic development.

- 1 FTE - \$133,800 Survey Specialist

Reduce the time from submittal for issuance of record of survey, shorten the time for map recordings and support the Surveyor's Office to come into compliance with state law.

Public Works Summary

- Stable funding for transportation infrastructure
- Develop long-term waste management solution
- Implement Laguna Sanitation Master Plan
- Fund survey resources to meet State Mandates
- Effective flood response and maintenance in all zones in the County

Public Works

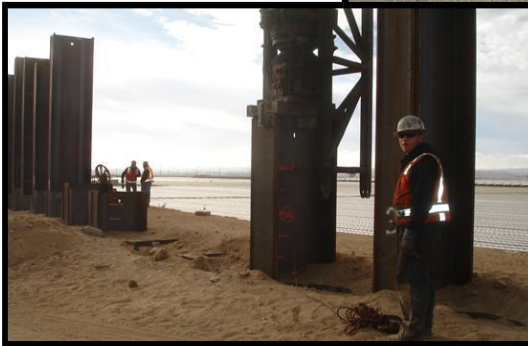
SANTA MARIA RIVER LEVEE IMPROVEMENT PROJECT



ORIGINAL LEVEE ROCK



CONSTRUCTION OF
SOIL CEMENT PROTECTION



COMBI-WALL CONSTRUCTION



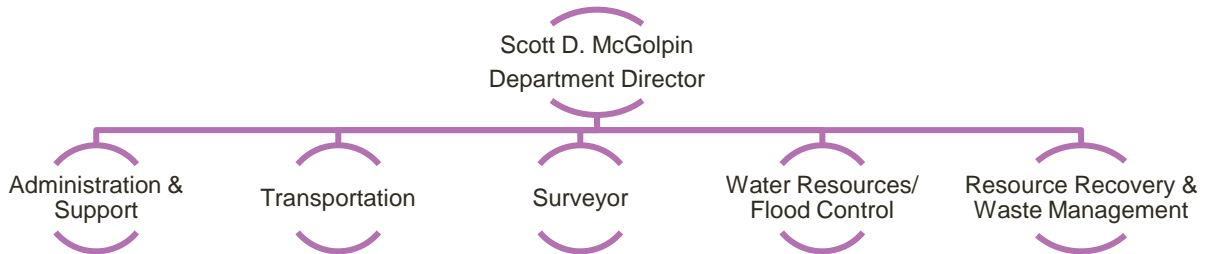
COMPLETED SOIL CEMENT PROTECTION

Public Works

Budget & Full-Time Equivalent (FTEs) Summary

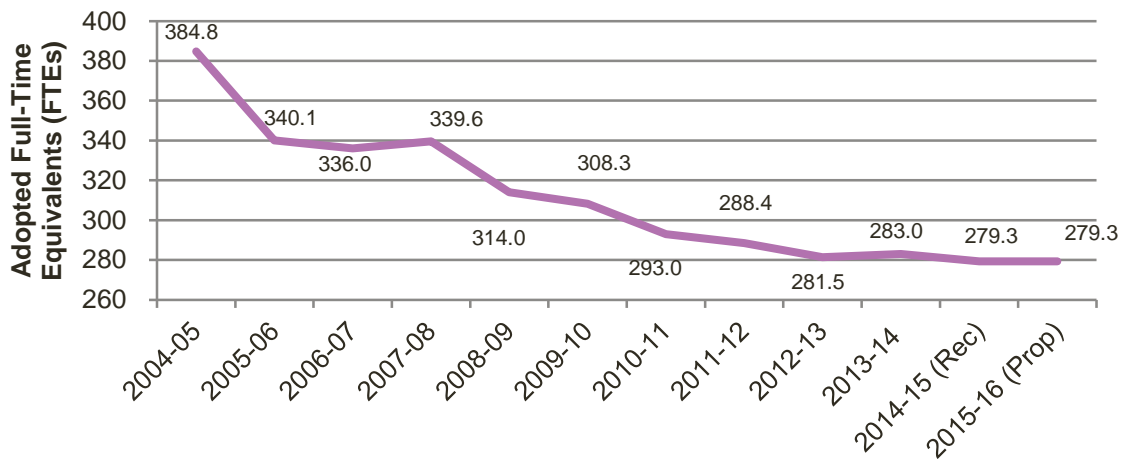
Operating	\$ 99,322,110
Capital	\$ 25,510,000
FTEs	279.3

Budget Programs Chart



Staffing Trend

The staffing trend values will differ from prior year budget books in order to show amounts without the impact of any vacancy factors.



Public Works

Mission Statement

To efficiently provide, operate and maintain Public Works infrastructure, facilities, and services to make everyday life as safe and convenient as possible for the public we serve.

Department Description

The Public Works Department enhances the health and safety of residents through a variety of critical activities and oversees 42 funds. The Public Works Department consists of five Budget Programs: Administration, Transportation, Surveyor, Water Resources, and Resource Recovery & Waste Management - with approximately 279 full-time equivalent (FTE) staffing at sixteen locations throughout the County. Public Works is responsible for: County-maintained roads, traffic engineering, review and permitting of private land development, design engineering and construction management, land surveying and map processing, water supply planning, storm water permitting activities and flood protection, solid waste planning, engineering and management, inactive landfill management, wastewater systems management, and special districts.

2013-14 Anticipated Accomplishments

Administration & Support

- Implemented revised Public Works policies and procedures and monitored compliance to these policies.
- Re-assessed duties and structure for the Department's safety program.
- Completed and filed the Federal Emergency Management Agency second appeal of the 2005 Storm validating all costs associated with reimbursement.

- Provided financial review of the Resource Recovery & Waste Management Conversion Technology (CT) proposals and assisted with negotiations.

Transportation

- Developed a long-term budget to maximize retention of service levels by balancing annual costs with available funding.
- Updated Road Maintenance Annual Plan (RdMAP) based on new district boundaries and revisited Board of Supervisors funding distribution formulas.
- Successfully applied for approximately \$5M in grant funding, including a Federal Lands Access Program grant totaling almost \$4M for county road reconstruction.
- Updated disaster response procedures based on new policies from Federal Emergency Management Agency and Federal Highway Administration.

Surveyor

- Added hydrographic surveying to the list of field survey services we provide to the Public Works Department.
- Improved dataset completeness and performance of the Interactive Surveyor Map Web Search Application which resulted in more than 80,000 page views in 2013.
- Performed over 470 project reviews for compliance with the state laws and local ordinances.
- Recorded or filed over 340 maps, corner records and documents.

Water Resources/Flood Control

- Completed Water Supply Projection Model on Cachuma Reservoir.
- Initiated Study to review Water Supply options for Cachuma and Identify Cachuma's safe yield.

Public Works

- Secured a \$3.08 million Proposition 84- 2006 Safe Water Drinking Act grant for local projects.
- Completed Coordination of Las Vegas / San Pedro Capacity Project resulting in Caltrans Awarding Construction.

Resource Recovery & Waste Management

- Prepare EIR for public review for the Resource Recovery Project proposed at Tajiguas Landfill.
- Continued project development of the Resource Recovery CT project at Tajiguas Landfill to provide a sustainable future alternative to burying the communities' municipal solid waste including the creation of a joint powers authority.
- Completed solicitation for Phase 1 Plant Upgrade improvements, which includes Finalized plans, specifications & estimates for sludge beds upgrade and initiation of 2-year California Tiger Salamander study.
- Retrofitted Street Lighting in Isla Vista, which enhanced public safety and improved the quality of life for this low to moderate income community in Santa Barbara County.
- Completed process with the City of Santa Barbara and CSA 12 with regards to Mission Canyon Sewer Rates and revisions to the existing agreement.

2014-16 Objectives

Administration & Support

- Develop training courses associated with the disaster recovery process and Public Works disaster response.
- Complete fee study of Transportation Encroachment Permits.
- Explore outreach opportunities to the various target audiences in the community such as Facebook and other social media outlets.
- Streamline and improve Board letter process and quality control.

Transportation

- Continue to work on addressing deferred maintenance backlog and long term funding stability.
- Complete the Orcutt Transportation Improvement Plan (OTIP) update and take the Goleta Transportation Improvement Plan (GTIP) Administrative update to the Board for approval upon approval of the Goleta Community Plan (GCP).
- Continue to seek new funding sources and new methods and processes to help perform the mission of the division with limited resources.

Surveyor

- Increase number, completeness, and consistency of dataset available to the general public and professional surveyors using an interactive Geographic Information System (GIS) as the primary customer service tool.
- Lead the Division through the anticipated organizational changes and implement Department's budget plan.
- Provide mandated surveying services to the County Government, survey professional and general public, as required by the California Government Code, California Business and Professions Code and Santa Barbara County Code.

Water Resources/Flood Control

- Secure 10 Year Maintenance Regional General Permit to allow creek and debris basins maintenance, reducing flood hazards.
- Monitor Water Supply / Drought Issues Closely, Support CEO as Needed.
- Integrate new Flood Control Property Database / Viewer into Division Operations.
- Initiate Water Supply Alternatives Study as directed by the Board for future Water Supply options for the County.

Public Works

Resource Recovery & Waste Management

- Certify EIR for the Resource Recovery Project proposed at Tajiguas Landfill.
- Negotiate contract with vendor for the Resource Recovery Project proposed at Tajiguas including preparation of necessary documents, review of financial and technical information.
- Construct the next liner phase at the Tajiguas Landfill.

Changes & Operational Impact: 2013-14 Adopted to 2014-15 Recommended

Staffing

- Decrease of -3.7 FTEs
 - -6.0 positions in Surveyor: -5.0 positions in Field Operations due to lack of work (loss of revenue from: Statewide Transportation Improvement Program (STIP), Regional Surface Transportation Program (RSTP), and Federal earmarks) and -1.0 position in Surveyor Office due to lack of funding.
 - -1.0 position in Administration Division: lack of work (loss of revenue from: STIP, RSTP, and Federal earmarks).
 - +0.1 position in Transportation: +1.0 position for engineering support for capital projects and +0.1 position for administrative support to full-time, -1.0 position heavy equipment operator in utility crew.
 - +2.0 positions in Resource Recovery: 1.0 for engineering services for capital projects and 1.0 position for landfill survey support.
 - +1.2 positions in Flood Control: 1.0 position for Bathymetric survey support and 0.2 positions for project manager to full-time.

Expenditures

- Net operating expenditure increase of \$5,137,000;
 - +\$566,000 increase in Salaries and Employee benefits consisting of:
 - +\$1,165,000 increase in salary, retirement and health costs.
 - -\$599,000 decrease due to a reduction in staffing.
 - -\$735,000 decrease in Services and Supplies due to:
 - -\$1,897,000 decrease for capital projects and maintenance in Transportation including deferred maintenance projects and reductions in overlay and scrub micro projects.
 - +\$181,000 increase in Laguna Sanitation for maintenance repairs.
 - +\$981,000 increase in Water Fund for drought related expenditures.
 - +\$5,306,000 increase in Other Charges due to:
 - +\$3,003,000 increase for capital project pass-through funded by Proposition 84- 2006 Safe Water Drinking Act grant to offset local share of Levee Construction.
 - +\$1,800,000 increase in resource Recovery for post closure costs.
 - +\$503,000 increase in depreciation costs in Resource Recovery.
- Net non-operating expenditure decrease of \$3,976,000;
 - +\$2,714,000 increase in Capital Assets consisting of:
 - +\$1,782,000 increase in equipment replacement.
 - +\$1,005,000 increase in Flood Zone projects due to Santa Maria Unit II channel improvements and Las Vegas Creek/Encina Drainage project.

Public Works

- -\$73,000 decrease for the implementation of the Laguna County Sanitation District's master plan.
- -\$5,194,000 decrease in Other Financing Uses due to:
 - -\$5,057,000 decrease in transfers between Transportation funds.
 - -\$136,000 decrease in transfers between Flood District and Water Agency.
 - These uses are offset by Other Financing Sources and Decreases to Fund Balances which are related to capital project financing activities.
- -\$21,000 decrease in Intrafund Expenditure Transfers (+) for transfers between divisions within Public Works offset with corresponding Intrafund Expenditure Transfers (-).
- -\$1,474,000 decrease in contribution to Fund Balances, from \$17.7 million in FY 2013-14 to \$16.3 million in FY 2014-15, consisting of:
 - -\$7,861,000 decrease to Transportation funds for capital project work from previous FY to another FY 2014-15.
 - +\$5,887,000 increase to Flood Zone funds for capital project work from previous FY to another FY 2014-15.
 - +500,000 increase to Laguna Sanitation District.
 - These increases are partially offset with decreases in fund balances as project funds are required.
- +\$745,000 increase of TDA Tax for Alternative Transportation.
- +\$606,000 increase in property taxes primarily in Flood funds.
- +\$446,000 increase of Measure "A" Sales Tax for Transportation.
- +\$214,000 increase in Licenses, Permits, and Franchises due to increased franchise fee and roll-off revenue from haulers.
- -\$110,000 decrease in Use of Money and Property across all funds due to reduced interest rates.
- +\$510,000 increase in Intergovernmental Revenues consisting of:
 - +\$2,105,000 increase in Water Resources Prop 84 pass-through grants associated with the recently completed Integrated Regional Water Management Plan.
 - +\$1,544,000 increase in gas tax related revenues.
 - -\$434,000 in capital grants for transportation.
 - -\$1,040,000 decrease in Prop 1B state funding for transportation.
 - -\$1,665,000 decrease in federal funding for Santa Maria Levee project.
- +2,019,000 increase in Charges for Services due to:
 - +\$2,147,000 increase to Resource Recovery for environmental review and on-going operations.
 - +\$1,333,000 increase to rates at Laguna Sanitation consistent with the Master Plan.
 - -\$868,000 decrease in Surveyor internal charges.
 - -\$427,000 decrease in Transportation service charges for capital projects.

These changes result in recommended operating expenditures of \$99,322,000, non-operating expenditures of \$46,382,000 and total expenditures of \$145,704,000. Non-operating expenditures primarily include capital assets, transfers, and increases to fund balances.

Revenues

- Net operating revenue increase of \$4,151,000
 - +\$1,797,000 increase in Taxes due to:

- Net non-operating revenue increase of \$2,991,000:
 - -\$7,007,000 decrease in Other Financing Sources due to:

Public Works

- -\$6,898,000 decrease in transfers between Transportation funds.
- -\$109,000 decrease in transfers between Flood and Resource Recovery funds.
- These sources are offset by Other Financing Uses.
- -\$21,000 decrease in Intrafund Expenditures Transfers (-) for transfers between divisions within Public Works offset with corresponding expenditures.
- +\$3,895,000 increase in Decreases to Fund Balances consisting of:
 - +\$6,988,000 increase in Flood Zone funds for capital projects.
 - +\$2,240,000 increase to Resource Recovery due to capital projects.
 - +\$1,402,000 increase in Water Agency for drought related expenditures.
 - +\$185,000 increase in various other Public Works funds.
 - -\$405,000 decrease in Laguna Sanitation for capital projects.
 - -\$7,182,000 decrease to Transportation funds for capital projects.
- +\$142,000 increase in General Fund Contribution for Salaries and Benefits increases to Surveyor, Project Clean Water and Measure "A" road improvement efforts.

These changes result in recommended operating revenues of \$100,764,000, non-operating revenues of \$44,940,000 and total revenues of \$145,704,000. Non-operating revenues primarily include General Fund Contribution, transfers and decreases to fund balances.

Changes & Operational Impact: 2014-15 Recommended to 2015-16 Proposed

- Operating expenditures are decreasing \$5,515,000 and total net expenditures are

projected to decrease of \$19,214,000. These are comprised of:

- +579,000 increase in Salaries and Employee Benefits, which includes increases in health and retirement contributions.
- -\$2,131,000 decrease in Services and Supplies due to:
 - -\$1,440,000 decrease in capital maintenance in Transportation.
 - -\$1,299,000 decrease in South Coast channel maintenance.
 - -\$948,000 decrease in Laguna Sanitation District maintenance.
 - -\$385,000 decrease in Water Agency special projects.
 - +\$1,940,000 increase in Resource Recovery for environmental review.
- -\$3,963,000 decrease in Other Charges primarily due to the completion of Proposition 84 pass-through grants.
- -\$12,224,000 decrease in Capital Assets due to:
 - -\$6,780,000 decrease for South Coast flood projects.
 - -\$3,523,000 decrease in Laguna Sanitation District projects.
 - -\$2,242,000 decrease in Resource Recovery for liner project.
 - +\$321,000 increase in Transportation equipment replacement.
- -\$805,000 decrease in Other Financing Uses due to a reduction transfers between Transportation funds, for capital related project activities.
- -\$611,000 decrease in Fund Balances due to:
 - -\$5,416,000 decrease in flood zones capital projects.
 - +\$2,045,000 increase in capital projects for the Transportation Budget Program.
 - +\$2,760,000 increase in Laguna Sanitation capital projects for implementing Master Plan.

Public Works

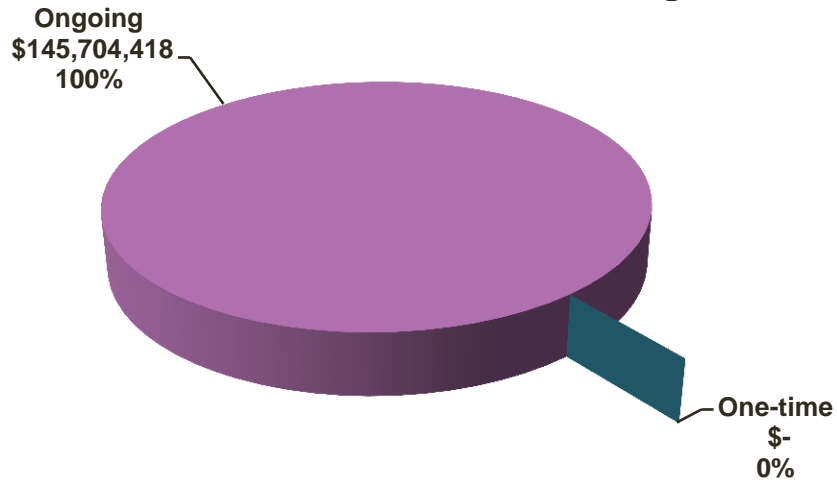
Related Links

For more information on the Public Works Department, refer to the department's web site at <http://www.countyofsb.org/pwd> or "Like" us on Facebook at County of SB - Public Works <https://www.facebook.com/CountyOfSbPublicWorks>

Public Works

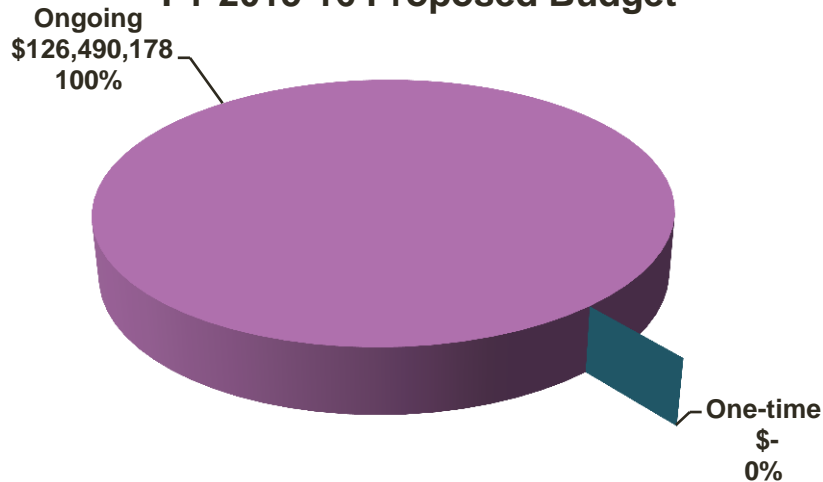
Gap Charts

FY 2014-15 Recommended Budget



The FY 2014-15 Proposed Budget is balanced and did not rely on one-time sources to fund any of the Department's ongoing operations.

FY 2015-16 Proposed Budget



The FY 2015-16 Proposed Budget is balanced and did not rely on one-time sources to fund any of the Department's ongoing operations.

Public Works

Performance Measures Continued

Description	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Estimated	FY 2014-15 Recommended	FY 2015-16 Proposed
Budget Program 1: Administration & Support					
Percentage of department workforce "Lost Time"	5.3%	5.4%	5.8%	5.2%	5.2%
Percentage of departmental Information Technology requests resolved within 4 working hours	97.5%	97.9%	96.7%	95%	95%
Percentage of California State Association of Counties randomly selected employees tested for Drugs & Alcohol within the quarter	92%	91%	85%	100%	100%
Number of Masters Service Agreements processed within a year (New Measure 14/15)	N/A	N/A	63	190	190
Percentage of departmental Back to Work issues resolved by Risk Management within 180 days in accordance with County program	N/A	33%	38%	100%	100%
Budget Program 2: Transportation					
Average Pavement Condition Index (PCI) for the County Maintained Road System	65	61	61	60	60
Percentage of Transportation service requests responded to within 48 hours	99.5%	98.7%	98.4%	95%	95%

Public Works

Performance Measures Continued

Description	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Estimated	FY 2014-15 Recommended	FY 2015-16 Proposed
Percentage of design and construction administration costs for completed pavement preservation project costs (New Measure 14/15)	N/A	N/A	20%	20%	20%
Percentage of school zone traffic control pavement markings refreshed annually	57%	100%	48%	25%	25%
Budget Program 3: Surveyor					
Percentage of Record of Surveys & Corner Records reviewed within 20 days per government code requirements	72%	57%	47%	30%	30%
Average number of days to complete development project reviews	18	26	46	60	76
Average number of days to publish recorded maps on the County web site	35	40	73	93	113
Budget Program 4: Water Resources/Flood Control					
Percentage of planned flood control maintenance projects completed	98%	99%	97%	95%	95%
Percentage of water quality inquiries responded to within 24 hours	100%	100%	100%	90%	90%
Percentage of flood control maintenance requests responded to within 48 hours	97%	98%	98%	90%	90%

Public Works

Performance Measures Continued

<u>Description</u>	<u>FY 2011-12 Actual</u>	<u>FY 2012-13 Actual</u>	<u>FY 2013-14 Estimated</u>	<u>FY 2014-15 Recommended</u>	<u>FY 2015-16 Proposed</u>
Percentage of plan check submittals completed within two weeks	100%	100%	100%	90%	90%
Budget Program: Resource Recovery & Waste Management					
Percentage of waste diversion (recycling) , as calculated by Cal Recycle	73%	73%	73%	70%	70%
Percentage of Laguna County Sanitation's sewer system flushed and/or videoed annually	25.2%	18.0%	15.0%	20%	20%
Average annual cost per pound of household hazardous waste disposed	\$1.64	\$1.64	\$1.84	\$1.70	\$1.70
Achieve 1,000 pounds compaction at the Tajiguas Landfill to maximize capacity	1,130	1,270	1,080	1,000	1,000

Public Works

Budget Overview

	2012-13 Actual	2013-14 Adopted	Change from FY13-14 Ado to FY14-15 Rec	2014-15 Recommended	2015-16 Proposed
Staffing By Budget Program					
Administration & Support	15.19	15.00	(1.00)	14.00	14.00
Transportation	117.31	119.90	0.10	120.00	120.00
Surveyor	9.23	10.00	(6.00)	4.00	4.00
Water Resources/Flood Control	44.71	45.80	1.20	47.00	47.00
Resource Recovery & Waste Management	90.11	92.25	2.00	94.25	94.25
Unallocated	1.12	-	-	-	-
Total	<u>277.67</u>	<u>282.95</u>	<u>(3.70)</u>	<u>279.25</u>	<u>279.25</u>
Budget By Budget Program					
Administration & Support	\$ 3,620,858	\$ 3,799,341	\$ (10,680)	\$ 3,788,661	\$ 3,841,248
Transportation	31,957,323	42,446,065	(1,657,674)	40,788,391	39,285,274
Surveyor	1,342,833	1,615,827	(868,742)	747,085	746,977
Water Resources/Flood Control	21,959,767	17,032,138	4,518,359	21,550,497	16,767,369
Resource Recovery & Waste Management	26,857,508	29,291,834	3,155,642	32,447,476	33,165,901
Unallocated	13,744	-	-	-	-
Total	<u>\$ 85,752,033</u>	<u>\$ 94,185,205</u>	<u>\$ 5,136,905</u>	<u>\$ 99,322,110</u>	<u>\$ 93,806,769</u>
Budget By Categories of Expenditures					
Salaries and Employee Benefits	\$ 30,196,778	\$ 32,989,748	\$ 566,159	\$ 33,555,907	\$ 34,134,499
Services and Supplies	39,858,729	53,137,896	(735,240)	52,402,656	50,271,678
Other Charges	15,696,526	8,057,561	5,305,986	13,363,547	9,400,592
Total Operating Expenditures	85,752,033	94,185,205	5,136,905	99,322,110	93,806,769
Capital Assets	14,611,622	22,796,500	2,713,500	25,510,000	13,286,500
Other Financing Uses	8,077,138	9,281,518	(5,194,103)	4,087,415	3,282,015
Intrafund Expenditure Transfers (+)	128,728	555,482	(20,896)	534,586	476,212
Increases to Fund Balances	9,379,981	17,724,708	(1,474,401)	16,250,307	15,638,682
Fund Balance Impact (+)	-	-	-	-	-
Total	<u>\$ 117,949,503</u>	<u>\$ 144,543,413</u>	<u>\$ 1,161,005</u>	<u>\$ 145,704,418</u>	<u>\$ 126,490,178</u>
Budget By Categories of Revenues					
Taxes	\$ 19,561,420	\$ 18,262,331	\$ 1,797,479	\$ 20,059,810	\$ 20,121,970
Licenses, Permits and Franchises	3,442,385	3,210,967	213,583	3,424,550	3,472,400
Fines, Forfeitures, and Penalties	-	-	-	-	-
Use of Money and Property	54,147	898,920	(110,035)	788,885	767,059
Intergovernmental Revenue	33,285,602	32,882,079	509,932	33,392,011	28,680,151
Charges for Services	36,805,423	38,116,041	2,019,176	40,135,217	42,146,918
Miscellaneous Revenue	4,460,427	3,242,227	(278,691)	2,963,536	2,964,175
Total Operating Revenues	97,609,405	96,612,565	4,151,444	100,764,009	98,152,673
Other Financing Sources	6,270,296	8,758,359	(7,006,581)	1,751,778	1,033,135
Intrafund Expenditure Transfers (-)	128,728	555,482	(20,896)	534,586	476,212
Decreases to Fund Balances	10,928,729	35,812,206	3,894,639	39,706,845	23,621,758
General Fund Contribution	2,696,126	2,804,800	142,400	2,947,200	3,206,400
Fund Balance Impact (-)	316,218	1	(1)	-	-
Total	<u>\$ 117,949,503</u>	<u>\$ 144,543,413</u>	<u>\$ 1,161,005</u>	<u>\$ 145,704,418</u>	<u>\$ 126,490,178</u>

Public Works

Staffing Detail

Staffing Detail By Budget Program	2012-13 Actual	2013-14 Adopted	Change from FY13-14 Ado to FY14-15 Rec	2014-15 Recommended	2015-16 Proposed
Administration & Support					
DIRECTOR	1.00	1.00	-	1.00	1.00
DEPUTY DIRECTOR	1.00	1.00	-	1.00	1.00
CIVIL ENGINEERING MANAGER	1.00	1.00	-	1.00	1.00
IT MANAGER	1.00	1.00	-	1.00	1.00
PROJECT MANAGER	0.88	1.00	-	1.00	1.00
EDP SYS & PROG ANLST SR	1.00	1.00	-	1.00	1.00
ACCOUNTANT	0.12	-	-	-	-
EDP SYS & PROG ANLST	1.00	1.00	-	1.00	1.00
ADMIN OFFICE PRO	3.12	3.00	-	3.00	3.00
REAL PROPERTY AGENT	1.00	1.00	(1.00)	-	-
COMPUTER SYSTEMS SPEC	1.00	1.00	-	1.00	1.00
EXECUTIVE SECRETARY	1.00	1.00	-	1.00	1.00
SAFETY OFFICER-DEPT	1.08	1.00	-	1.00	1.00
SAFETY OFFICER-DIVISIONAL	1.00	1.00	-	1.00	1.00
Administration & Support Total	15.19	15.00	(1.00)	14.00	14.00
Transportation					
ASST DIRECTOR	0.96	1.00	-	1.00	1.00
CIVIL ENGINEER SPECIALIST	2.15	3.00	-	3.00	3.00
CIVIL ENGINEERING MANAGER	1.88	2.00	-	2.00	2.00
MAINT SUPERINTENDENT	3.00	3.00	-	3.00	3.00
PROGRAM MANAGER	3.88	4.00	-	4.00	4.00
TEAM/PROJECT LDR-GEN	0.12	-	-	-	-
TRANSPORTATION PLANNER SUPV	1.00	1.00	-	1.00	1.00
PROJECT MANAGER	1.00	1.00	1.00	2.00	2.00
ROAD MAINT MANAGER	1.00	1.00	-	1.00	1.00
DIVISION MANAGER	-	1.00	(1.00)	-	-
ENGINEERING GEOLOGIST	1.00	1.00	-	1.00	1.00
CIVIL ENGINEER	2.00	3.00	-	3.00	3.00
GEOLOGIST REGISTERED	1.00	1.00	-	1.00	1.00
ACCOUNTANT	2.00	2.00	-	2.00	2.00
ENG ENVIRON PLANNER SR.	1.00	1.00	-	1.00	1.00
COST ANALYST	1.00	1.00	-	1.00	1.00
FINANCIAL OFFICE PRO	2.00	2.00	1.00	3.00	3.00
ADMIN OFFICE PRO	6.00	6.90	(0.90)	6.00	6.00
CIV ENGINEERING ASSOC	9.04	10.00	-	10.00	10.00
ENGINEERING TECH SPEC	6.00	6.00	1.00	7.00	8.00
URBAN FORESTRY SUPV	1.00	1.00	-	1.00	1.00
MAINTENANCE SUPV	3.00	3.00	1.00	4.00	4.00
MAINTENANCE LEADER	12.00	12.00	(1.00)	11.00	10.00
ENGINEERING TECH	3.79	4.00	-	4.00	4.00
URBAN FORESTRY INSP	1.00	1.00	-	1.00	1.00
HEAVY EQUIP OPERATOR	7.81	8.00	(1.00)	7.00	7.00
MAINTENANCE WORKER	38.08	38.00	-	38.00	38.00
TRAFFIC SIGNAL TECHNICIAN	1.00	1.00	-	1.00	1.00
MAINT WORKER APPRENTICE	0.35	1.00	-	1.00	1.00
EXTRA HELP	3.25	-	-	-	-
Transportation Total	117.31	119.90	0.10	120.00	120.00

Public Works

Staffing Detail Continued

Staffing Detail By Budget Program	2012-13 Actual	2013-14 Adopted	Change from FY13-14 Ado to FY14-15 Rec	2014-15 Recommended	2015-16 Proposed
Surveyor					
COUNTY SURVEYOR	1.00	1.00	-	1.00	1.00
SURVEY PARTY CHIEF	2.88	3.00	(3.00)	-	-
SURVEY SUPERVISOR	1.00	1.00	-	1.00	1.00
SURVEY SPECIALIST	2.00	3.00	(1.00)	2.00	2.00
ENGINEERING TECH	2.01	2.00	(2.00)	-	-
EXTRA HELP	0.34	-	-	-	-
Surveyor Total	9.23	10.00	(6.00)	4.00	4.00
Water Resources/Flood Control					
DEPUTY DIRECTOR	1.00	1.00	-	1.00	1.00
CIVIL ENGINEER SPECIALIST	1.00	1.00	-	1.00	1.00
CIVIL ENGINEERING MANAGER	1.00	1.00	-	1.00	1.00
MAINT SUPERINTENDENT	1.00	1.00	-	1.00	1.00
DIVISION MANAGER	0.80	0.80	0.20	1.00	1.00
OPERATIONS MANAGER	1.00	1.00	-	1.00	1.00
WATER AGENCY MANAGER	1.00	1.00	-	1.00	1.00
CIVIL ENGINEER	1.00	1.00	-	1.00	1.00
HYDROLOGIST SENIOR	2.00	2.00	-	2.00	2.00
ACCOUNTANT	1.00	1.00	-	1.00	1.00
ENG ENVIRON PLANNER SR.	2.00	2.00	-	2.00	2.00
FINANCIAL OFFICE PRO	1.00	1.00	-	1.00	1.00
ADMIN OFFICE PRO	3.00	3.00	-	3.00	3.00
ENGINEERING TECH SUPV	1.00	1.00	-	1.00	1.00
CIV ENGINEERING ASSOC	3.62	4.00	-	4.00	4.00
PUBLIC WORKS PRGM SPEC SR	2.00	2.00	-	2.00	2.00
ENGINEERING TECH SPEC	2.00	2.00	1.00	3.00	3.00
MAINTENANCE SUPV	1.81	2.00	-	2.00	2.00
PUBLIC WORKS PRGM SPEC	1.00	1.00	-	1.00	1.00
MAINTENANCE LEADER	4.62	5.00	-	5.00	5.00
ENGINEERING TECH	0.92	1.00	-	1.00	1.00
MAINT WELDER-MECHANIC	1.00	1.00	-	1.00	1.00
HEAVY EQUIP OPERATOR	5.00	5.00	-	5.00	5.00
PESTICIDE SPECIALIST	0.12	1.00	-	1.00	1.00
MAINTENANCE WORKER	2.92	3.00	-	3.00	3.00
MAINT WORKER APPRENTICE	1.08	1.00	-	1.00	1.00
EXTRA HELP	0.83	-	-	-	-
Water Resources/Flood Control Total	44.71	45.80	1.20	47.00	47.00
Resource Recovery & Waste Management					
DEPUTY DIRECTOR	1.00	1.00	-	1.00	1.00
CIVIL ENGINEERING MANAGER	1.00	1.00	-	1.00	1.00
SURVEY PARTY CHIEF	-	-	1.00	1.00	1.00
PROGRAM MANAGER	-	-	1.00	1.00	1.00
PROGRAM/BUS LDR-GEN	-	1.00	(1.00)	-	-
PROJECT MANAGER	0.98	1.00	-	1.00	1.00
OPERATIONS MANAGER	0.73	1.00	-	1.00	1.00
PERMITTING-ENGINEERING MANAGER	1.00	1.00	-	1.00	1.00
CIVIL ENGINEER	0.62	2.00	(1.00)	1.00	1.00
ACCOUNTANT	1.00	1.00	-	1.00	1.00

Public Works

Staffing Detail Continued

Staffing Detail By Budget Program	2012-13 Actual	2013-14 Adopted	Change from FY13-14 Ado to FY14-15 Rec	2014-15 Recommended	2015-16 Proposed
ENG ENVIRON PLANNER SR.	1.00	1.00	-	1.00	1.00
COST ANALYST	1.00	-	-	-	-
ADMIN OFFICE PRO	5.81	5.00	1.00	6.00	6.00
FINANCIAL OFFICE PRO	2.00	3.00	(1.00)	2.00	2.00
CIV ENGINEERING ASSOC	-	-	1.00	1.00	1.00
WASTEWTR PLANT OPER CHIEF	1.00	1.00	-	1.00	1.00
PUBLIC WORKS PRGM SPEC SR	1.00	1.00	-	1.00	1.00
STAFF ANALYST	1.00	1.00	-	1.00	1.00
ENGINEERING TECH SPEC	0.46	1.00	1.00	2.00	2.00
WASTEWTR PLANT OPER SUPV	1.00	1.00	-	1.00	1.00
REFUSE SUPERVISOR	2.69	3.00	-	3.00	3.00
PUBLIC WORKS PRGM SPEC	3.06	3.75	-	3.75	3.75
WASTEWTR PLANT OPER	9.00	9.00	-	9.00	9.00
REFUSE LEADER	4.73	5.00	-	5.00	5.00
SHOP SUPERVISOR	1.00	1.00	-	1.00	1.00
ENGINEERING TECH	1.54	1.00	-	1.00	1.00
EQUIPMENT MECHANIC	4.00	4.00	-	4.00	4.00
HEAVY EQUIP OPERATOR	11.00	11.00	-	11.00	11.00
REFUSE INSPECTOR	2.00	2.00	-	2.00	2.00
HEAVY TRUCK DRIVER	10.81	11.00	-	11.00	11.00
REFUSE CHECKER SUPERVISOR	1.00	1.00	-	1.00	1.00
MAINTENANCE WORKER	3.46	4.00	2.00	6.00	6.00
STOREKEEPER	1.00	1.00	-	1.00	1.00
REFUSE CHECKER	7.62	8.50	-	8.50	8.50
RECYCLE WORKER	2.00	2.00	-	2.00	2.00
MAINT WORKER APPRENTICE	-	2.00	(2.00)	-	-
EXTRA HELP	4.61	-	-	-	-
Resource Recovery & Waste Management Total	90.11	92.25	2.00	94.25	94.25
Unallocated					
ADMIN OFFICE PRO	0.62	-	-	-	-
HEAVY TRUCK DRIVER	0.35	-	-	-	-
MAINTENANCE WORKER	0.12	-	-	-	-
REFUSE CHECKER	0.04	-	-	-	-
Unallocated Total	1.12	-	-	-	-
Department Total	277.67	282.95	(3.70)	279.25	279.25

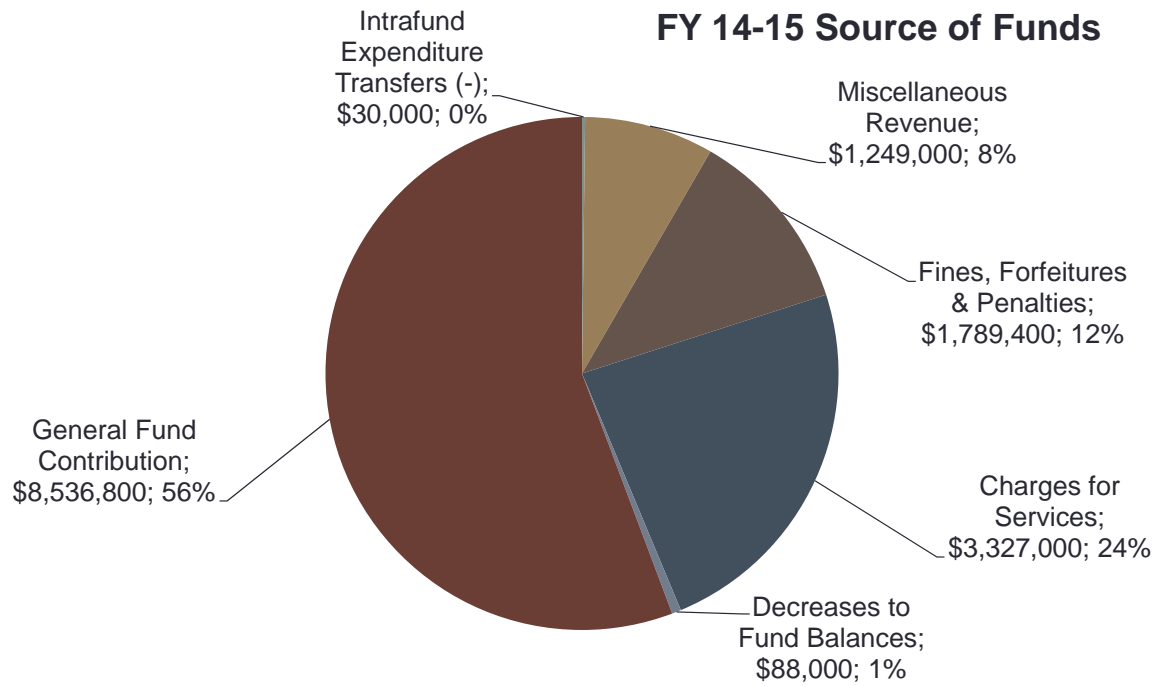
2014-2016 BUDGET WORKSHOP

Court Special Services

Court Special Services Summary

- ∂ Total Budget
 - ∂ Operating \$15,243,600
 - ∂ Capital \$0
 - ∂ General Fund Contribution \$8,536,800
 - ∂ Use of One Time Funds \$0
 - ∂ FTE's -0- (FTEs are Court Employees)
 - ∂ Service Level Reductions \$0
 - ∂ Expansion Requests \$0

Court Special Services



Court Special Services

GFC 5 Year Summary



Court Special Services

5 Year Summary Use of One-Time

Department has no use of one time funding

Court Special Services

FY 2013-14 Anticipated Accomplishments

- Grand Jury: Recruited, selected and retained a Civil Grand Jury to review the operations of numerous government agencies, cities and districts throughout Santa Barbara County.

Court Special Services

FY 2013-14 Anticipated

Accomplishments (Continued)

- Court Special Services
 - Collection of Delinquent Revenue Cumulative \$8.7 million
 - Enhanced Collection Unit collected \$6.2 million
 - Franchise Tax Board Court Ordered Debt and Alliance One \$2.4 million
 - In fiscal year 2012-2013 the court referred \$21.3 million to the Enhanced Collection Unit which we are currently collecting on
 - Collection Program Cost Recovery
 - Program reimbursement revenue was \$1.2 million

Court Special Services

FY 2013-14 Anticipated

Accomplishments (Continued)

- Conflict Defense Representation

The court worked diligently with Judicial Officers to reduce Court Ordered Attorney costs associated with Adult Conflict Defense cases by reviewing with them hourly rates, investigator costs, and ancillary costs to keep Court appointed attorneys in compliance with Court Orders.

Court Special Services

FY 2014-15 Objectives

- Civil and Criminal Grand Jury
 - Government oversight
 - Investigation into citizen complaints by the Civil Grand Jury
 - Determination of whether evidence presented by the district attorney is of a sufficient nature to warrant a person to stand trial in court when a Criminal Grand Jury is impaneled.

Court Special Services

FY 2014-15 Objectives

- Court Special Services
 - Enhanced Collections
 - Continue work with the County on Memorandum of Understanding (MOU) that implements and enhances the collection of court-ordered debt and other monies owed under a court order.
- Conflict Defense Representation
 - Conflict Defense for Indigent Defendants
 - To continue to protect the rights and liberties guaranteed by the Constitutions of California and the United States by providing defense of indigent defendants when the public defender has determined there is a conflict of interest.

Court Special Services

FY 2015-16 Objectives

- To continue to administer services for the Santa Barbara County in the following areas:
 - Civil and Criminal Grand Jury
 - Court Administered Dispute Resolution (CADRe)
 - Juvenile Justice Commission/Delinquency Prevention Commission
 - Pre-Trial (Own Recognizance and Jail Overcrowding) Services
 - Enhanced Revenue Collection
 - Conflict Defense Services

Department Name

Performance Measures

Description	2012-13 Actual	FY 13-14 Est. Actual	FY 14-15 Recommended
Non-warrant bookings reviewed within 48 hours for probable cause	3,061 out of 3,061	3,362 out of 3,362	3,100 out of 3,100
Detainees eligible for release on own recognizance interviewed w/in 24 hrs of being booked	15,730 out of 15,730	16,528 out of 16,528	16,200 out of 16,200
Detainees released on own recognizance that fail to appear in court	3 out of 547	11 out of 558	11 out of 600
Qualified cases resolved through alternative dispute resolution process	224 out of 352	225 out of 326	224 out of 320

Department Name

Performance Measures Continued

Description	2012-13 Actual	FY 13-14 Est. Actual	FY 14-15 Recommended

Court Special Services

Service Level Reductions

NONE

Court Special Services

FY 14-15 Immerging Issues

Conflict Defense Attorney Services

- The court administers a contract for criminal defense with a consortium of attorneys when the public defender declares a conflict.
- Costs can go up when the number of defendants to be represented exceed contractual limits or the attorneys within the contract declare a conflict.
- Due to an increase in multiple defendant cases during FY 2013-14 the cost of conflict defense attorney services may increase in FY 2014-15 when these cases go to trial.

Court Special Services

Summary

- Continue relationship between County and Court to help administer access to justice in a fair, effective, and impartial manner while maintaining independence to protect the rights and liberties guaranteed by the Constitutions of California and the United States.

Court Special Services

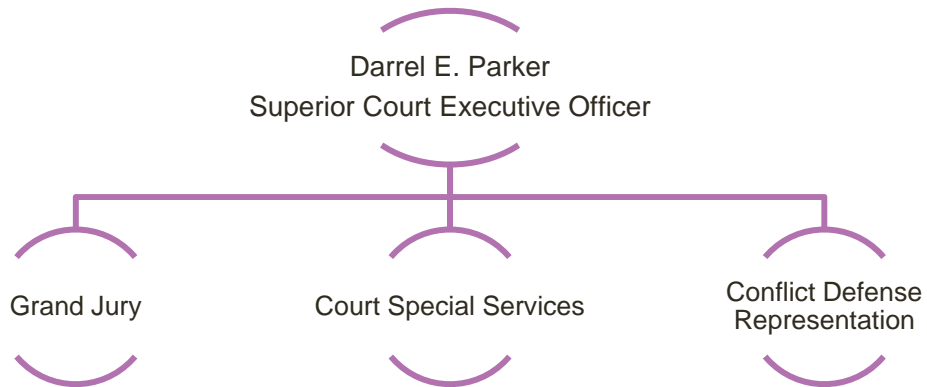


Court Special Services

Budget & Full-Time Equivalents (FTEs) Summary

Operating	\$	15,243,600
Capital	\$	-
FTEs		-

Budget Programs Chart



Staffing Trend

Court Special Services Department has no County employees. All positions are Superior Court employees.

Court Special Services

Mission Statement

Santa Barbara County Court Special Services supports the efforts of the Santa Barbara Superior Court, whose mission is to resolve disputes arising under the law in a fair, accessible, effective, timely and efficient manner, to interpret and apply the law consistently, impartially, and independently, and to protect the rights and liberties guaranteed by the Constitutions of California and the United States.

Department Description

With the passage of the Lockyer-Isenberg Trial Court Funding Act of 1997 (AB 233), the primary responsibility for funding Court operations shifted from the County to the State. As a result of this shift, the County is required to make a Maintenance of Effort (MOE) financial contribution to the State for court funding, which is fixed by statute and determined using the County's Fiscal Year (FY) 1994-95 base year expenditures. Along with the shift of financial responsibility, most of the Court's operating budget also shifted to the State. The budget presented here for Court Special Services includes the County's obligation for funding the annual MOE contribution to the State of \$10.5 million. This contribution is comprised of \$8.5 million in General Funds and approximately \$2.0 million from County's share of Fees, Fines & Penalties. Court Special Services are budgeted in three Programs: Grand Jury, Court Special Services, and Conflict Defense. The Grand Jury is comprised of both the Civil and Criminal Grand Jury programs. Court Special Services are comprised of Court Administered Dispute Resolution (CADRe), Juvenile Justice Commission/Delinquency Prevention Commission, Pre-Trial (Own Recognizance and Jail Overcrowding) Services, and Enhanced Revenue Collection programs. Conflict Defense is comprised of Alternate Public Defender/Conflict Defense Services.

In FY 2002-03, County funded programs and various grants were removed from the Court Special Services operating budget to the Court operating budget. The transfer resulted from

Senate Bill 2140 defining "trial court employee" as any employee subject to the Court's right to control the manner and means of his/her work and is paid from the Court's budget regardless of the funding source. The County funded programs transferred included Enhanced Revenue Collections, Pre-Trial Services (Own Recognizance and Jail Overcrowding), and Court Administered Dispute Resolution (CADRe). The transfer enables the Court to manage all aspects of employees administering County funded Court programs. The County continues to be charged costs associated with the transferred programs and records the charges within the Court Special Services operating budget in a line item entitled "Contractual Services." The transfer resulted in a decrease of staff from 28 for FY 2002-03 to zero for subsequent fiscal years.

This change affects the way in which certain revenues and expenditures are reported. In previous fiscal years, County funded Court programs were administered by the Court, yet all administration and salary and benefit costs related to the County funded Court programs were recorded within the Court Special Services operating budget as part of the County operating budget. In FY 2003-04, these County funded Court programs were moved into a Court administered fund under the control of the Court. All related administration and salary and benefit costs from that date forward are recorded within the Court's operating budget.

SB 1732, effective January 1, 2003, defined the terms of the transfer of title and/or responsibility from the counties to the State for court facilities. In addition, SB 1732 outlined the funding for future construction and/or repair of court facilities. Subsequently, SB 10, effective January 1, 2007 clarified seismic related issues that had impeded building transfers from the County to the State. In 2007 and 2008, the Board of Supervisors approved the transfer of title and responsibility for the Jury Assembly Building, the Santa Barbara Juvenile Court and the Figueroa Division Courthouse to the State of California. In December 2008, the Board of Supervisors approved Court Facility Transfer Agreements and Joint Occupancy Agreements between Santa Barbara County and Administrative

Court Special Services

Office of the Courts (AOC) for the various Court facilities located in northern Santa Barbara County.

In FY 2005-06, Assembly Bills 139 and 145 changed the way certain fines and civil fee revenues are budgeted and recorded within the Court Special Services operating budgets. In FY 2005-06, the AOC and California State Association of Counties (CSAC) agreed on a permanent buyout of these fines and fees through a reduction of the Fine and Forfeiture Maintenance of Effort (MOE) payment made each year by the County of Santa Barbara to the State of California. These fees are now deposited into the State Trial Court Trust Fund.

2013-14 Anticipated Accomplishments

Grand Jury

Recruitment of the Civil Grand Jury

In FY 2013-14 the Court recruited, selected and retained a Civil Grand Jury to review the operations of numerous government agencies, cities, and districts throughout Santa Barbara County.

Court Special Services

Collection of Delinquent Revenue

The Court continues to refine its process for collecting delinquent fees and fines. The Court referred \$21.3 million in delinquent debt to the Enhanced Collections Unit in FY 2012-13. In FY 2013-14 the Court's Enhanced Collections Unit collected \$6.2 million and outside collection agencies, including the Franchise Tax Board Court Ordered Debt and Alliance One collected \$2.4 million for a combined total of \$8.7 million in delinquent revenues collected.

Collection Program Cost Recovery

The Court has developed a cost recovery process where the County implemented PC 1463.007 "Deduction by Counties and Courts of Costs of Operating Program to Collect Delinquent Fees, Fines, Forfeitures, Penalties and Assessments."

The program reimbursement revenue from the State for FY 2013-14 was \$1.2 million. This revenue is reported in Miscellaneous Revenue.

Conflict Defense Representation

Reduced Court Ordered Attorneys Cost

The Court worked diligently with Judicial Officers to reduce Court Ordered Attorney costs associated with Adult Conflict Defense cases by reviewing with them hourly rates, investigator costs, and ancillary costs to keep Court appointed attorneys in compliance with Court Orders.

2014-16 Objectives

Grand Jury

Functions of the Civil and Criminal Grand Jury

The Santa Barbara County Grand Jury will continue its three predominant functions:

- Government oversight, as well as,
- Investigation into citizen complaints by the Civil Grand Jury, and
- Determination of whether evidence presented by the district attorney is of a sufficient nature to warrant a person to stand trial in court when a Criminal Grand Jury is impaneled.

Court Special Services

Enhanced Collections

Court Special Services will begin development of a written Memorandum of Understanding (MOU) with the County that implements and enhances the collection of court-ordered debt and other monies owed under a court order.

Court Special Services

Conflict Defense Representation

Conflict Defense for Indigent Defendants

The Conflict Defense Program will protect the rights and liberties guaranteed by the Constitutions of California and the United States by providing defense of indigent defendants when the Public Defender has determined there is a conflict of interest.

*Changes & Operational Impact:
2013-14 Adopted to
2014-15 Recommended*

Staffing

- Not applicable as employees in this Department are employed by the State.

Expenditures

- Net increase of \$9,300;
 - \$12,400 increase in Services and Supplies due to an increase in Contractual Services and an increase in Court Attorney Fees for court appointed attorneys of indigent defendants.
 - \$2,800 increase in Other Charges due to an increase in excess revenue split with the State of California per Government Code (GC) 77201.1.

These changes result in recommended operating expenditures of \$15,243,600, non-operating expenditures of \$76,600, resulting in total expenditures of \$15,320,200. Non-operating expenditures primarily include capital assets, transfers, and increases in fund balances.

Revenues

- Net operating revenue increase of \$11,600:

- \$71,700 increase in Charges for Services due to an increase in administrative services, collection fees, family mediation fees and bank charges. There was a decrease in traffic school fees collected due to a decrease in citations issued and a decrease in defendants signing up for traffic school.
- \$-54,300 decrease in Fines and Forfeitures due to fewer traffic citations being written as a result of staff reductions in patrol officers being reassigned to higher priority activities.

- Net non-operating revenue remained relatively constant, decreasing by \$2,300.

These changes result in recommended operating revenues of \$6,665,400, non-operating revenues of \$8,654,800, resulting in total revenues of \$15,320,200. Non-operating revenues primarily include General Fund Contribution (\$8,536,800), transfers and decreases to fund balances.

*Changes & Operational Impact:
2014-15 Recommended to
2015-16 Proposed*

No significant changes.

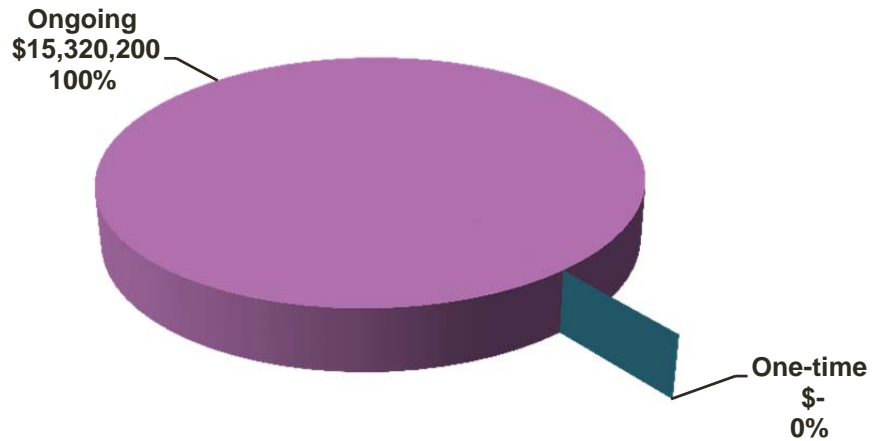
Related Links

For more information on the Court's Office and the County Grand Jury, refer to the Web sites at www.sbcourts.org and www.sbcgj.org

Court Special Services

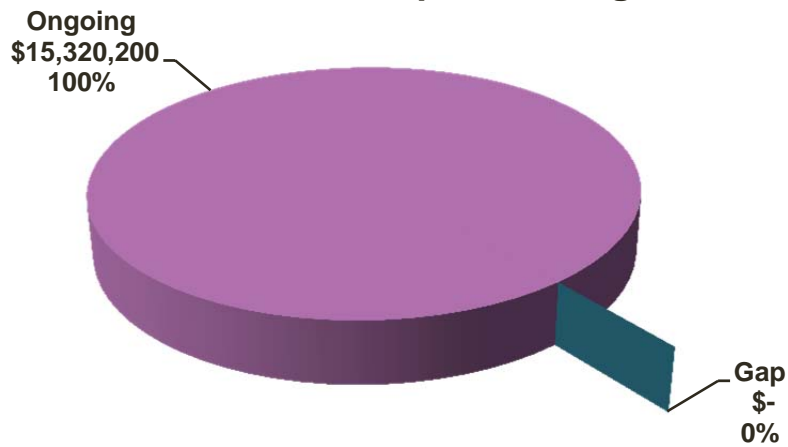
Gap Charts

FY 2014-15 Recommended Budget



The FY 2014-15 Recommended Budget is balanced and does not rely on one-time sources to fund any of the Department's ongoing operations.

FY 2015-16 Proposed Budget



The FY 2015-16 Proposed Budget is balanced and does not rely on one-time sources to fund any of the Department's ongoing operations.

Court Special Services

<u>Description</u>	<u>FY 2011-12 Actual</u>	<u>FY 2012-13 Actual</u>	<u>FY 2013-14 Est. Actual</u>	<u>FY 2014-15 Recommended</u>	<u>FY 2015-16 Proposed</u>
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Court Special Services:					
Percent and amount of non-warrant bookings reviewed within 48 hours for probable cause.	100% 3,336	100% 3,061	100% 3,362	100% 3,100	100% 3,100
Percent and amount of detainees eligible for release on their own recognizance/reduced bail interviewed within 24 hours of being booked into jail to reduce overcrowding. Based on number of bookings.	100% 17,562	100% 15,730	100% 16,528	100% 16,200	100% 16,200
Percent and amount of detainees released on their own recognizance/reduced bail that fail to appear in court.	.8% 6/725	.5% 3/547	2% 11/558	2% 11/600	2% 11/600
Percent and amount of qualified cases resolved through alternative dispute resolution process.	55% 243/441	65% 224/352	69% 225/326	70% 224/320	70% 224/320 320

Court Special Services

Budget Overview

Staffing By Budget Program	2012-13 Actual	2013-14 Adopted	Change from FY13-14 Ado to FY14-15 Rec	2014-15 Recommended	2015-16 Proposed
Total	-	-	-	-	-
Budget By Budget Program					
Grand Jury	\$ 210,943	\$ 230,187	\$ 1	\$ 230,188	\$ 230,187
Court Special Services	12,838,937	12,749,119	(442)	12,748,677	12,749,684
Conflict Defense Representation	2,306,551	2,249,097	15,638	2,264,735	2,263,729
Total	\$ 15,356,430	\$ 15,228,403	\$ 15,197	\$ 15,243,600	\$ 15,243,600
Budget By Categories of Expenditures					
Services and Supplies	\$ 4,829,387	\$ 4,888,343	\$ 12,391	\$ 4,900,734	\$ 4,900,734
Other Charges	10,527,044	10,340,060	2,806	10,342,866	10,342,866
Total Operating Expenditures	15,356,430	15,228,403	15,197	15,243,600	15,243,600
Increases to Fund Balances	86,461	82,511	(5,911)	76,600	76,600
Fund Balance Impact (+)	-	-	-	-	-
Total	\$ 15,442,891	\$ 15,310,914	\$ 9,286	\$ 15,320,200	\$ 15,320,200
Budget By Categories of Revenues					
Fines, Forfeitures, and Penalties	\$ 1,774,954	\$ 1,843,650	\$ (54,250)	\$ 1,789,400	\$ 1,789,400
Use of Money and Property	3,683	6,800	(3,800)	3,000	3,000
Charges for Services	3,476,663	3,555,350	71,650	3,627,000	3,627,000
Miscellaneous Revenue	1,351,979	1,248,000	(2,000)	1,246,000	1,246,000
Total Operating Revenues	6,607,278	6,653,800	11,600	6,665,400	6,665,400
Other Financing Sources	195,000	-	-	-	-
Intrafund Expenditure Transfers (-)	26,008	30,000	-	30,000	30,000
Decreases to Fund Balances	76,562	88,000	-	88,000	88,000
General Fund Contribution	8,536,760	8,536,800	-	8,536,800	8,536,800
Fund Balance Impact (-)	1,283	2,314	(2,314)	-	-
Total	\$ 15,442,891	\$ 15,310,914	\$ 9,286	\$ 15,320,200	\$ 15,320,200

2014-2016 BUDGET WORKSHOP

Public Defender

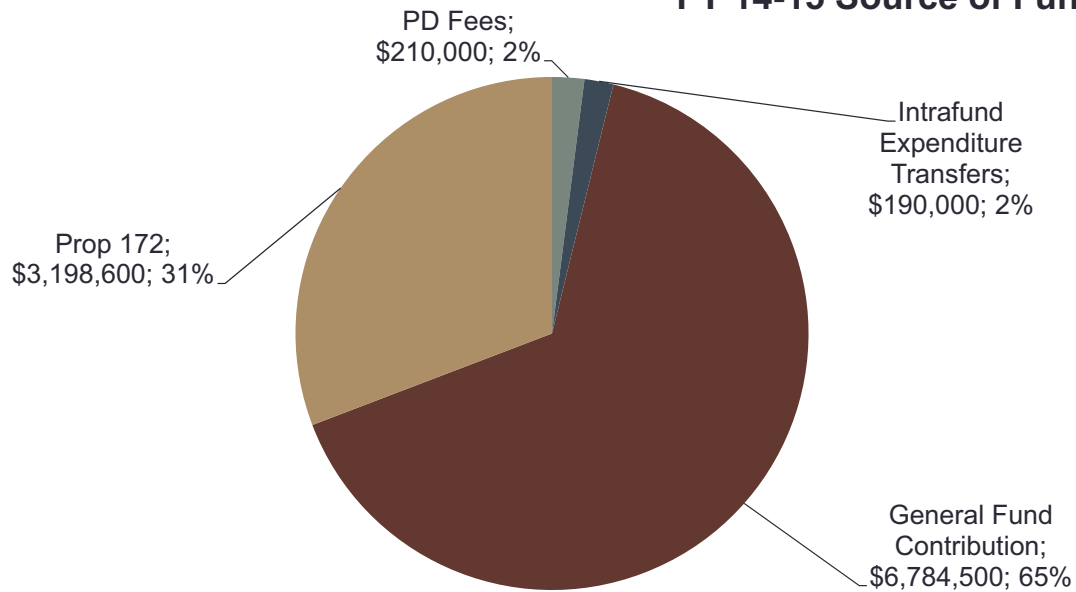


Public Defender Summary

- ∂ Operating \$10,383,100
- ∂ Capital \$0
- ∂ General Fund \$6,784,500
- ∂ FTE's 64.25
- ∂ One Time Use of Fund Balance \$0
- ∂ Service Level Reductions \$0
- ∂ Expansion Requests \$0

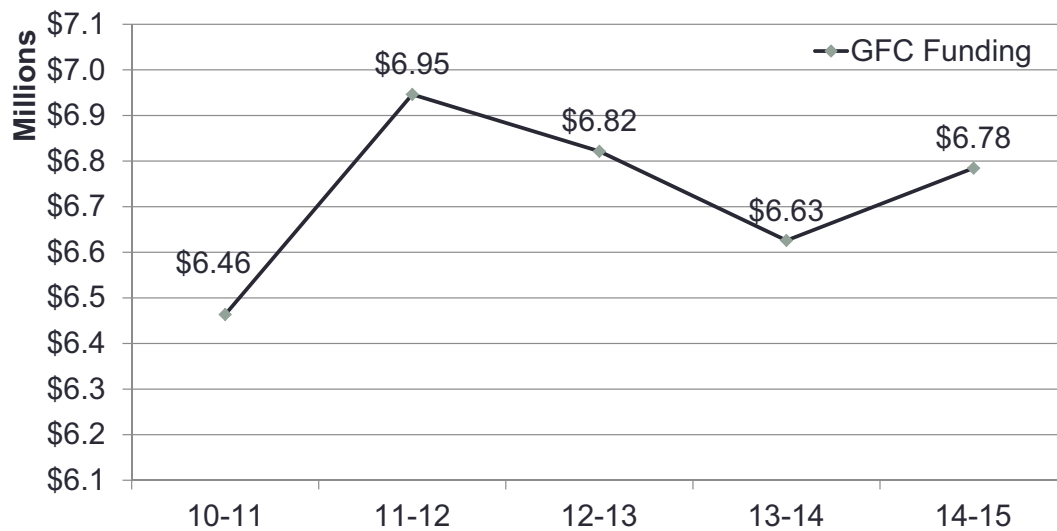
Public Defender

FY 14-15 Source of Funds



Public Defender

GFC 5 Year Summary



Public Defender

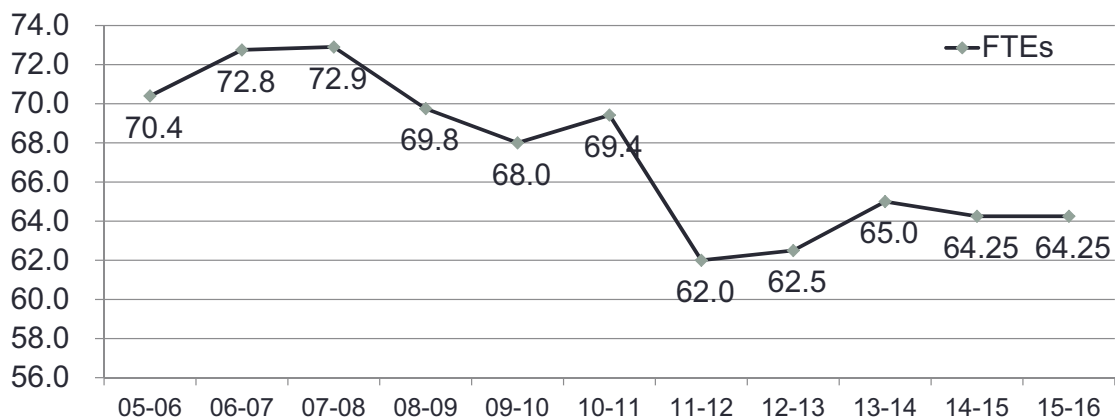
5 Year Summary Use of One-Time

NONE

Public Defender

Staffing Summary

- ∂ 65.0 FTE FY 13-14 Adopted
- ∂ 64.25 FTE FY 14-15 Recommended



Public Defender

FY 2013-14 Anticipated Accomplishments

- Our office represented clients in over 21,000 matters
- Our attorneys will represent 1,480 adult and juvenile clients in our Therapeutic Courts, and we will also represent 316 clients in our Mental Health Courts, helping them become more productive citizens
- Our Rehabilitative Services Coordinators will have provided alternative sentencing options to over 290 in-custody clients, allowing them to begin to build better lives for themselves and their families.

Public Defender

FY 2014-15 Objectives

- Increased and more effective use of volunteers so existing staff can focus on higher priority matters
- Continue partnering with other defender offices to provide high quality training for staff using telecommunications and incorporate this technology for our own internal staff training
- Implementing a new case management system to increase departmental efficiency for attorney and support staff.

Public Defender

FY 2015-16 Objectives

- Continue to represent all court-appointed clients unless prevented from doing so because of legal restrictions
- Increased collaboration with justice partners to reduce jail overcrowding and provide alternative sentencing options when appropriate

Public Defender

Performance Measures

Description	2012-13 Actual	FY 13-14 Estimated Actual	FY 14-15 Recommended
Percent of patients in the County's Psychiatric Health Facility visited for their statutory access to Court.	100%	100%	100%
Percentage of clients requesting records' clearing whose petitions will be acted upon within 30 days of the request.	80%	80%	>75%
Percent of felony cases closed versus felony cases opened while providing expeditious exercise of a client's legal rights without compromising vigorous and professional representation.	94%	93%	90%

Public Defender Performance Measures Continued

Description	2012-13 Actual	FY 13-14 Estimated Actual	FY 14-15 Recommended
Percent of misdemeanor cases closed versus misdemeanor cases opened while providing expeditious exercise of a client's legal rights without compromising vigorous and professional representation.	98%	97%	95%
Personally contact and evaluate clients under civil commitment at least once a year.	100%	100%	100%

Public Defender Performance Measures Continued

Description	2012-13 Actual	FY 13-14 Estimated Actual	FY 14-15 Recommended
Personally contact and evaluate clients under extended commitment per penal code sections 1026 and 2970 at least once a year.	100%	100%	100%
Combat California drought conditions by aggressively recycling material, saving at least 20,000 verifiable gallons of water per year.	24,435	14,373	20,000

Public Defender Service Level Reductions

NONE

Public Defender Key Challenges and Emerging Issues

- Staff Replacement and Retention
 - We need to hire two FTE Rehabilitation Services Coordinators
 - We need additional Investigative and Legal Office Professional staff to meet the challenges occasioned by the loss of support staff in the FY 2010-2011 layoffs
 - We need to provide suitable career paths to able and bright entry-level attorneys hired to replace attorneys who have resigned or retired in the last three years
- Using Technology Efficiently
 - Replacement of our Case Management System

Public Defender Summary

- Represented All Court Appointed Clients Unless Prevented From Doing So For Legal Reasons
- Absorbed Increased AB 109 And 3 Strikes Caseloads
- Worked With Reduced General Fund Resources
- Required Our Staff To Accept Increased Attorney – LOP Staff Ratios
- But, Additional Staff Resources Now Needed
 - Increased repetitive motion injuries occurring
 - Changed work practices lead to increased workload

Public Defender



Public Defender

Budget & Full-Time Equivalents (FTEs) Summary

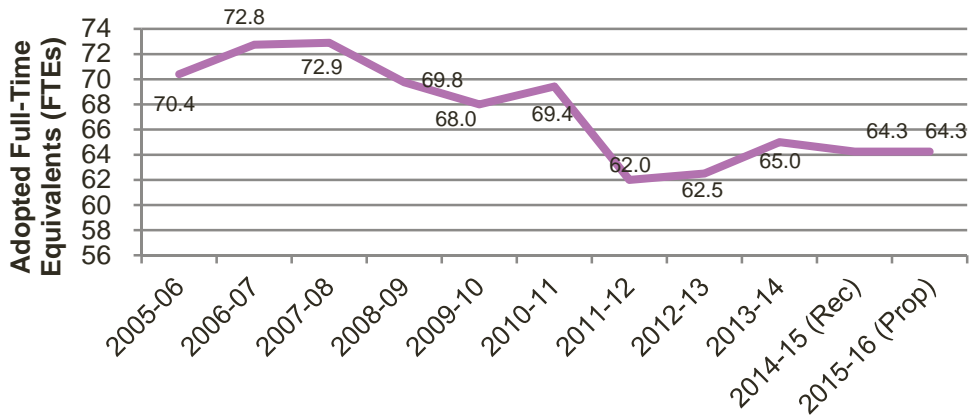
Operating	\$10,383,100
Capital	\$ -
FTEs	64.3

Budget Programs Chart



Staffing Trend

The staffing trend values will differ from prior year budget books in order to show amounts without the impact of any vacancy factors.



Public Defender

Mission Statement

To provide professional legal representation of the highest quality to all clients and to create an environment that motivates and enables all employees to share this mission.

Department Description

The Santa Barbara County Public Defender's Office helps the County meet its obligation to provide effective and efficient representation to County residents who cannot afford to hire a lawyer. The law requires the Public Defender:

- Defend adults charged with crimes triable in the Superior Court;
- Defend persons charged with Death Penalty crimes;
- Defend minors in the Juvenile Court;
- Defend persons charged with Contempt of Court;
- Protect County residents who can no longer care for themselves for reasons such as: physically disabled, suffer from mental illness, Alzheimer's, or dementia;
- Go to Court on behalf of persons claiming to be held unlawfully in jail or prison, and on behalf of persons held in mental health facilities.

Each day, the Public Defender appears in 15 different courtrooms in our Santa Barbara, Santa Maria, and Lompoc Superior Courts.

2013-14 Anticipated Accomplishments

Administration & Support

- Continued collaboration with the Community Corrections Partnership and the Juvenile Justice Coordinating Council to improve the functioning of our Adult and Juvenile Justice Systems.
- Continued participation and collaboration with local agencies and groups working to improve our Justice System: Fighting Back, Superior Court Therapeutic Court Core Committees, Day Reporting Center Board, and Superior Court Criminal Justice Coordinating Committee, Results First Group, and Transitions from Jail to the Community Advisory Group.
- Completed extensive evaluation and review of case management systems in order to replace our current system that is outdated and cannot be upgraded. The Department is requesting a quote from the vendor.

Adult Legal Services

- Represented clients in over 21,000 matters brought to the Superior Court with no declaration of unavailability.
- Resolved the majority of felonies (70%) and almost all misdemeanors (95%) within 90 days of arraignment, as reported by our Superior Court.
- Continued using volunteer attorneys and interns, where appropriate.
- Twenty one attorneys or aspiring attorneys were provided valuable training and experience. This helped mitigate the financial challenges faced by the Department through providing valuable resources at no additional cost to the County.

Public Defender

- Implemented use of paralegal and investigative internships subsidized by a local business college.
- Used our extra-help Rehabilitation Services Coordinators to help 290 in-custody clients locate alternatives to incarceration by finding residential treatment facilities, sober living housing, or other programs, thereby reducing jail overcrowding.
- Worked with Justice Partners to accommodate increased workload to justice agencies accompanying the transfer of parole revocation hearings to the Courts as of July 1, 2013.
- Undertook representation of 31 individuals who received life sentences under the former “Three Strikes” law who were eligible to file petitions for resentencing under Penal Code Sec. 1170.126.

Juvenile Legal Services

- Represented juvenile clients in 1,300 matters brought to the Superior Court.
- Assisted juvenile clients in sealing their records once probation was successfully completed.
- Public Defender attorneys have volunteered to serve as judges for the Teen Court, and as Board Members for the Teen Court Advisory Board.

2014-16 Objectives

Administration & Support

- Expand use of volunteers to meet non-core functions, freeing support staff to focus on high-priority matters.
- Continue successful implementation of 2011 Criminal Justice Realignment (AB 109) by converting two extra-help Rehabilitation Services Coordinators positions into full-time

staff positions. These two employees work with the Courts, Sheriff, Probation and defense attorneys to find and place clients in appropriate alternative sentencing programs. By coordinating our efforts with Sheriff and Probation staff, each agency is able to serve a different segment of the jail population to achieve the best outcome for individual clients.

- Increase departmental efficiency through implementation of a new case management system. This would provide electronic storage and remote access of data to staff over our network or through the internet.

Adult Legal Services

- Expand the Volunteer Attorney program to enable staff attorneys to focus on higher-priority core tasks.
- Investigate creation of a post-Bar fellowship program to provide additional in-depth support to the attorneys on a cost-effective basis.
- Expand use of outside speakers and experts on various legal, ethical, and trial practices topics to provide high quality training to the attorney staff at minimal cost to the County.
- Continue partnership with other Public Defender Offices to participate in web-based legal education and to require attorneys within the office to provide continuing legal education to other attorneys in our office on a regular basis.
- Continue to collaborate with the Courts, Mental Health, Probation, Sheriff, District Attorney, and various community organizations to improve the functioning of the Therapeutic Courts. These court programs have proven to be successful at rehabilitation, reducing recidivism, enhancing public safety, and helping individuals to become productive members of the community. This helps reduce jail overcrowding and saves the County money.

Public Defender

Juvenile Legal Services

- Work with school districts to identify areas where outcomes in the juvenile court can be improved by increased collaboration between the two agencies.
- Work with the Truancy Program to encourage both minors and parents to recognize the importance of participating in school programs.

*Changes & Operational Impact:
2013-14 Adopted to
2014-15 Recommended*

Staffing

- Decrease of 0.75 FTE's due to a conversion of 2.0 out of 3.0 AB 109 extra help positions to permanent positions and retaining 0.25 as extra help.

The Public Defender employs a full-time staff of 36 attorneys, 7 investigative staff, 19 support staff and 2 Rehabilitation Services Coordinators (64 FTEs), supplemented by 0.25 extra-help AB 109 staff.

Expenditures

Net operating expenditure increase of \$343,300:

- Salaries and Benefits increase of \$345,200 due to \$30,000 in additional AB 109 costs, and \$315,200 due to negotiated labor agreements and increases in County retirement contributions
- Services and Supplies – decrease of \$4,100 in miscellaneous costs
- Other Charges – increase of \$2,200, in miscellaneous costs

These changes result in recommended operating expenditures and total expenditures of \$10,383,100.

Revenues

Net operating revenue increase of \$164,600:

- Proposition 172 Sales Tax Revenues – increase of \$152,100
- Local Realignment 2011 – increase of \$23,500
- Public Defender Fees – decrease of \$11,000

Net non-operating revenue increase of \$178,700:

- Intrafund Expenditure Transfers – increase of \$30,000 due to AB 109 funding
- Decreases to Fund Balances – decrease of \$9,900 due to one-time FY 2013-14 salary increases
- General Fund Contribution – increase of \$158,600

These changes result in recommended operating revenues of \$3,408,600, non-operating revenues of \$6,974,500, resulting in total revenues of \$10,383,100. Non-operating revenues primarily include General Fund Contribution, transfers and decreases to fund balances.

Public Defender

*Changes & Operational Impact:
2014-15 Recommended to
2015-16 Proposed*

Staffing

- No change in staffing is proposed

Expenditures

Net operating expenditure increase of \$320,700:

- Salaries and Benefits – increase of \$290,700 due to negotiated labor agreements and increases in County retirement contributions
- Services and Supplies – increase of \$20,300 in miscellaneous costs
- Other Charges – increase of \$9,700 in miscellaneous costs

Revenues

Net operating revenue increase of \$161,500:

- Proposition 172 Sales Tax Revenues – increase of \$159,400
- Public Defender Fees – increase of \$2,100

Net non-operating revenue decrease of \$2,400:

- General Fund Contribution – Decrease of \$2,400

These changes result in a Gap for FY 2015-16 of \$161,500, assuming the same level of service as recommended in FY 2014-15.

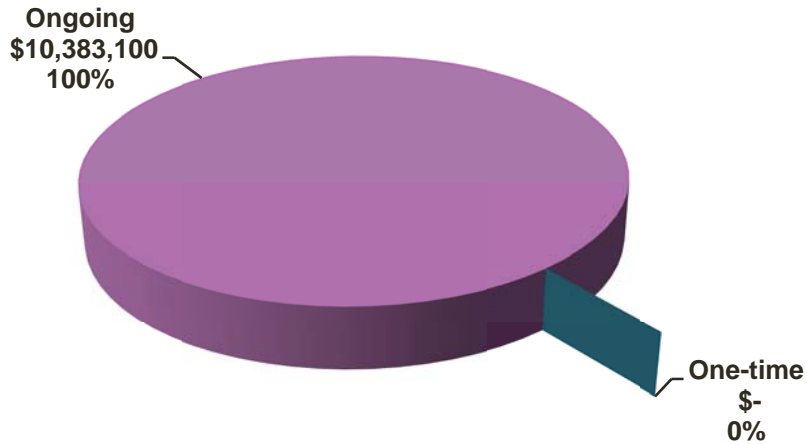
Related Links

For more information on Public Defender, refer to the Web site at www.countyofsb.org/defender

Public Defender

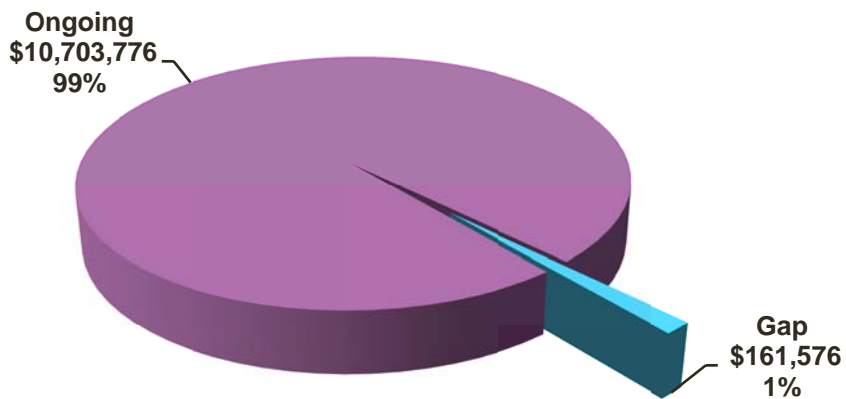
Gap Charts

FY 2014-15 Recommended Budget



The FY 2014-15 Recommended Budget is balanced and does not rely on one-time sources to fund the Department's ongoing operations.

FY 2015-16 Proposed Budget



The FY 2015-16 Proposed Budget relies on one-time sources to fund 1% of the Department's ongoing operations. These funds allow the Department to maintain a higher level of service than would otherwise have been possible; however, because these funds are one-time in nature, they will not be available to fund operations in FY 2015-16.

Public Defender

Performance Measures Continued

<u>Description</u>	<u>FY 2011-12 Actual</u>	<u>FY 2012-13 Actual</u>	<u>FY 2013-14 YTD Actual</u>	<u>FY 2014-15 Recommended</u>	<u>FY 2015-16 Proposed</u>
Budget Program 1:					
Percent of patients in the County's Psychiatric Health Facility visited for their statutory access to Court.	Not used in prior years	100%	100%	100%	100%
Percentage of clients requesting records' clearing whose petitions will be acted upon within 30 days of the request.	Not used in prior years	80%	80%	>75%	>75%
Percent of felony cases closed versus felony cases opened while providing expeditious exercise of a client's legal rights without compromising vigorous and professional representation.	Not used in prior years	94%	93%	90%	90%
Percent of misdemeanor cases closed versus misdemeanor cases opened while providing expeditious exercise of a client's legal rights without compromising vigorous and professional representation.	Not used in prior years	98%	97	95%	95%
Budget Program 2:					
Personally contact and evaluate clients under civil commitment at least once a year.	Not used in prior years	100%	100%	100%	100%
Personally contact and evaluate clients under extended commitment per penal code sections 1026 and 2970 at least once a year.	Not used in prior years	100%	100%	100%	100%

Public Defender

Performance Measures Continued

<u>Description</u>	<u>FY 2011-12 Actual</u>	<u>FY 2012-13 Actual</u>	<u>FY 2013-14 YTD Actual</u>	<u>FY 2014-15 Recommended</u>	<u>FY 2015-16 Proposed</u>
Combat California drought conditions by aggressively recycling material, saving at least 20,000 verifiable gallons of water per year.	Not used in prior years	24,435	14,373	20,000	20,000

Public Defender

Budget Overview

Staffing By Budget Program	2012-13 Actual	2013-14 Adopted	Change from FY13-14 Ado to FY14-15 Rec	2014-15 Recommended	2015-16 Proposed
Administration & Support	21.58	19.25	-	19.25	19.25
Adult Legal Services	43.63	42.75	0.25	43.00	43.00
Juvenile Legal Services	1.01	3.00	(1.00)	2.00	2.00
Total	<u>66.22</u>	<u>65.00</u>	<u>(0.75)</u>	<u>64.25</u>	<u>64.25</u>
Budget By Budget Program					
Administration & Support	\$ 2,131,785	\$ 2,279,413	\$ 251,952	\$ 2,531,365	\$ 2,593,489
Adult Legal Services	7,265,265	7,205,449	206,663	7,412,112	7,658,653
Juvenile Legal Services	164,972	554,916	(115,293)	439,623	451,634
Unallocated	(2,243)	-	-	-	-
Total	<u>\$ 9,559,779</u>	<u>\$ 10,039,778</u>	<u>\$ 343,322</u>	<u>\$ 10,383,100</u>	<u>\$ 10,703,776</u>
Budget By Categories of Expenditures					
Salaries and Employee Benefits	\$ 8,744,487	\$ 9,263,032	\$ 345,201	\$ 9,608,233	\$ 9,898,980
Services and Supplies	504,324	436,730	(4,099)	432,631	452,896
Other Charges	310,968	340,016	2,220	342,236	351,900
Total Operating Expenditures	9,559,779	10,039,778	343,322	10,383,100	10,703,776
Capital Assets	43,955	-	-	-	-
Increases to Fund Balances	536,363	-	-	-	-
Fund Balance Impact (+)	5,388	-	-	-	-
Total	<u>\$ 10,145,485</u>	<u>\$ 10,039,778</u>	<u>\$ 343,322</u>	<u>\$ 10,383,100</u>	<u>\$ 10,703,776</u>
Budget By Categories of Revenues					
Intergovernmental Revenue	\$ 2,969,846	\$ 3,022,998	\$ 175,602	\$ 3,198,600	\$ 3,358,000
Charges for Services	236,833	220,982	(10,982)	210,000	212,100
Total Operating Revenues	3,206,679	3,243,980	164,620	3,408,600	3,570,100
Intrafund Expenditure Transfers (-)	117,378	160,000	30,000	190,000	190,000
Decreases to Fund Balances	-	9,898	(9,898)	-	-
General Fund Contribution	6,821,428	6,625,900	158,600	6,784,500	6,782,100
Fund Balance Impact (-)	-	-	-	-	161,576
Total	<u>\$ 10,145,485</u>	<u>\$ 10,039,778</u>	<u>\$ 343,322</u>	<u>\$ 10,383,100</u>	<u>\$ 10,703,776</u>

Public Defender

Staffing Detail

Staffing Detail By Budget Program	2012-13 Actual	2013-14 Adopted	Change from FY13-14 Ado to FY14-15 Rec	2014-15 Recommended	2015-16 Proposed
Administration & Support					
PUBLIC DEFENDER	0.52	0.80	-	0.80	0.80
ASST PUBLIC DEFENDER	-	0.45	-	0.45	0.45
DEP PUBLIC DEFENDER	0.92	-	-	-	-
BUSINESS MANAGER	1.00	1.00	-	1.00	1.00
FINANCIAL OFFICE PRO	1.00	1.00	-	1.00	1.00
LEGAL OFFICE PRO	13.12	14.00	-	14.00	14.00
COMPUTER SYSTEMS SPEC	1.00	1.00	-	1.00	1.00
EXECUTIVE SECRETARY	1.00	1.00	-	1.00	1.00
EXTRA HELP	3.02	-	-	-	-
Administration & Support Total	21.58	19.25	-	19.25	19.25
Adult Legal Services					
PUBLIC DEFENDER	0.48	0.20	-	0.20	0.20
ASST PUBLIC DEFENDER	1.23	2.55	-	2.55	2.55
DEP PUBLIC DEFENDER SR	5.15	5.00	-	5.00	5.00
PROG/BUS LDR-ATTY	0.85	-	-	-	-
DEP PUBLIC DEFENDER	22.28	24.00	1.00	25.00	25.00
PD INVESTIGATOR	1.00	1.00	-	1.00	1.00
LEGAL OFFICE PRO	1.46	1.00	-	1.00	1.00
PUBLIC DEFENDER INVEST	6.00	6.00	-	6.00	6.00
SOCIAL SVCS PRACTITIONER	-	-	2.00	2.00	2.00
EXTRA HELP	5.19	3.00	(2.75)	0.25	0.25
Adult Legal Services Total	43.63	42.75	0.25	43.00	43.00
Juvenile Legal Services					
DEP PUBLIC DEFENDER	0.77	3.00	(1.00)	2.00	2.00
EXTRA HELP	0.24	-	-	-	-
Juvenile Legal Services Total	1.01	3.00	(1.00)	2.00	2.00
Department Total	66.22	65.00	(0.75)	64.25	64.25

2014-2016 BUDGET WORKSHOP

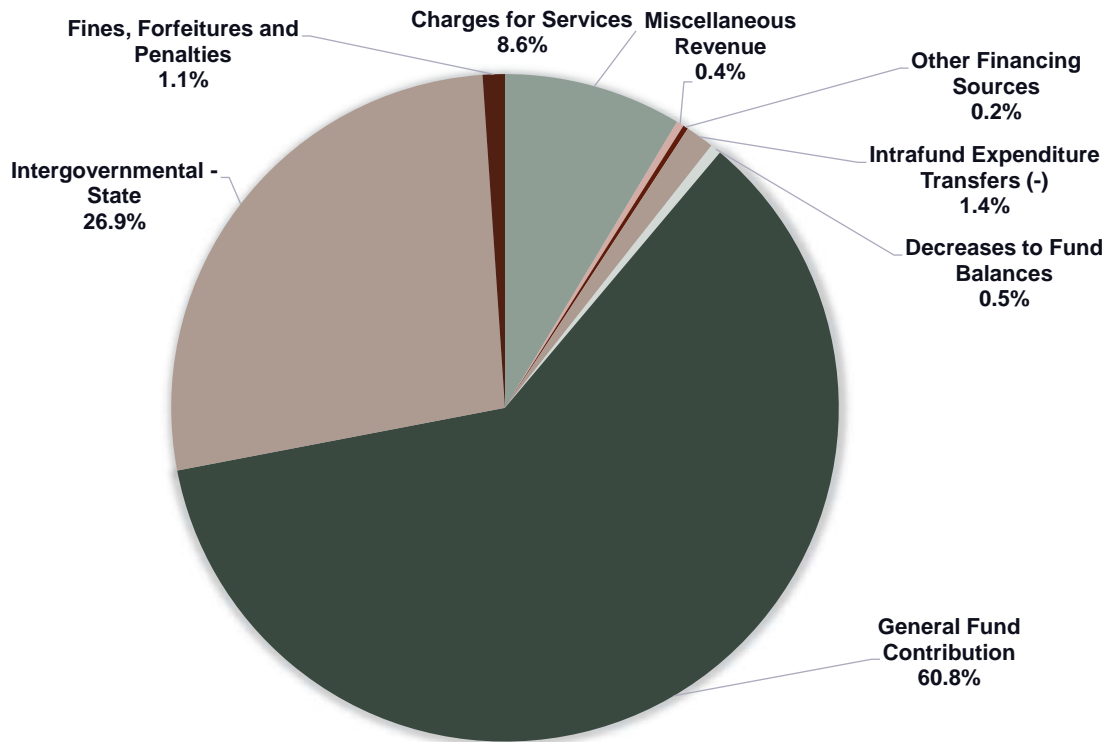
District Attorney



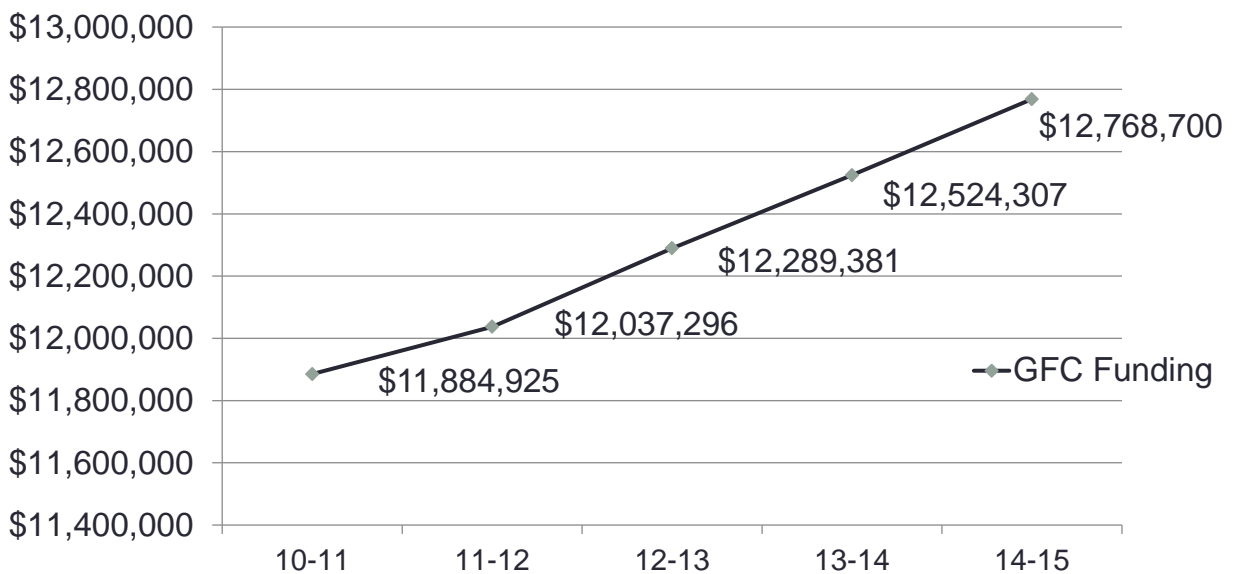
Budget Summary

- ∂ Operating: \$20,984,000
- ∂ Capital: \$80,000
- ∂ General Fund: \$12,768,700
- ∂ FTE: 126.0
- ∂ One-Time Funding: \$110,418
- ∂ No Service Level Reductions
- ∂ Expansion Requests:
 - 1.0 Victim Witness Supervisor: \$91,603
 - 2.5 Legal Office Professionals: \$150,655

FY 2014-15 Source of Funds

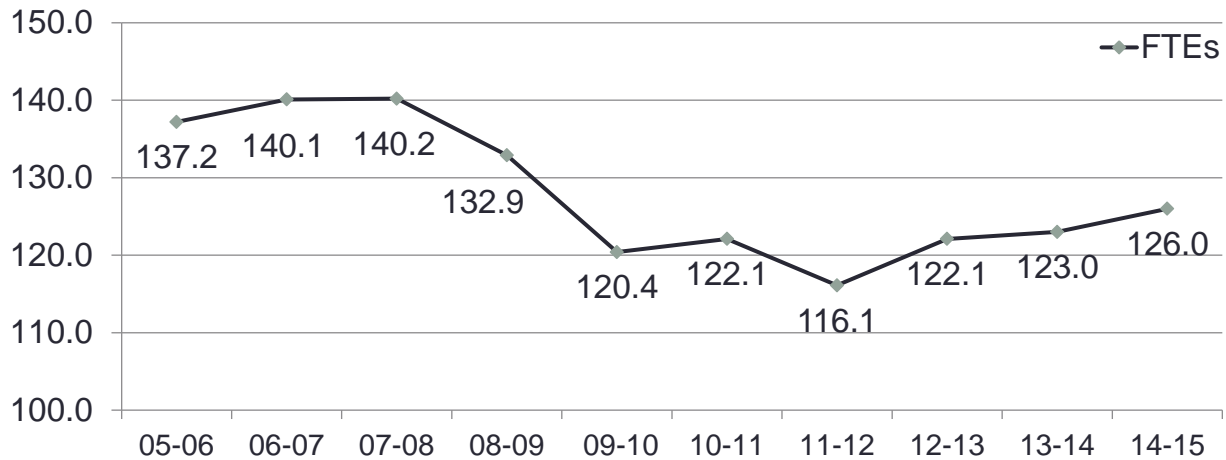


GFC 5 Year Summary



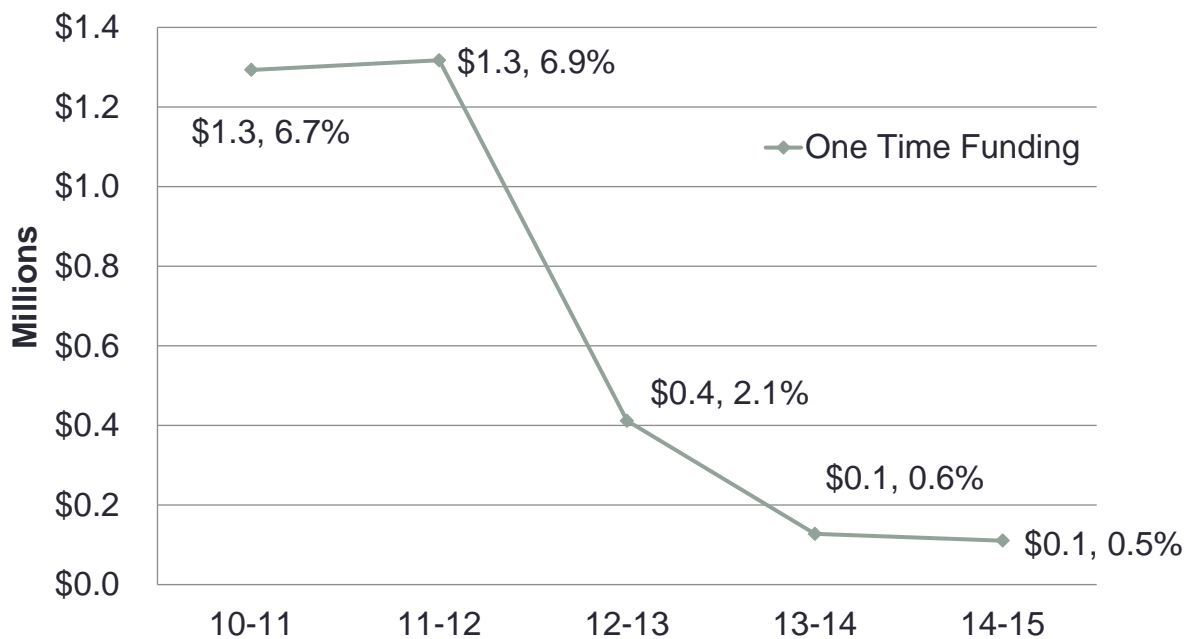
Staffing Summary

- o 123.0 FTE FY 13-14 Adopted
- o 126.0 FTE FY 14-15 Recommended



Department Name

5 Year Summary Use of One-Time



FY 2014-15 Financial Changes & Related Service Level Reductions

- No Service Level Reductions
- One-time funding of \$110,418 budgeted to maintain existing service levels
- Decrease from a high of \$1.3 million one-time funding in FY 2011-12 Adopted

FY 2013-14 Anticipated Accomplishments

Promises Delivered

- **Misdemeanor Diversion Program**
 - Goal: Clear over 1,000 misdemeanor cases in first year
 - Result: 1,029 offenders paid for and completed the program
 - Paid \$25,600 in restitution to victims
 - Less than 4% re-offended during the first year
 - COST AVOIDANCE: Time and staffing resources saved for DA, Courts, Public Defender, Probation, and conflict defense attorneys
- **Truancy Program**
 - Formed 5 new School Attendance Review Boards
 - Received 6,849 truancy referrals resulting in 2,031 interventions
 - All but 4 children were successfully returned to regular attendance
 - COST AVOIDANCE: Children in school have higher chance of not engaging in criminal behavior and becoming part of the criminal justice system

FY 2013-14 Anticipated Accomplishments

Programs Created

- **Project LEAD (Legal Enrichment and Decision Making)**
 - Prosecutors teach 5th grade students about the criminal justice system
 - Children learn social and legal consequences of juvenile crime, respecting diversity, and achieving economic goals
 - Goal for graduates to maintain positive attitude about criminal justice system

- **Financial Elder Abuse**
 - Life Insurance and Annuity Fraud grant funding obtained from Department of Insurance
 - Staff developed CASE (Communities Against Senior Exploitation) booklet as basis for educational presentations to seniors
 - Participate in weekly radio show on KTMS 990 to alert listeners to scams in the community

FY 2013-14 Anticipated Accomplishments

Advancements for Justice

- **Civil Violators Prosecuted**
 - Collaborated with Agriculture Commissioner's Office
 - Two large corporations prosecuted for scanning violations in FY13-14
 - Collected \$500,000 in civil penalties over the past four years

- **Electronic Discovery – Going Paperless**
 - Completed process of sending discovery and critical legal information to defense attorneys electronically
 - Quick and efficient operations - conserves use of staff time, equipment, paper

- **Report to the People**
 - Published to enhance transparency
 - Highlights our significant prosecutions and innovative programs

FY 2014-15 Objectives

- **Enhance Workers' Compensation Insurance Fraud Program**
 - Vigorously prosecute individuals filing fraudulent claims, medical provider fraud, premium fraud, and failure to provide workers' comp insurance
- **Increase understanding of human trafficking in Santa Barbara County to educate the public and more effectively prevent and eradicate this crime**
 - Human Trafficking Task Force will work together to identify and serve victims as well as promote cross training opportunities
- **Upgrade servers, server storage unit, and 20-year-old case management database system to web-based interface**
 - Necessary to maintain integrity and security of the system

Select Performance Measures

Description	FY 12-13 Actual	FY 13-14 Estimated Actual	FY 14-15 Recommended
Percent of newly filed misdemeanor cases disposed of at the arraignment stage to maximize court and criminal justice resources.	70%	70%	70%
	7,434	7,326	7,350
	10,668	10,465	10,500
Percent of new Victims of Violent Crime claims verified and filed within 90 days of application thereby expediting reimbursements.	100%	98%	100%
	759	850	850
	759	867	850

Key Challenges & Emerging Issues

Budget Restoration Request

- **1.0 FTE Victim Witness Supervisor \$91,603**
 - Position lost in FY08-09 due to budget cuts
 - VW Program scope greatly expanded since 2008
 - DA assumed oversight of the Sexual Assault Response Team from Santa Barbara Rape Crisis Center, including 3 hospital sites and staff
 - Program now assists over 3,500 crime victims annually, administers 7 grants, 3 annual community-wide outreach events, and a new Human Trafficking Task Force
 - Refunding this position avoids the risk of not being able to effectively respond to the needs of victims and advances the Board priority of fostering the safety and well being of our community

Key Challenges & Emerging Issues

Budget Restoration Request

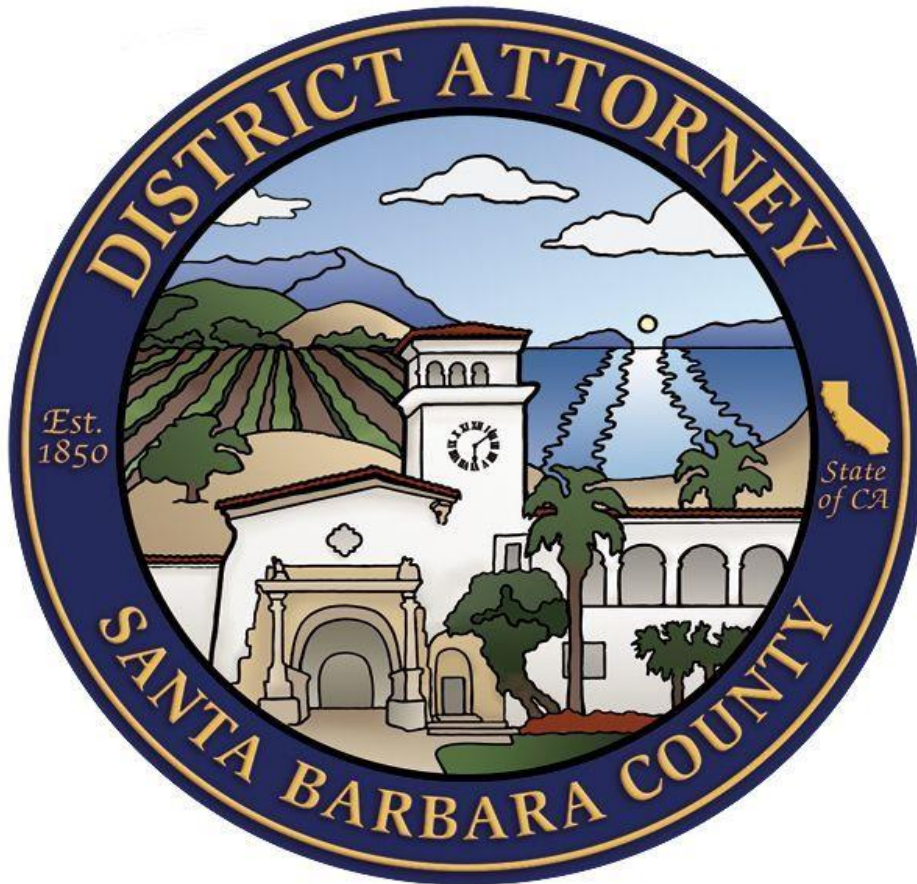
- **2.5 Legal Office Professionals \$150,655**
 - Positions lost due to budget cuts in FY08-09 and FY09-10
 - Additional attorneys, extra help and regular, and unpaid attorney externs (6 currently) generate additional caseloads
 - No support staff has been hired to offset additional attorneys, creating a major imbalance in the workload
 - Refunding these positions avoids the risk of not being able to meet court deadlines or adhere to mandates and advances the Board priority of fostering the safety and well-being of our community

Summary

- **Stable balanced budget result of fiscal responsibility and strategic budgeting, including:**
 - Controlling vacancies
 - Implementing efficiencies
 - Generating new ongoing revenue
 - Cutting expenses
 - Reducing use of one-time funding

- **Budget restorations necessary to continue the stable and effective operations of the District Attorney**

District Attorney

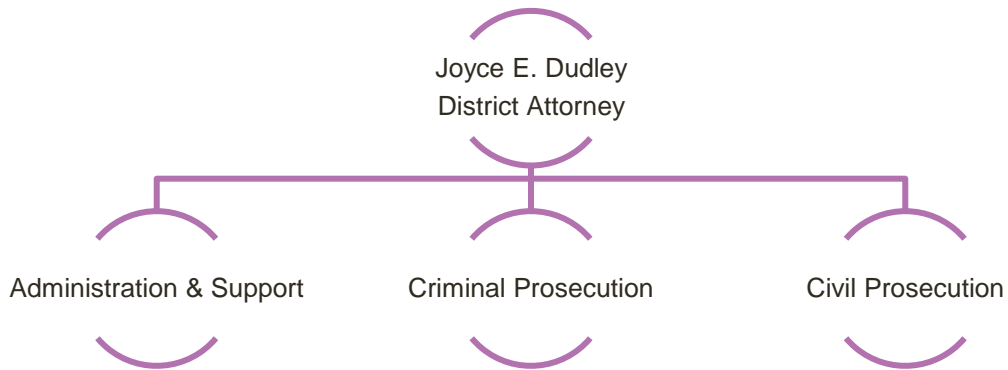


District Attorney

Budget & Full-Time Equivalent (FTEs) Summary

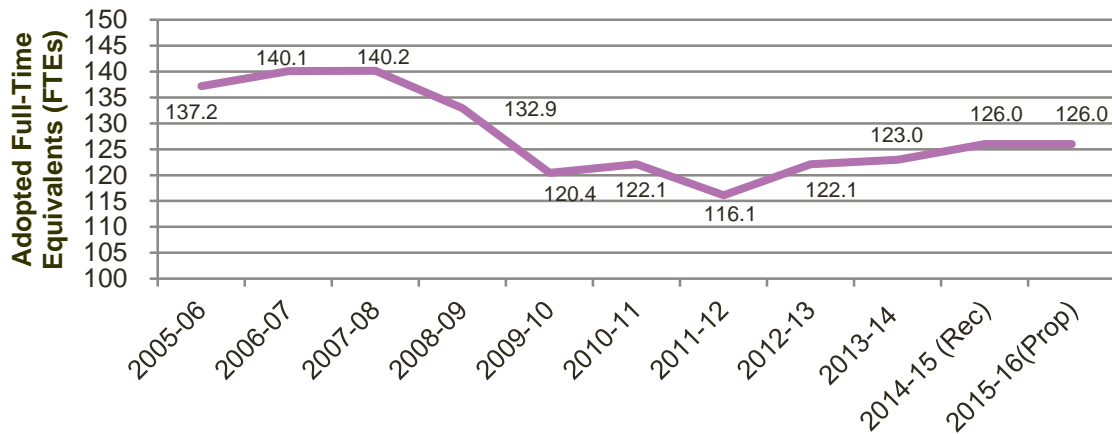
Operating	\$ 20,899,257
Capital	\$ 80,000
FTEs	126.0

Budget Programs Chart



Staffing Trend

The staffing trend values will differ from prior year budget books in order to show amounts without the impact of any vacancy factors.



District Attorney

Mission Statement

The mission of the District Attorney is to pursue truth and justice by employing the highest ethical standards in vigorously prosecuting the guilty, protecting the innocent, and preventing crime.

Department Description

The mandatory duty of the District Attorney is to diligently and vigilantly pursue those who are believed to have violated the criminal codes of the state (People v. Hartman (1985) 170 Cal.App.3d 572 and California Government Code § 26500). The District Attorney also has the duty to protect the rights of victims of crime, where “victims of crime are entitled to have the criminal justice system view criminal acts as serious threats to the safety and welfare of the People of California” (Cal.Const., Art. I § 28 and Marsy’s Law).

The District Attorney is responsible for prosecution of adult and juvenile offenders for felony and misdemeanor crimes or civil violations countywide. The District Attorney team consists of deputy district attorneys, criminal investigators, victim advocates and legal support staff housed in Santa Barbara, Santa Maria, and Lompoc. The team is organized to review, file, and prepare cases for prosecution; enforce terms and conditions of criminal probationers; assist victims throughout the criminal process, including efforts to recover restitution; and participate in proactive efforts to deter crime.

The District Attorney has three budget programs: Administration and Support; Criminal Prosecution; and Civil Prosecution, as described below.

Administration & Support

Provide administrative, financial/budgetary, and information technology support as well as policy development to further the District Attorney’s mission.

Criminal Prosecution

Criminal prosecution consists of various units:

- **General Felony/Misdemeanor Prosecution-** These prosecutions involve a wide variety of felony and misdemeanor cases.
- **Vertical Prosecution Units-** Cases are handled by a prosecutor, investigator and a victim witness advocate from the beginning of the case through sentencing. These units are focused on the most serious felonies.
- **Juvenile Prosecution-** Prosecutors review cases referred by law enforcement agencies and probation staff, file petitions, and appear multiple times in Juvenile Court through the juvenile justice process. Truancy Program staff also work with schools countywide.
- **Drug and Alcohol Crimes and Rehabilitative Efforts-** Misdemeanor and felony cases involving those whose criminal activity is related to abuse of alcohol and prescription or illegal drugs are prosecuted. Programs include the following Courts: DUI, Drug, Proposition 36 Treatment, Mental Health Treatment, Veterans’ and Restorative Justice (Homeless).
- **Real Estate Fraud and Workers’ Compensation Fraud-** An attorney and investigator are assigned these cases from the beginning of the investigation through prosecution.
- **Arraignment Court-** Attorneys who staff the arraignment court are responsible for ensuring proper bail amounts are set on in-custody defendants and for resolving over 50% of the cases at this initial stage of the proceedings.
- **Filing Review-** One highly experienced Deputy District Attorney in each branch office is assigned to review cases submitted by law enforcement to ensure appropriate and consistent filing decisions countywide.
- **Bureau of Investigations-** This unit consists primarily of sworn peace officers who are responsible for providing investigative and technical support services to prosecutions, including complex criminal investigations and interviewing and subpoenaing witnesses.
- **Welfare Fraud Investigations and Prosecution-** Welfare Fraud investigation and prosecution is presently a contracted program with the Department of Social Services (DSS) that

District Attorney

conducts the initial investigation of fraudulent receipts of aid and secures cost recovery or criminal penalties where appropriate.

- **Victim Witness Assistance Program-** The Victim Witness program provides comprehensive services to over 3,500 victims of crime annually to mitigate the aftermath of crime as well as prevent future crimes. The state Victim Compensation program provides funding for victim compensation claims, which expedites recovery to victims and local service providers. The Victim Witness Program provides administrative oversight for the Sexual Assault Response Team (SART) which facilitates forensic medical and legal services to sexual assault victims.

Civil Prosecution

Complex cases involving consumer and environmental crimes are investigated and prosecuted, including companies or individuals who engage in fraudulent or unlawful business practices.

2013-14 Anticipated Accomplishments

Administration & Support

Advancements for Justice

***Electronic Discovery:** Administrative staff completed the process of electronic transfer of ongoing discovery to private defense attorneys, in addition to the Public Defender. This has streamlined the process from burning CDs to sending information online in a stable and secure manner. Electronic discovery conserves use of equipment, paper, and staff time.

***Report to the People:** Designed and published the Report to the People in an effort to enhance transparency and highlight our significant prosecutions as well as innovative programs.

Criminal Prosecution

Promises Delivered

***Truancy Program:** Established in FY 2012-13, the DA Truancy Program achieved significant first-year results in FY 2013-14. This dynamic program ensures that the children in our community receive a high school education while identifying and helping “at risk” kids before they fall prey to criminal behavior or victimization. DA Truancy Program staff collaborated with community stakeholders and all 20 school districts in Santa Barbara County to form 5 new School Attendance Review Boards. The program received 6,849 truancy referrals resulting in 2,031 truancy interventions, of which all but 4 children were successfully returned to regular daily attendance in school. Costing less than half of prior truancy programs, these first-year numbers tell a story of remarkable success.

***Misdemeanor Diversion Program (MDP):** Implemented in FY 2012-13, the MDP began with a goal to clear over 1,000 misdemeanor cases in the first-year from our congested courts, thus creating enormous savings in resources for our public safety partners while promising a reduction in recidivism at the same time. MDP is available to first-time and non-recidivist offenders who commit petty crimes. If the offender pays \$250, including a \$50 administrative fee to the DA, completes a rehabilitative program, pays restitution to victims, and does not commit any new offenses during the program period, the DA agrees not to file the case. During the first year of operation for MDP, 1,029 offenders successfully paid for and completed the program and paid \$25,600 in restitution. Early recidivism numbers are encouraging with less than 4% re-offending during the first year.

Programs Created and Enhanced

***Task Forces:** Formed two new task forces, Human Trafficking and Anti-Animal Abuse, in an effort to collaborate with law enforcement partners and community groups to combat these crimes. The Human Trafficking Task Force consists of over 70 members that work together to identify and serve victims of human trafficking and promote greater

District Attorney

understanding of this crime. The Anti-Animal Abuse Task Force was formed in an effort to reduce the number of animals being abused and prevent those who are cruel to animals from engaging in other forms of abuse such as domestic violence and child or elder abuse.

***Project LEAD:** Project LEAD (Legal Enrichment and Decision Making) was initiated in 2013. Overseen by two attorneys, Project Lead teaches fifth graders who attend A-OK after-school programs at Franklin and Adelante Schools in Santa Barbara about the criminal justice system. Children learn social and legal consequences of juvenile crime such as truancy, illicit drug use, shoplifting, respecting diversity, and achieving economic goals through education. The hope is that graduates of Project LEAD will maintain positive attitudes about the justice system, and will learn the importance of education and the benefits of making the right life choices at an early age.

***Financial Elder Abuse:** Obtained grant funding from the Department of Insurance to provide prosecution, outreach, and victim advocacy services to address financial elder abuse. Staff developed a CASE (Communities Against Senior Exploitation) booklet as the basis for educational presentations to community groups and retirement homes. In addition, staff participated in a weekly radio show on KTMS 990 AM designed to alert listeners to the current scams operating in Santa Barbara County.

***Real Estate Fraud Prosecution Program:** In October 2013, the Board of Supervisors approved a recording fee increase from \$3 to \$10 in order to expand staffing in the Real Estate Fraud Unit to investigate and prosecute a greater number of real estate fraud crimes. This past fiscal year, the unit performed 39 investigations, filed 11 cases with 34 victims and an aggregate monetary loss of \$5.4 million, and obtained 4 convictions.

Civil Prosecution

Successful Partnerships

***Civil Violations:** The civil team collaborated with the Weights and Measures Division of the Agricultural Commissioner's Office to prosecute civil violations. Two large corporations have been criminally prosecuted for scanning violations and the civil team is actively working on similar investigations, including businesses engaged in slack fill violations (incompletely filled or deceptively packaged products).

***Civil Penalties:** Approximately \$50,000 in civil penalty revenue was secured in FY 2013-14 through settlements of civil cases countywide.

2014-16 Objectives

Administration & Support

Upgrade servers, server storage unit, and current 20-year-old case management database system to a new web-based interface. The case management upgrade will provide improved technology for data entry and retrieval, as well as provide detailed case information and enhanced reporting functionality.

Criminal Prosecution

Enhance the Department of Insurance Workers' Compensation Insurance Fraud Program in order to more vigorously prosecute individuals who file fraudulent claims, as well as medical provider fraud, premium fraud, and failure to provide workers' compensation insurance.

Increase our understanding of human trafficking in Santa Barbara County in order to educate the public and more effectively prevent and eradicate this crime. The Human Trafficking Task Force will work together to identify and serve victims, as well as promote cross training opportunities.

District Attorney

Civil Prosecution

Continue to collaborate with the Weights and Measures Division of the Agricultural Commissioner's Office to initiate a new system for investigation and enforcement of false and misleading advertising and unlawful business practices in commercial transactions.

Changes & Operational Impact: 2013-14 Adopted to 2014-15 Recommended

Staffing

- Increase of 3.0 FTE. This increase is due to the addition of 2.0 FTE Deputy District Attorneys and 1.0 FTE Legal Office Professional. The Board-approved Real Estate Fraud Prosecution Program fee increase included hiring 1.0 FTE Deputy District Attorney and 1.0 FTE Legal Office Professional. In addition, grant funding for the Workers' Compensation Program was restructured to include a new 1.0 FTE Deputy District Attorney. This position is 100% grant funded.

Expenditures

- Net operating expenditure increase of \$955,300:
 - +\$966,300 increase in Salaries and Benefits due to increases in County retirement contributions, health insurance costs, and workers' compensation premiums, which are partially offset by a reduction in the unemployment insurance premium.
 - +\$26,600 increase in Other Charges due to a liability insurance premium rate increase and an increase in data processing (County IT) service charges.
 - -\$37,600 decrease in Services and Supplies due to a server hardware purchase being reclassified to Fixed Assets.
- Net non-operating expenditure increase of \$80,000:

- +\$80,000 increase for critical one-time server storage purchase.

These changes result in recommended operating expenditures of \$20,899,300, non-operating expenditures of \$84,700, resulting in total expenditures of \$20,984,000. Non-operating expenditures primarily include capital assets, transfers, and increases to fund balances.

Revenues

- Net operating revenue increase of \$806,000:
 - +\$682,700 increase in Charges for Services due to increased recording fees collected for the Real Estate Fraud Unit, as well as increased funding for the Welfare Fraud Program funded by the Department of Social Services.
 - +\$112,900 increase in Intergovernmental Revenue due to a \$209,000 increase in Public Safety Sales Tax (Proposition 172) offset by a loss of \$100,000 in Southwest Border Prosecution Initiative revenue.
 - +\$15,300 increase in Fines, Forfeitures and Penalties due to revenue collected on asset forfeiture cases.
 - -\$5,000 decrease in Miscellaneous Revenue for the reduction in revenue for the Bad Check program.
- Net non-operating revenue increase of \$229,400:
 - +\$244,400 increase in General Fund Contribution.
 - +\$29,700 increase in Intrafund Transfers for AB 109 – Public Safety Realignment allocation offset by a decrease in grant revenue for the prosecution of drug cases.
 - -\$44,700 decrease in the use of one-time Fund Balance.

These changes result in recommended operating revenues of \$7,761,600, non-operating revenues of \$13,222,400, resulting in total revenues of \$20,984,000. Non-operating revenues primarily include General Fund Contribution, transfers, and decreases to fund balances.

District Attorney

Changes & Operational Impact: 2014-15 Recommended to 2015-16 Proposed

The 2015-16 Proposed Budget contains \$296,778 in total expenditure increases due to the increasing cost of retirement and health insurance, and a one-time purchase for the case management system upgrade. This is partially offset by increases in operating revenue of \$128,800. The department faces a remaining budget shortfall of \$219,493 in order to maintain existing service levels.

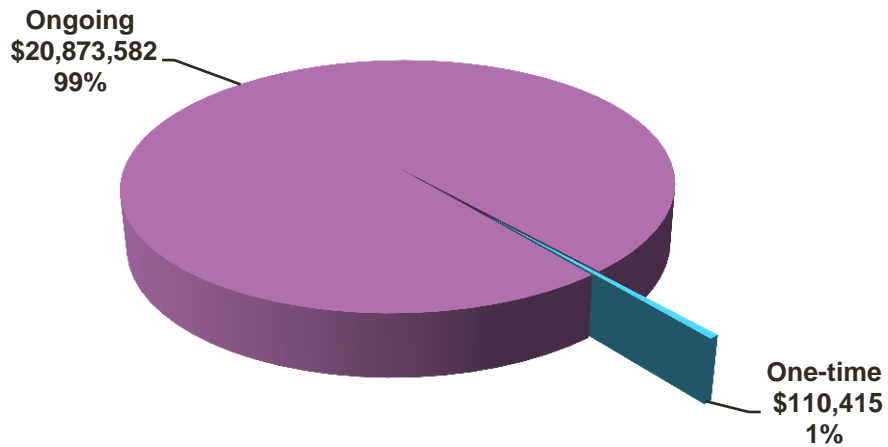
Related Links

For more information on the District Attorney, please refer to the Web site at <http://www.countyofsb.org/da/index.html>

District Attorney

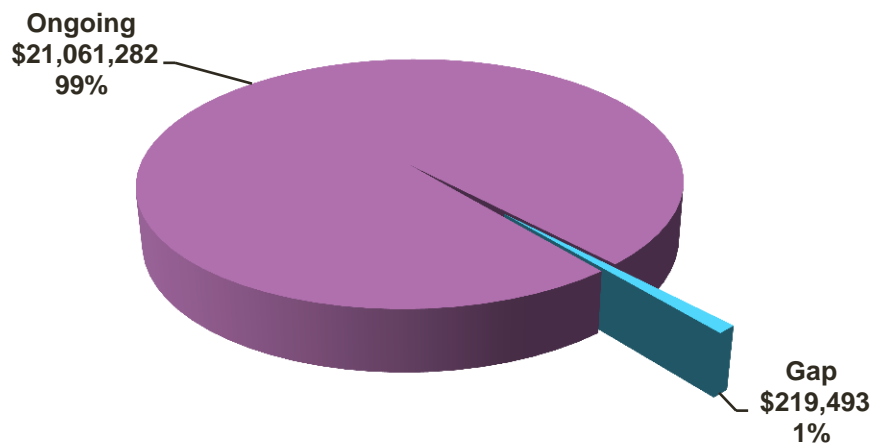
Gap Charts

FY 2014-15 Recommended Budget



The FY 2014-15 Recommended Budget relies on one-time sources to fund less than 1% of the District Attorney's ongoing operations. These funds include \$110,415 from District Attorney Programs committed fund balance. These funds allow the Department to maintain existing service levels and staffing.

FY 2015-16 Proposed Budget



The FY 2015-16 Proposed Budget has a projected budget shortfall of \$219,493 in order to maintain service levels. This shortfall is primarily due to increases in Salary and Benefit expenses for employee healthcare.

District Attorney

Performance Measures

<u>Description</u>	<u>FY 2011-12</u> <u>Actual</u>	<u>FY 2012-13</u> <u>Actual</u>	<u>FY 2013-14</u> <u>YTD Actual</u>	<u>FY 2014-15</u> <u>Recommended</u>	<u>FY 2015-16</u> <u>Proposed</u>
Percent of newly filed misdemeanor cases disposed of at the arraignment stage to maximize court and criminal justice resources.	66%	70%	66%	70%	65%
	8,733	7,434	3,182	7,350	6,825
	13,264	10,668	4,844	10,500	10,500
Percent of felony convictions for cases past the preliminary hearing stage to make effective use of judicial proceedings.	82%	79%	80%	80%	80%
	197	271	107	240	240
	240	345	133	300	300
Percent of felony cases resolved before preliminary hearing, thus reducing jail population and number of court appearances.	73%	64%	65%	65%	65%
	1,803	1,976	1,026	1,625	1,625
	2,462	3,083	1,589	2,500	2,500
Percent of new Victims of Violent Crime claims verified and filed within 90 days of application thereby expediting reimbursements.	100%	100%	97%	98%	98%
	941	759	404	810	810
	941	759	416	825	825

District Attorney

Budget Overview

	2012-13 Actual	2013-14 Adopted	Change from FY13-14 Ado to FY14-15 Rec	2014-15 Recommended	2015-16 Proposed
Staffing By Budget Program					
Administration & Support	8.34	9.00	-	9.00	9.00
Criminal Prosecution	116.02	113.00	3.00	116.00	115.85
Civil Prosecution	0.65	1.00	-	1.00	1.15
Unallocated	1.00	-	-	-	-
Total	<u>126.01</u>	<u>123.00</u>	<u>3.00</u>	<u>126.00</u>	<u>126.00</u>
Budget By Budget Program					
Administration & Support	\$ 1,335,545	\$ 1,367,867	\$ 72,844	\$ 1,440,711	\$ 1,450,840
Criminal Prosecution	17,723,757	18,454,842	865,462	19,320,304	19,517,776
Civil Prosecution	70,911	121,267	16,975	138,242	157,419
Unallocated	4,478	-	-	-	-
Total	<u>\$ 19,134,691</u>	<u>\$ 19,943,976</u>	<u>\$ 955,281</u>	<u>\$ 20,899,257</u>	<u>\$ 21,126,035</u>
Budget By Categories of Expenditures					
Salaries and Employee Benefits	\$ 17,696,760	\$ 18,375,287	\$ 966,281	\$ 19,341,568	\$ 19,493,783
Services and Supplies	756,684	774,640	(37,640)	737,000	767,000
Other Charges	681,246	794,049	26,640	820,689	865,252
Total Operating Expenditures	<u>19,134,691</u>	<u>19,943,976</u>	<u>955,281</u>	<u>20,899,257</u>	<u>21,126,035</u>
Capital Assets	-	-	80,000	80,000	150,000
Intrafund Expenditure Transfers (+)	6,803	4,740	-	4,740	4,740
Increases to Fund Balances	920,135	-	-	-	-
Fund Balance Impact (+)	3	-	-	-	-
Total	<u>\$ 20,061,632</u>	<u>\$ 19,948,716</u>	<u>\$ 1,035,281</u>	<u>\$ 20,983,997</u>	<u>\$ 21,280,775</u>
Budget By Categories of Revenues					
Fines, Forfeitures, and Penalties	\$ 88,488	\$ 209,800	\$ 15,300	\$ 225,100	\$ 125,100
Intergovernmental Revenue	5,365,126	5,539,705	112,883	5,652,588	5,881,388
Charges for Services	1,200,837	1,126,173	682,721	1,808,894	1,808,894
Miscellaneous Revenue	88,050	80,000	(5,000)	75,000	75,000
Total Operating Revenues	<u>6,742,501</u>	<u>6,955,678</u>	<u>805,904</u>	<u>7,761,582</u>	<u>7,890,382</u>
Other Financing Sources	22,287	52,300	-	52,300	52,300
Intrafund Expenditure Transfers (-)	279,026	261,327	29,673	291,000	291,000
Decreases to Fund Balances	728,437	155,104	(44,689)	110,415	-
General Fund Contribution	12,289,381	12,524,307	244,393	12,768,700	12,827,600
Fund Balance Impact (-)	-	-	-	-	219,493
Total	<u>\$ 20,061,632</u>	<u>\$ 19,948,716</u>	<u>\$ 1,035,281</u>	<u>\$ 20,983,997</u>	<u>\$ 21,280,775</u>

District Attorney

Staffing Detail

Staffing Detail By Budget Program	2012-13 Actual	2013-14 Adopted	Change from FY13-14 Ado to FY14-15 Rec	2014-15 Recommended	2015-16 Proposed
Administration & Support					
DISTRICT ATTORNEY	1.00	1.00	-	1.00	1.00
ASST DIRECTOR	1.00	1.00	-	1.00	1.00
IT MANAGER	1.00	1.00	-	1.00	1.00
EDP SYS & PROG ANLST SR	0.42	1.00	-	1.00	1.00
BUSINESS MANAGER	1.00	1.00	-	1.00	1.00
ADMIN OFFICE PRO	1.00	1.00	-	1.00	1.00
COMPUTER SYSTEMS SPEC	1.00	1.00	-	1.00	1.00
EXECUTIVE SECRETARY	1.00	1.00	-	1.00	1.00
DEPT BUS SPEC	0.92	1.00	-	1.00	1.00
Administration & Support Total	8.34	9.00	-	9.00	9.00
Criminal Prosecution					
ASST DISTRICT ATTORNEY	-	-	1.00	1.00	1.00
CHIEF DEPUTY	3.88	4.00	(1.00)	3.00	3.00
DEPUTY DISTRICT ATTY SR	14.08	15.00	(1.00)	14.00	14.00
DA INVESTIGATOR CHIEF	1.00	1.00	-	1.00	1.00
DEPUTY DISTRICT ATTY	27.33	27.00	3.00	30.00	30.00
DA INVESTIGATOR SUPV	3.00	3.00	-	3.00	3.00
DA INVESTIGATOR	13.00	13.00	-	13.00	13.00
EDP SYS & PROG ANLST SR	0.58	-	-	-	-
PROGRAM MANAGER	1.00	1.00	-	1.00	1.00
LEGAL OFFICE PRO	34.47	36.00	1.00	37.00	36.85
ADMIN OFFICE PRO	2.50	2.50	-	2.50	2.50
PARALEGAL	1.00	1.00	-	1.00	1.00
VICTIM WITNESS PROG SUPV	1.00	1.00	-	1.00	1.00
VICTIM WITNESS PROG ASST	8.51	8.50	-	8.50	8.50
EXTRA HELP	4.56	-	-	-	-
CONTRACTOR	0.12	-	-	-	-
Criminal Prosecution Total	116.02	113.00	3.00	116.00	115.85
Civil Prosecution					
CHIEF DEPUTY	0.23	-	-	-	-
DEPUTY DISTRICT ATTY	0.09	1.00	-	1.00	1.00
LEGAL OFFICE PRO	0.07	-	-	-	0.15
EXTRA HELP	0.25	-	-	-	-
Civil Prosecution Total	0.64	1.00	-	1.00	1.15
Unallocated					
ADMIN OFFICE PRO	1.00	-	-	-	-
Unallocated Total	1.00	-	-	-	-
Department Total	126.01	123.00	3.00	126.00	126.00



2014-2016

BUDGET WORKSHOP

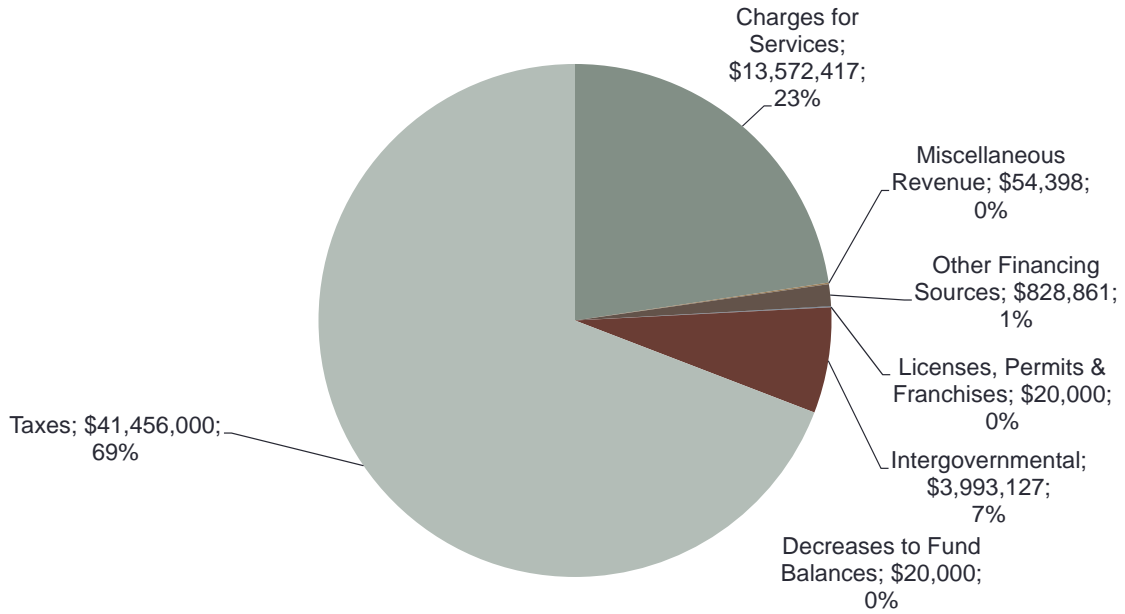
Fire

Fire Summary

- ∅ Operating \$56,037,297
- ∅ Capital \$39,615
- ∅ General Fund \$0
- ∅ FTE's 239.0
- ∅ One Time Use of Fund Balance \$0
- ∅ No Service Level Reductions
- ∅ Expansion Requests \$1,442,924

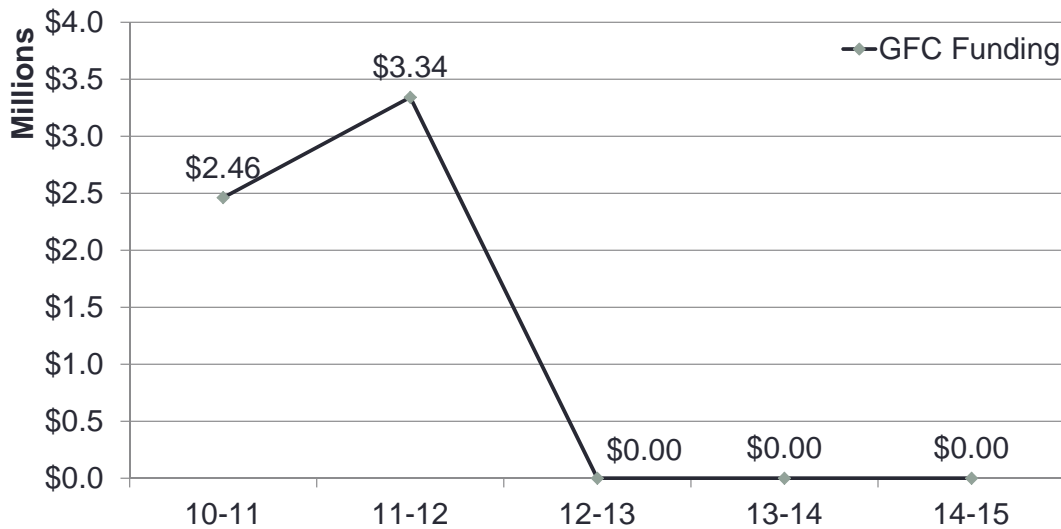
Fire

FY 14-15 Source of Funds



Fire

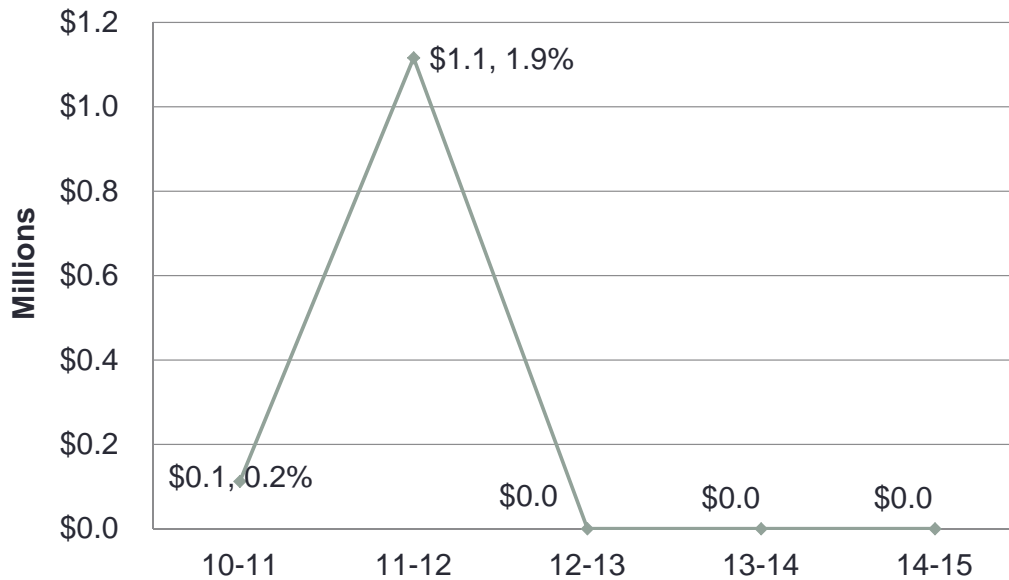
GFC 5 Year Summary



Note: GFC of \$5.9M in FY 12/13 became the base Property Tax Transfer amount

Fire

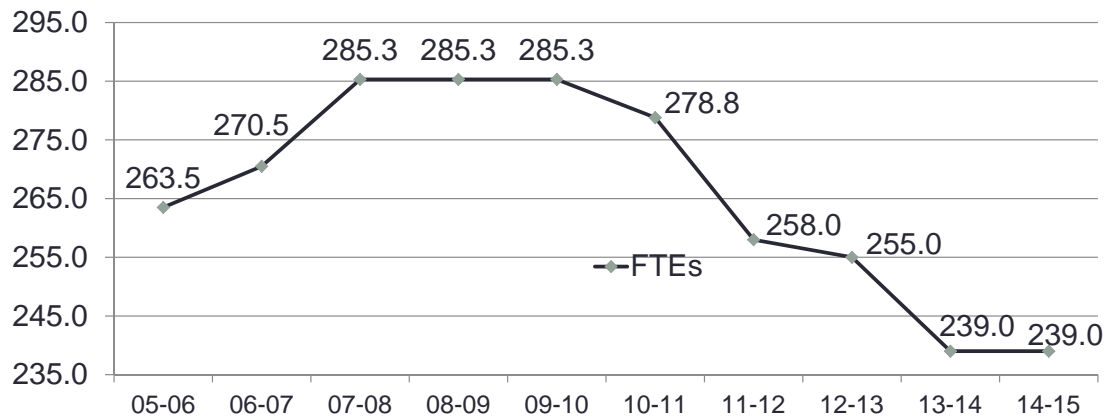
5 Year Summary Use of One-Time



Fire

Staffing Summary

- ∅ 239.0 FTE FY 13-14 Adopted
- ∅ 239.0 FTE FY 14-15 Recommended



Fire

FY 2013-14 Anticipated Accomplishments

- Reviewed & Completed Development Impact Fee Study
- Initiated Ground Emergency Medical Transport Program
- Implemented Arson Dog Program
- Revamped Fire Prevention Inspection/Training Program
- Adopted 2013 CA Fire Code/Updated County Chapter 15
- Participated in Community Paramedicine Development
- Received Type II certification for Haz Mat Response Team

Fire

FY 2014-15 Objectives

- Implement Response Time Data Analysis Tool
- Begin Restoring Critical Services
- Implement New Electronic Patient Care Reporting System
- Strengthen EMT and Paramedic Programs

Fire

FY 2015-16 Objectives

- Continue Succession Planning
- Establish Additional Training Captain Position
- Upgrade Firefighter Positions to Firefighter/Paramedic in Select Stations
- Update Fire Prevention inspection and permit fees

Fire

Performance Measures

Description	2012-13 Actual	FY 13-14 Estimated Actual	FY 14-15 Recommended
Percentage of Advanced Life Support (ALS) responses that are in compliance with County protocols	Not used in prior years	Not used in prior years	100%
Percentage of fire code inspections that meet Dept. target cycle time	Not used in prior years	Not used in prior years	100%
Structure fire rate per 1,000 inspectable properties	Not used in prior years	Not used in prior years	3.0

Fire

Performance Measures Continued

Description	2012-13 Actual	FY 13-14 Estimated Actual	FY 14-15 Recommended
Percentage of building & wildland fires with a determination of cause	Not used in prior years	Not used in prior years	90%
Percentage of all wildland fires contained to 10 acres or less	90%	96%	95%
Percentage of all structure fires confined to room of origin	74%	68%	80%

Fire

Service Level Reductions

NONE

Fire

Key Challenges and Emerging Issues

- Primary challenges
 - Historic Drought/Dry Fuels
 - Prolonged High Fire Danger/Season
 - Rising Salary and Employee Benefit Costs
- Issues on the horizon
 - Career Development/Succession Planning
 - Emergency Service Level Enhancements per Citygate Report
 - Capital Projects Backlog
 - Emergency Medical Services Delivery Model

Fire

Key Challenges and Emerging Issues Continued

- Budget Enhancement Requests (19.5 FTEs; \$1,442,924)
 - Restore Emergency Medical Services Administrator Position (1.0 FTE, \$132K)
 - Restore Fire/Fuels Crew (2.0 Permanent, 15.0 Extra Help FTEs, \$1.164M)
 - Restore Extra Help Heavy Equipment Operator Assistant (0.5 FTE, \$16K)
 - Restore Information Technology Programmer (1.0 FTE, \$130K)
- Investment in Service Delivery

Fire Summary

- Positive overall revenues for the Fire District
- Decreased Prop 172 revenue & Increased Salaries and Benefits
- Cautiously Optimistic Financial Outlook
- Increased revenue over the last 18 months will allow the Fire Department to restore some critical emergency and non-emergency programs in FY 2014-15.

Fire

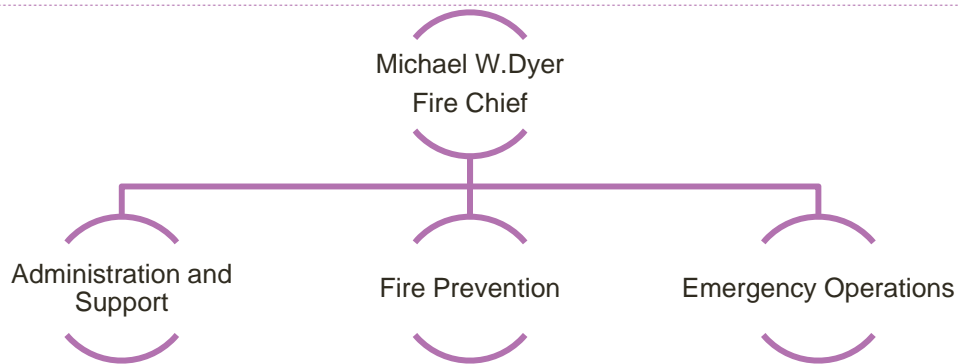


Fire

Budget & Full-Time Equivalents (FTEs) Summary

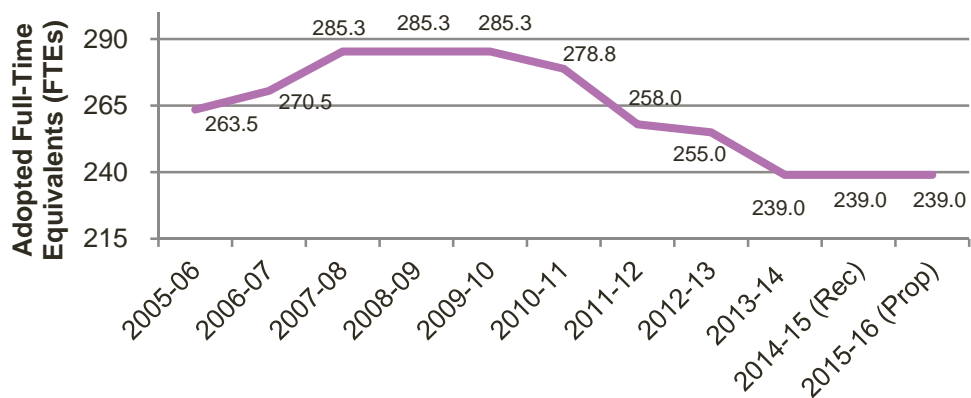
Operating \$ 56,037,297
Capital \$ 39,615
FTEs 239.0

Budget Programs Chart



Staffing Trend

The staffing trend values will differ from prior year budget books in order to show amounts without the impact of any vacancy factors.



Fire

Mission Statement

To serve and safeguard the community from the impacts of fires, medical emergencies, environmental emergencies, and natural disasters through leadership, planning, education, prevention, code enforcement, and all-hazard emergency response.

Department Description

The Santa Barbara County Fire Protection District encompasses approximately 2,480 square miles, providing services to an estimated population of 172,000. This includes the unincorporated areas of the County as well as the cities of Buellton, Solvang, and Goleta.

The Fire Department responds from 16 fire station locations to all types of emergencies, including: fire, medical, rescue, and hazardous materials incidents. The station locations range from Cuyama to Orcutt in the north County to Mission Canyon in the south County. Each fire station is staffed around the clock with a minimum of 3 firefighters and a Type I (structure) engine. Additionally, one station is staffed with a 100 foot aerial ladder truck. Other specialized pieces of equipment are strategically placed throughout the County and are cross-staffed with existing engine personnel. The specialized equipment includes, but is not limited to: Type III (wildland) fire engines, a 75 ft. TeleSQURT engine, water tenders, paramedic rescue ambulances, a hazardous materials incident response unit, a technical rescue (Urban Search and Rescue) unit, air and light unit, and water rescue equipment.

In addition to fire station response capabilities, the Department staffs and responds with bulldozers for fire, pre-fire, flood, and other disasters. Department personnel also join Sheriff Department personnel to provide aviation services including fire suppression and rescue.

The Fire Department operates under a regional systems approach for providing emergency services to District cities and unincorporated areas

of the County. This regional system requires constant movement of engines, equipment, and personnel to assist at an incident or fill behind when engine companies are not available within their normal District due to emergency responses or mandated training. This practice results in reduced response times throughout the District.

The Fire Department is able to maximize the services provided to the community by cross-training firefighters, providing the necessary equipment, and operating specialized programs out of strategic locations. Safety personnel that are deployed in specialized staff assignments (Dispatch, Logistics, Inspection Services, Investigations, Planning and Engineering, Vegetation Management, and Public Information) maintain their skills and training in order to be able to respond to emergencies, providing additional manpower and depth during larger and/or complex incidents. Specialized programs include:

- Nine stations have personnel equipped to provide paramedic services.
- Three stations provide water rescue services.
- One station provides urban search and rescue services.
- One station operates a search dog program.
- One station operates an arson dog program.
- Two stations provide hazardous materials incident response services.
- Five stations provide child car seat safety checks and installations.
- One station provides paramedic rescue services in conjunction with the helicopter program.

These specialized services are complex and require ongoing technical training, specialized equipment, and operational coordination and integration to ensure optimal safe and successful responses.

Fire

2013-14 Anticipated Accomplishments

Administration and Support

- Reviewed and employed an independent consultant to study all AB1600 development impact fees and provide recommendations. An updated fee structure is in progress.
- Worked with the Sheriff's Office to update dispatch information technology hardware in the County Public Safety Dispatch Center. This enables the Fire Department to implement a data analysis tool that will allow the Department to measure response times and apply the Citygate Associates (Citygate) emergency response time recommendations.
- Obtained Board approval to participate in the State Ground Emergency Medical Transport Program which will allow the Fire Department to recover additional Federal dollars associated with Medi-Cal ambulance transports.

Fire Prevention

- Implemented the Arson Dog Program, serving all fire departments within Santa Barbara County.
- Implemented a Fire Prevention Inspection and Training Program to ensure timely and accurate inspections of all properties and businesses that require inspections and permits.
- Adopted the 2013 California Fire Code. Also worked with all other fire departments in Santa Barbara County to ensure consistency amongst the agencies.
- Updated Chapter 15 of the Santa Barbara County Code – Fire Prevention.

Emergency Operations

- Participated in the County's Emergency Medical Services (EMS) System redesign resulting in a partnership with Ventura County

to propose a community paramedicine pilot program that received State approval.

- Updated the Santa Barbara County Operational Area Response Plan ensuring consistent communications and timely emergency response.
- Received a Type II certification from the California Emergency Management Agency for our Hazardous Materials Response Team.

2014-16 Objectives

Administration and Support

- Implement a data analysis tool that will enable the Department to measure response times and apply the Citygate emergency response time recommendations.
- Use the Citygate recommendations as a guide to restore critical emergency and non-emergency services that were eliminated in FY 2011-12.
- Continue succession planning efforts and update the career development guide to ensure sworn personnel have a guide/roadmap to enhance their leadership, emergency operations and management skills.
- Review and update the Chumash operational agreement to improve emergency response and operations.
- Use the Citygate recommendations to establish an efficient resource deployment model to address the County General Plan build-out and reassess current Fire Department resource deployment.

Fire Prevention

- Review, perform a time study and update Fire Prevention inspection and permit fees.
- Implement and manage an electronic fire prevention inspection program with electronic data sharing between all fire departments within the County.
- Identify hazardous fuel reduction projects in the State Responsibility Areas (SRA) to implement pending CEQA guidelines.

Fire

Emergency Operations

- Implement a new electronic patient care reporting system that, among other improvements, will provide real time data to study training, treatment guidelines and patient outcomes.
- Develop and provide large scale emergency incident command training to all Chief Officers and Executive Team members.
- Participate with state and local Fire, EMS and Law officials to develop active shooter protocols and training for all first responders.
- Strengthen the Fire Department's Emergency Medical Technician (EMT) and paramedic programs through enhanced training programs, administrative oversight and a continuous quality improvement program.

*Changes & Operational Impact:
2013-14 Adopted to
2014-15 Recommended*

Staffing

- No change in total FTEs

Expenditures

- Net operating expenditure increase of \$1.9 million:
 - +\$0.7 million increase in Salaries and Employee Benefits due to:
 - +\$0.7 million increase in regular salaries as a result of negotiated labor agreements;
 - +\$0.2 million increase in health insurance and employee health clinic costs;
 - +\$0.2 million increase for retiree medical benefits;
 - +\$0.2 million increase in reimbursable overtime reflecting increased fire activity anticipated throughout the State resulting from the drought;

- -\$0.4 million decrease in County retirements contributions;
- -\$0.2 million decrease in unemployment insurance and workers compensation premiums;
- +\$1.2 million increase in Services and Supplies & Other Charges due to:
 - +\$0.9 million increase related to the replacement of portable radios;
 - +\$0.3 million increase for facilities maintenance;
 - +\$0.1 million increase for motor pool charges;
 - +\$0.1 million increase for liability insurance;
 - -\$0.3 million decrease for cost allocation.

- Net non-operating expenditure decrease of \$1.2 million:
 - -\$0.6 million decrease in additions to the fund balance compared to prior year; however, overall fund balance in both years is projecting increases. A \$1.7 million increase is included in the Adopted FY 2013-14 Budget and a \$1.2 million addition to fund balance in FY 2014-15. \$1.0 million of the \$1.2 million in FY 2014-15 is identified for future capital needs.
 - -\$0.4 million decrease in Capital Assets due to the replacement of an operating cost water tender in fiscal year 2013-14;
 - -\$0.2 million decrease in Other Financing Uses due to a reduction in the amount of funds transferred to the Vehicle Operations Fund for engine replacements.

These changes result in recommended operating expenditures of \$56,000,000, non-operating expenditures of 3,900,000, for total expenditures of \$59,900,000. Non-operating expenditures primarily include capital assets, transfers and increases to fund balances.

Revenues

- Net operating revenue increase of \$5.0 million:
 - +\$4.2 million increase in Taxes consists of three main components:

Fire

- +\$2.2 million increase in the natural property tax growth increment for the Fire District;
- +\$1.9 million increase represents the 25% allocation of the estimated growth in General Fund property tax revenues to the Fire District. This tax revenue growth allocation to the Fire District was directed by the Board of Supervisors in May 2012;
- +\$0.1 million increase in Redevelopment Agency (RDA) distributions reflects the estimated ongoing portion of the RDA dissolution impacts;
- +\$1.1 million increase in Charges for Services primarily due to:
 - +\$0.4 million increase for development impact mitigation fee revenues collected over several years and allocated in FY 2014-15 to mitigate equipment costs;
 - +\$0.3 million increase for non-governmental fire protection services reflecting the increased cost to provide services;
 - +\$0.2 million increase for fire incident reimbursements anticipated as a result of the drought conditions;
 - +\$0.1 million associated with the State fire protection services contract;
- -\$0.2 million decrease in Intergovernmental Revenues due to Fire's reduced proportional share of Proposition 172 Public Safety Sales Tax revenues;
- -\$0.1 million decrease in Miscellaneous Revenue as a result of one-time donation revenues received in FY 2013-14 for the newly established Arson Dog Program and the receipt of backlogged training reimbursements in FY 2013-14.
- Net non-operating revenue decrease of \$4.2 million:
 - -\$2.2 million decrease in the use of one-time Fund Balance
 - -\$1.7 million decrease in the Fund Balance Impact line item included in the FY 2013-14 adopted budget. This reflects the prior year end (FY 2012-13) positive position;

which was added to the fund balance in FY 2013-14.

- -\$0.3 million decrease in Other Financing Sources reflecting the reduction of cost allocation offset from the General Fund.

These changes result in recommended operating revenues of \$59,096,000, non-operating revenues of 849,000, resulting in total revenues of \$59,945,000. Non-operating revenues primarily include Cost Allocation offset from the General Fund.

Changes & Operational Impact: 2014-15 Recommended to 2015-16 Proposed

The FY 2015-16 Proposed Budget assumes no change in staffing levels from the FY 2014-15 Recommended Budget.

The \$1.7 million increase in operating expenditures is due to:

- +\$1.9 million increase in Salaries and Benefits as a result of negotiated labor agreements and increased health insurance and retirement costs;
- +\$0.1 million increase in Other Charges due to Motor Pool charges;
- -\$0.4 million decrease in Services and Supplies due to the completion of the portable radio replacements in FY 2014-15 (-\$0.9 million) offset by projected equipment costs in FY 2015-16 to outfit a reserve ladder truck (+\$0.5 million).

The \$0.9 million increase in FY 2015-16 Other Financing Uses reflects the purchase of a reserve ladder truck.

The FY 2015-16 proposed operating revenue increase of \$2.6 million over the FY 2014-15 recommended budget is primarily the result of:

- +\$2.8 million increase in property tax revenues;

Fire

- -\$0.2 million decrease in Intergovernmental Revenues reflecting Fire's decreased share of Proposition 172 Public Safety Sales Tax revenues as a result of Board direction in May 2012.

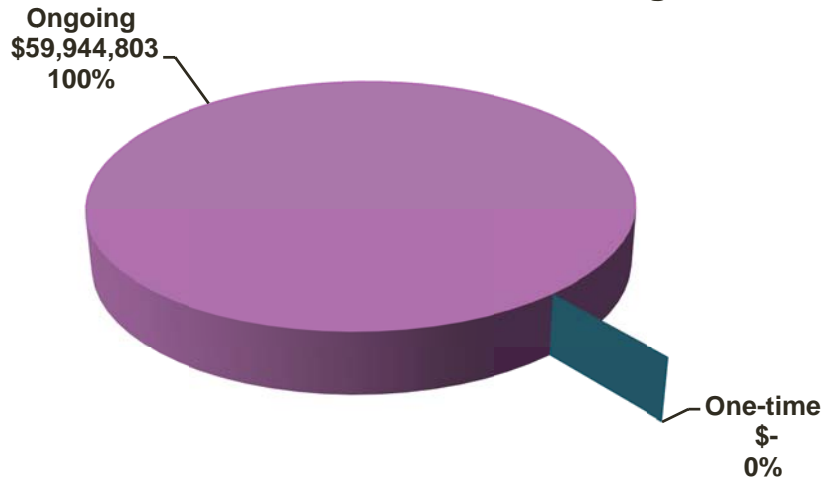
Related Links

For more information on the Fire Department, refer to the Web site at <http://www.sbcfire.com>.

Fire

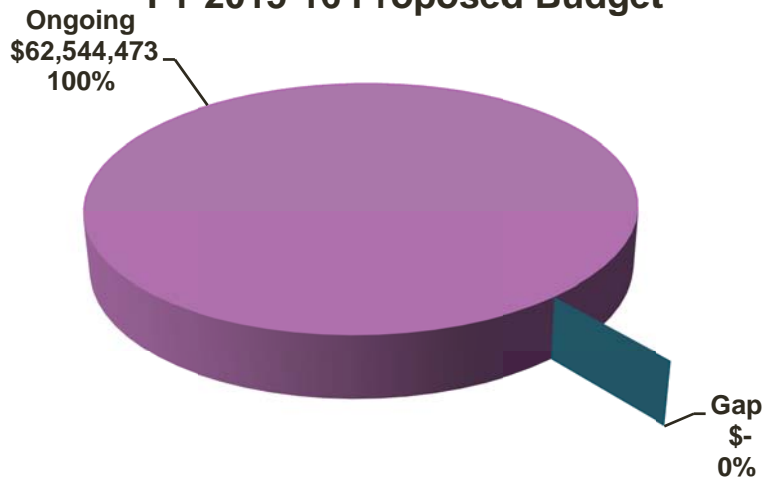
Gap Charts

FY 2014-15 Recommended Budget



The FY 2014-15 Recommended Budget does not rely on one-time sources to fund the Department's ongoing operations.

FY 2015-16 Proposed Budget



The FY 2015-16 Proposed Budget does not rely on one-time sources to fund the Department's ongoing operations.

Fire

Performance Measures

<u>Description</u>	<u>FY 2011-12 Actual</u>	<u>FY 2012-13 Actual</u>	<u>FY 2013-14 YTD Actual</u>	<u>FY 2014-15 Recommended</u>	<u>FY 2015-16 Proposed</u>
Administration and Support:					
Dispatch cost per call	\$138	\$127	\$127	\$129	\$130
Percentage of Advanced Life Support (ALS) responses that are in compliance with County protocols	Not used in prior years	Not used in prior years	Not used in prior years	100%	100%
Percentage of Basic Life Support (BLS) responses that are in compliance with County protocols	Not used in prior years	Not used in prior years	Not used in prior years	100%	100%
Fire Prevention:					
Percentage of fire code inspections conducted that meet the Department's target cycle time	Not used in prior years	Not used in prior years	Not used in prior years	100%	100%
Structure fire rate per 1,000 inspectable properties. (May exclude intentional fires)	Not used in prior years	Not used in prior years	Not used in prior years	3.0	3.0
Percentage of building and wildland fires with a determination of cause to improve prevention and public education programs	Not used in prior years	Not used in prior years	Not used in prior years	90%	90%

Fire

Performance Measures Continued

<u>Description</u>	<u>FY 2011-12 Actual</u>	<u>FY 2012-13 Actual</u>	<u>FY 2013-14 YTD Actual</u>	<u>FY 2014-15 Recommended</u>	<u>FY 2015-16 Proposed</u>
Emergency Operations:					
Total number of calls	12,827	13,989	13,577	14,000	14,000
Percentage of medical calls versus total calls	64%	61%	61%	62%	62%
Percentage of all wildland fires contained to 10 acres or less to protect life and property	Not used in prior years	90%	96%	95%	95%
Percentage of all structure fires confined to the room of origin to protect life and property	N/A*	74%	68%	80%	80%

*Due to data collection limitations. Records management software does not readily track this information. The Department is actively working to improve the data reliability.

Fire

Budget Overview

Staffing By Budget Program	2012-13 Actual	2013-14 Adopted	Change from FY13-14 Ado to FY14-15 Rec	2014-15 Recommended	2015-16 Proposed
Administration & Support	33.69	30.95	-	30.95	30.95
Fire Prevention	7.33	8.05	1.00	9.05	9.05
Emergency Operations	180.97	200.00	(1.00)	199.00	199.00
Environmental Haz Mat Services	9.42	-	-	-	-
Total	231.41	239.00	-	239.00	239.00
Budget By Budget Program					
Administration & Support	\$ 6,032,783	\$ 6,866,280	\$ 50,521	\$ 6,916,801	\$ 7,060,850
Fire Prevention	1,462,816	1,768,586	207,698	1,976,284	2,049,898
Emergency Operations	41,731,379	45,467,888	1,676,324	47,144,212	48,578,809
Environmental Haz Mat Services	1,183,069	-	-	-	-
Unallocated	(191)	-	-	-	-
Total	\$ 50,409,856	\$ 54,102,754	\$ 1,934,543	\$ 56,037,297	\$ 57,689,557
Budget By Categories of Expenditures					
Salaries and Employee Benefits	\$ 44,895,124	\$ 47,668,371	\$ 723,011	\$ 48,391,382	\$ 50,315,792
Services and Supplies	2,134,008	3,053,512	955,784	4,009,296	3,630,683
Other Charges	3,380,724	3,380,871	255,748	3,636,619	3,743,082
Total Operating Expenditures	50,409,856	54,102,754	1,934,543	56,037,297	57,689,557
Capital Assets	686,836	442,500	(402,885)	39,615	-
Other Financing Uses	35,304,577	2,891,271	(219,795)	2,671,476	3,564,032
Intrafund Expenditure Transfers (+)	2,289,804	-	-	-	-
Increases to Fund Balances	521,157	1,756,793	(560,378)	1,196,415	1,290,884
Fund Balance Impact (+)	1,733,813	-	-	-	-
Total	\$ 90,946,042	\$ 59,193,318	\$ 751,485	\$ 59,944,803	\$ 62,544,473
Budget By Categories of Revenues					
Taxes	\$ 36,695,887	\$ 37,218,401	\$ 4,237,599	\$ 41,456,000	\$ 44,209,000
Licenses, Permits and Franchises	307,746	20,000	-	20,000	20,000
Fines, Forfeitures, and Penalties	19,200	-	-	-	-
Use of Money and Property	8,634	-	-	-	-
Intergovernmental Revenue	5,183,112	4,228,727	(235,600)	3,993,127	3,808,230
Charges for Services	13,366,790	12,474,768	1,097,649	13,572,417	13,646,462
Miscellaneous Revenue	34,885	171,410	(117,012)	54,398	54,401
Total Operating Revenues	55,616,253	54,113,306	4,982,636	59,095,942	61,738,093
Other Financing Sources	34,813,055	1,104,810	(275,949)	828,861	786,380
Intrafund Expenditure Transfers (-)	290,509	-	-	-	-
Decreases to Fund Balances	226,225	2,241,389	(2,221,389)	20,000	20,000
Fund Balance Impact (-)	-	1,733,813	(1,733,813)	-	-
Total	\$ 90,946,042	\$ 59,193,318	\$ 751,485	\$ 59,944,803	\$ 62,544,473

Fire

Staffing Detail

Staffing Detail By Budget Program	2012-13 Actual	2013-14 Adopted	Change from FY13-14 Ado to FY14-15 Rec	2014-15 Recommended	2015-16 Proposed
Administration & Support					
FIRE CHIEF	1.00	1.00	-	1.00	1.00
DEPUTY CHIEF	1.00	1.00	-	1.00	1.00
DIVISION CHIEF	2.00	2.00	-	2.00	2.00
BATTALION CHIEF	1.99	2.00	-	2.00	2.00
PROGRAM MANAGER	1.00	1.00	-	1.00	1.00
FISCAL MANAGER	1.00	1.00	-	1.00	1.00
FIRE CAPTAIN STAFF	5.11	6.00	-	6.00	6.00
EDP OFFICE AUTO SPEC	-	-	1.00	1.00	1.00
HAZARD MATERIALS SUPV	0.99	-	-	-	-
COMPUTER SYSTEMS SPEC SUPV	-	1.00	(1.00)	-	-
FINANCIAL OFFICE PRO	4.77	4.95	-	4.95	4.95
ADMIN OFFICE PRO	6.67	5.00	-	5.00	5.00
FIRE ENG INSPECTOR STAFF	0.25	-	-	-	-
ACCOUNTANT	1.98	2.00	-	2.00	2.00
COMPUTER SYSTEMS SPEC	1.00	1.00	-	1.00	1.00
HAZ MATERIALS SPEC SR	0.12	-	-	-	-
FIREFIGHTER STAFF	-	-	-	-	-
FIRE CAPTAIN SHIFT	1.22	-	-	-	-
EXECUTIVE SECRETARY	0.77	1.00	-	1.00	1.00
HAZ MATERIALS SPEC	0.39	-	-	-	-
FIRE ENG INSPECTOR SHIFT	0.27	-	-	-	-
FIREFIGHTER SHIFT	0.10	-	-	-	-
STOREKEEPER	1.00	1.00	-	1.00	1.00
EXTRA HELP	1.07	1.00	-	1.00	1.00
Administration & Support Total	33.69	30.95	-	30.95	30.95
Fire Prevention					
FIRE CAPTAIN STAFF	3.41	4.00	-	4.00	4.00
FINANCIAL OFFICE PRO	0.01	0.05	-	0.05	0.05
FIRE ENG INSPECTOR STAFF	2.76	3.00	-	3.00	3.00
HAZ MATERIALS SPEC SR	-	-	1.00	1.00	1.00
FIRE CAPTAIN SHIFT	0.19	-	-	-	-
MAPPING/GIS TECH	0.97	1.00	-	1.00	1.00
Fire Prevention Total	7.33	8.05	1.00	9.05	9.05
Emergency Operations					
DIVISION CHIEF	1.23	1.00	-	1.00	1.00
BATTALION CHIEF	6.01	6.00	-	6.00	6.00
FIRE EQUIPMENT OPER SUPV	1.00	1.00	-	1.00	1.00
FIRE CAPTAIN STAFF	3.08	1.00	-	1.00	1.00
FIRE EQUIPMENT OPER	3.00	3.00	-	3.00	3.00
FIRE ENG INSPECTOR STAFF	0.40	-	-	-	-
FIREFIGHTER STAFF	0.07	-	-	-	-
FIRE CAPTAIN SHIFT	48.36	53.00	-	53.00	53.00
FIRE ENG INSPECTOR SHIFT	50.49	56.00	(1.00)	55.00	55.00
MAPPING/GIS TECH	0.03	-	-	-	-
FIREFIGHTER SHIFT	58.44	74.00	-	74.00	74.00
FIREFIGHTER TRAINEE	4.81	-	-	-	-
FIRE EQUIPMENT OPER ASST	0.65	1.00	-	1.00	1.00
EXTRA HELP	3.40	4.00	-	4.00	4.00

Fire

Staffing Detail Continued

Staffing Detail By Budget Program	2012-13 Actual	2013-14 Adopted	Change from FY13-14 Ado to FY14-15 Rec	2014-15 Recommended	2015-16 Proposed
Emergency Operations Total	<u>180.97</u>	<u>200.00</u>	<u>(1.00)</u>	<u>199.00</u>	<u>199.00</u>
Environmental Haz Mat Services					
FIRE CAPTAIN STAFF	0.02	-	-	-	-
GEOLOGIST REGISTERED	1.00	-	-	-	-
HAZARD MATERIALS SUPV	0.78	-	-	-	-
FINANCIAL OFFICE PRO	0.02	-	-	-	-
ADMIN OFFICE PRO	1.31	-	-	-	-
FIRE ENG INSPECTOR STAFF	0.01	-	-	-	-
ACCOUNTANT	0.02	-	-	-	-
HELICOPTER PILOT	0.12	-	-	-	-
HAZ MATERIALS SPEC SR	2.88	-	-	-	-
HAZ MATERIALS SPEC	2.69	-	-	-	-
FIRE ENG INSPECTOR SHIFT	0.02	-	-	-	-
EXTRA HELP	0.55	-	-	-	-
Environmental Haz Mat Services					
Total	<u>9.42</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Department Total	<u><u>231.41</u></u>	<u><u>239.00</u></u>	<u><u>-</u></u>	<u><u>239.00</u></u>	<u><u>239.00</u></u>

2014-2016 BUDGET WORKSHOP

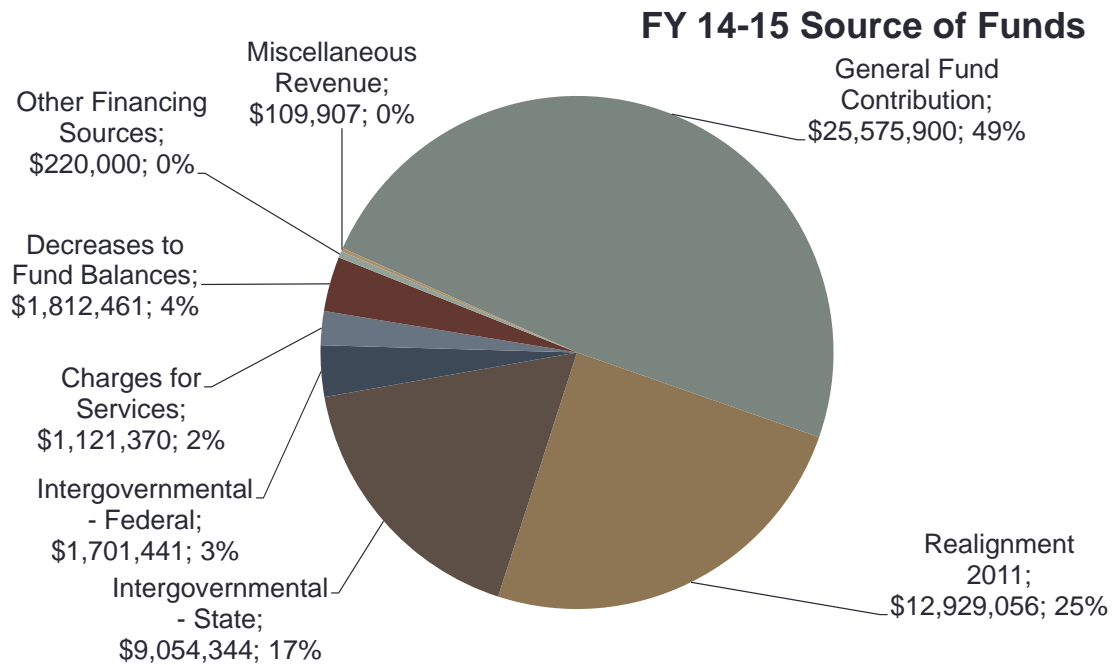
Probation Department



Probation Department Summary

- ∂ Operating \$51,509,824
- ∂ Capital \$0
- ∂ General Fund \$25,575,900
- ∂ FTE's 347.0
- ∂ One Time Funds \$1,812,461
- ∂ Service Level Reductions \$84,549
- ∂ Expansion Requests \$1,050,058

Probation Department

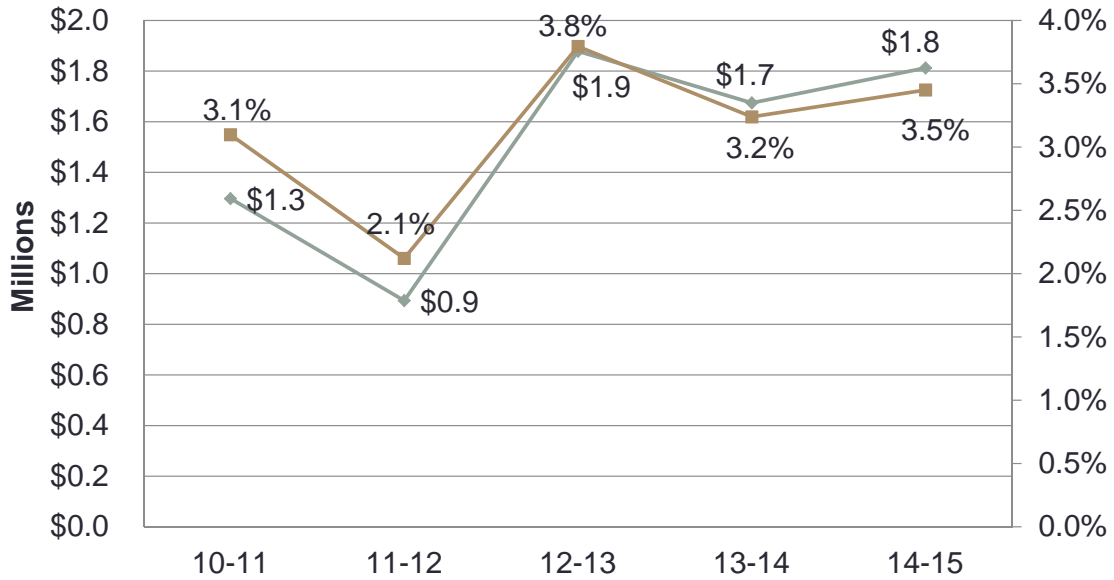


Probation Department

GFC 5 Year Summary

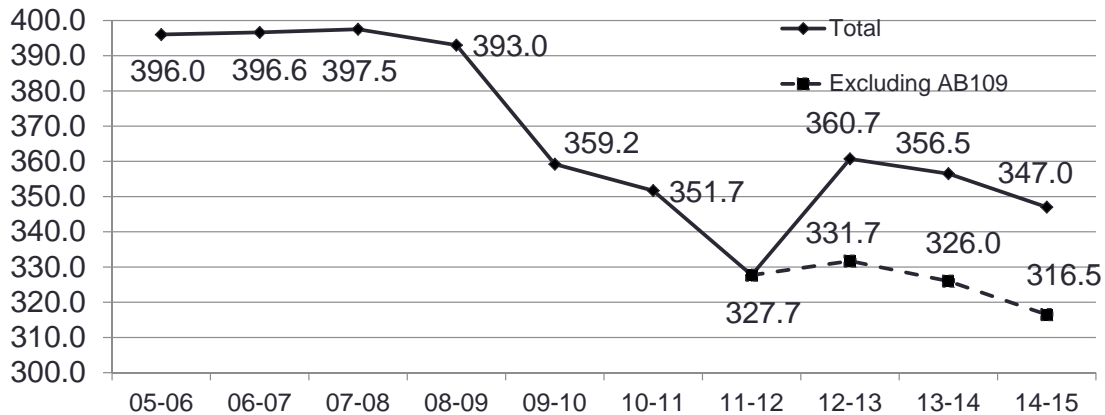


Probation Department 5 Year Summary Use of One-Time



Probation Department Staffing Summary

- o 356.5 FTE FY 13-14 Adopted
- o 347.0 FTE FY 14-15 Recommended



Probation Department

FY 2013-14 Anticipated Accomplishments

- **Operational Efficiencies:**
 - Juvenile monthly report kiosks and equipment kiosks
 - Expanded electronic file sharing
 - Successful consolidation of the Camp Programs
 - Implement Franchise Tax Board Court Ordered Debt (FTBCOD) module
- **Liability Mitigations:**
 - Incorporate the Federal Prison Rape Elimination Act
 - Pass Institutions Inspections

Probation Department

FY 2013-14 Anticipated Accomplishments

- **Evidence Based Practices:**
 - Quality assurance efforts
 - Expand Moral Reconciliation Therapy and female specific programs
 - Partnership with UCSB

Probation Department

FY 2014-15 Objectives

- Create an external website for electronic client reporting
- Develop Supervising Probation Officer Core course
- Provide targeted alternative to detention programming to ensure custody population meets staff capacity
- Enhance Global Positioning Satellite in Camp Aftercare

Probation Department

FY 2015-16 Objectives

- Enhance FTBCOD restitution collection - 90 days past due
- Enhance evidence-based practices~ Transition from Jail to Community/Results First efforts; female specific programs, quality assurance and implement a matrix of sanction and incentives

Probation Department Performance Measures

<u>Description</u>	<u>FY 2012-13 Actual</u>	<u>FY 2013-14 Estimated Actual</u>	<u>FY 2014-15 Recommended</u>
Successful completion rate for youth committed to the Los Prietos Boys Camp	98%	95%	90%
Average rebooking rate for youth entering the Juvenile Hall during the year	1.97	2.00	2.00
Number of Sentencing Investigation Reports completed on adult offenders assigned by the Superior Court	1,709	1,700	1,800

Probation Department Performance Measures Continued

<u>Description</u>	<u>FY 2012-13 Actual</u>	<u>FY 2013-14 Estimated Actual</u>	<u>FY 2014-15 Recommended</u>
Number of traditional adult offenders receiving supervision services	3,913	4,000	4,200
Number of AB109 realigned adult offenders receiving supervision services	366	525	550
Rate at which all High Risk Offenders are supervised at the recommended level	92%	93%	90%

Probation Department FY 14-15 Financial Changes & Related Service Level Reductions

Financial Changes Causing SLR:

Description	\$ Amount	Ongoing?
Ongoing costs in excess of available funding	\$201,688	Yes

Service Level Reductions:

Program	FTEs	\$ Amount	Service Level Reduction
Juvenile Justice Crime Prevention Act (JJCPA)	1.0	\$201,688	Elimination of 1.0 school based DPO and reduction of CBO contracts.

Probation Department FY 14-15 Efficiency Changes

- Consolidated the Los Prietos Boys Camp and Academy programs into a single dorm and reduced staffed capacity from 85 to 52
 - Occurred during FY 2013-14
 - Reduce 12.0 FTES
 - Reduce ongoing operating expenditures by \$1.6 million
 - Modifies program delivery for the combined population

Probation Department Key Challenges and Emerging Issues

Primary challenges

- Reduction of 77 positions in six years
- Public Safety Realignment allocation methodology
- Over dependence of grant funds in juvenile division resulting in GF backfill

Current Impacts

- INCREASE percentage of high risk supervision cases in adult and juvenile
- INCREASE numbers of high risk supervision cases and investigations
- INCREASE numbers of armed officers requiring requisite level of training, supervision, equipment

Probation Department Key Challenges and Emerging Issues

Budget Enhancements

- Two Deputy Probation Officers (DPO) \$231,239 to respond to increased investigations and increases in high risk (HR) traditional probation offenders
- Three Senior DPOs -Field Training Officers (FTO) \$368,186
- Three Administrative Sr. DPO \$368,186

Benefits

- Increase Public Safety
- Reduce Liability
- Stronger Administrative Team
- Reduce Overtime and Extra Help Usage

Probation Department Summary

- Challenges included an increasing high risk offender population and expenditures that out pace revenue
- The Probation Department continues to be nimble, creative and innovative, seeking opportunities to leverage and maximize resources

Addendum Revised 3-31-14 Probation Department FY 14-15 Financial Changes & Related Service Level Reductions

Financial Changes Causing SLR:

Description	\$ Amount	Ongoing?
Ongoing costs in excess of available funding	\$201,688	Yes

Service Level Reductions:

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Probation

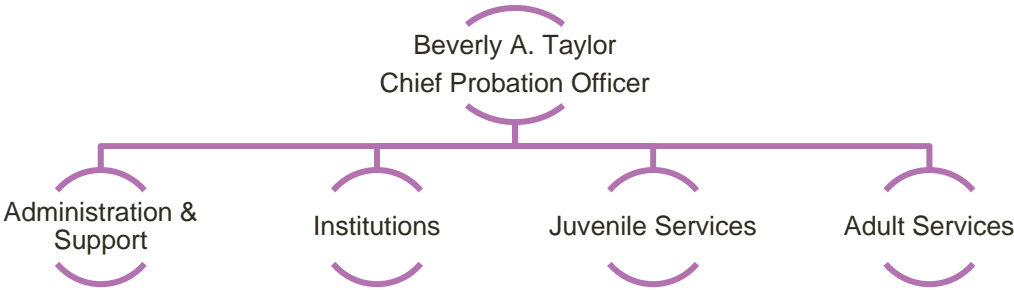


Probation

Budget & Full-Time Equivalents (FTEs) Summary

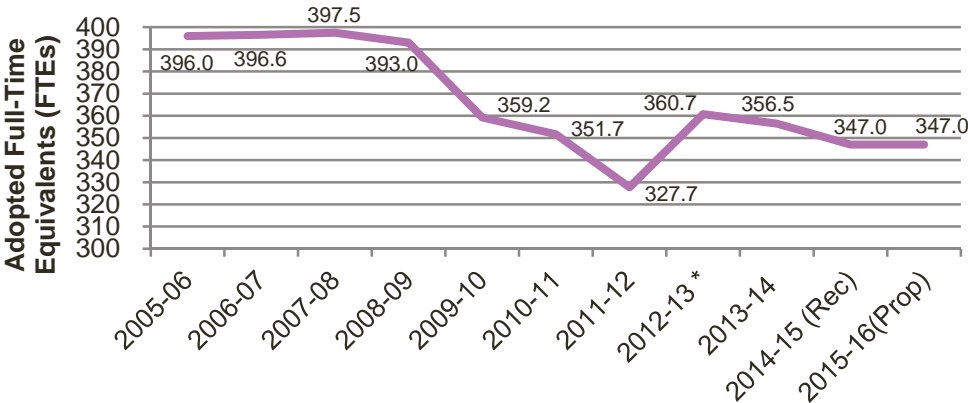
Operating	\$ 51,509,824
Capital	\$ -
FTEs	347.0

Budget Programs Chart



Staffing Trend

The staffing trend values will differ from prior year budget books in order to show amounts without the impact of vacancy factors.



*In Fiscal Year 2012-13, 29 FTE were added to provide case management and supervision for Public Safety Realignment (AB109) offenders

Probation

Mission Statement

The mission of the Santa Barbara County Probation Department is to protect and serve the community by providing information and recommendations to the Courts; providing safe, secure, and effective juvenile detention and treatment programs; enforcing court orders and post release community supervision conditions, requiring offender responsibility/accountability, and supporting rehabilitation; and providing victim services that include facilitating reparation and restitution to victims.

Department Description

The Probation Department, established in 1909, has been providing effective community corrections solutions to Santa Barbara County residents for over 100 years. The Department provides custody, education, vocational, and treatment services for youth detained at the Santa Maria Juvenile Hall (SMJH) and the Los Prietos Boys Camp (LPBC). The Department also provides investigation and supervision services for juvenile and adult offenders as ordered by the Santa Barbara County Superior Court, supervises adult offenders realigned to the County by the State as a result of the 2011 Public Safety Realignment Act (AB109), and provides victim assistance through notification services and the collection of restitution.

The Department has implemented a wide variety of evidence-based programs to strengthen families, suppress gang activity, and address alcohol and drug abuse as these behaviors contribute to criminal activity. These programs, created in collaboration with the Courts, schools, local law enforcement agencies, and County health and human services departments, are located throughout Santa Barbara County.

The Probation Department's Fiscal Year (FY) 2013-14 Anticipated Accomplishments and FY 2014-16 Objectives are identified by program and focus area. These focus areas align with the

Department's Strategic Plan and the County's General Goals found in Section B.

2013-14 Anticipated Accomplishments

Administration & Support

Focus Area: Providing Quality Information and Technology Systems Support for Departmental Operations

- Increase efficiency by developing a Juvenile Monthly Report kiosk application
- Implement electronic file sharing with the Public Defender
- Design and develop a Discharge Planning application for jail assessors and planners
- Develop and implement equipment check-out kiosks

Focus Area: Providing Quality Staffing for Departmental Operations

- Develop a quality assurance training module for Motivational Interviewing to ensure long term fidelity with the model

Focus Area: Providing Quality Support Services and Financing for Departmental Operations

- Implement the Franchise Tax Board Court Ordered Debt (FTBCOD) module of the Department's collection system and refer over \$10 million in outstanding fees for collection

Institutions

Focus Area: Operating Quality Juvenile Treatment and Detention Facilities and Programs

- Complete the Department's Zero Tolerance to Sexual Assault and Staff Misconduct policy and incorporate Federal Prison Rape Elimination Act (PREA) standards into Institution policy and procedures

Probation

- Successfully complete eleven institutional inspections, including the biennial Board of State and Community Corrections and the Institute of Medical Quality inspections, with no remediation or corrective action required
- Complete the expansion of Moral Reconciliation Therapy (MRT), an evidence-based cognitive behavioral program, from the juvenile institutions into the Alternative Report and Resource Centers (ARRC) in Santa Maria and Santa Barbara
- Successfully consolidate the Los Prietos Boys Camp and Boys Academy programs and use demand staffing strategies to meet service level and facility needs to decrease the use of extra help and overtime
- Enhance and coordinate gender-specific programming for the at-risk female offenders detained in the SMJH to address assessed needs and high-risk behavior

Juvenile Services

Focus Area: Providing Evidenced Based and Effective Programs and Services for Juvenile Offenders and Their Families

- Support University of California Santa Barbara (UCSB) and Community Based Organizations (CBOs) in assessing the effectiveness of programs aimed at reducing gang violence and involvement by sharing risk level and outcome data attained for youths on probation with gangs terms and conditions or who have been identified as gang affiliates/associates
- Evaluate criminogenic factors as contained in the Santa Barbara Risk Assessment (SBARA) to develop better informed individual case plans for youth, with the goal of assessing the use of detention in aiding in their rehabilitation

Adult Services

Focus Area: Providing Evidenced Based and Effective Programs and Services for Adult Offenders

- Launch the Criminal Justice Quality Assurance Committee whose mission is to assess and ensure fidelity with the use of evidence-based models, to support skill building by creating opportunities for joint training and development, to identify gaps in service and ensure efficient service delivery, and to promote improved outcomes through ongoing collaborative quality assurance efforts
- Support discharge planning efforts for high risk/high need inmates exiting the jail through oversight of the Jail Discharge Planning Team and improve efficiencies related to these efforts through an integrated data management system that allows multi-agency personnel to view and update release planning information, which will greatly enhance efficiency and reduce duplicative or redundant work
- Effectively implement the FY 2013-14 Santa Barbara County AB109 Plan

2014-16 Objectives

Administration & Support

Focus Area: Providing Quality Information and Technology Systems Support for Departmental Operations

- Create external website to allow probation clients to complete adult Monthly Report Form (MRF) electronically from any location to provide better service to offenders and reduce data entry by Probation staff

Focus Area: Providing Quality Staffing for Departmental Operations

- Facilitate the development of a local Standards and Training for Corrections Supervising Probation Officer CORE course

Probation

Focus Area: Providing Quality Support Services and Financing for Departmental Operations

- Implement workflow within the Revenue Recovery Unit related to FTBCOD referrals for adult offender victim restitution accounts that are delinquent by 90 or more days

Institutions

Focus Area: Operating Quality Juvenile Treatment and Detention Facilities and Programs

- Increase rehabilitation of approximately 100 juvenile probationers committed to LPBC by ensuring that 90% will graduate from the program
- Through the effective use of alternatives to detention, maintain an average daily population of the juvenile detention and treatment facilities at or below staffed capacity (132)
- Enhance the available resources and programming at the ARRCs
- Ensure that LPBC and SMJH remain compliant with the requirements of PREA
- Increase the opportunity for female specific programming and interventions for youth in the SMJH and at the ARRCs

Juvenile Services

Focus Area: Providing Evidenced Based and Effective Programs and Services for Juvenile Offenders and Their Families

- Develop a comprehensive Female Specific Program in the Juvenile Justice System by implementing countywide specific programming that will address the needs of female juvenile offenders that are at risk for out of home placement
- Implement the use of Global Positioning Satellite (GPS) for post disposition cases of youthful offenders that graduate from LPBC with the goal of reducing recidivism

Adult Services

Focus Area: Providing Evidenced Based and Effective Programs and Services for Adult Offenders

- Oversee the local implementation of the Transition from Jail to Community (TJC) Initiative which involves the development, implementation, and evaluation of a model for jail to community transition
- Implement a violation sanction matrix that is responsive to offender risks and needs and which allows for intermediate sanctions as well as the use of evidence-based programs
- Coordinate and facilitate the Pew-MacArthur Results First Initiative which is designed to help assess the costs and benefits of intervention options available to the criminal justice system and allow for the use of data to make decisions based on proven results

*Changes & Operational Impact:
2013-14 Adopted to
2014-15 Recommended*

Staffing

- Net decrease of 9.5 FTEs
 - Decrease of 12.0 FTEs as a result of consolidating the Los Prietos Boys Camp and Academy programs
 - Increase of one (1.0) FTE to add a Compliance Response Team to the Lompop area funded with State funds
 - Increase of one (1.0) FTE as a result of the conversion of five (5.0) Senior Deputy Probation Officer positions to six (6.0) Deputy Probation Officer positions in FY 2013-14
 - Increase of 0.5 FTE for Public Safety Realignment Act (Assembly Bill [AB] 109) Officer who was phased in during FY 2013-14

In summary, Juvenile Institutions staffing was reduced based on a decrease in average daily population while Adult Services added 3.5 FTE as a result of external funding and increased workload.

Probation

Expenditures

- Net operating expenditures increase of \$384,000
 - Salaries and Benefits – increase of \$442,000 reflects negotiated labor agreements and increases in Workers Compensation contributions
 - Services and Supplies – decrease of \$30,000 reflects reduction in expenditures related to the consolidation of the Los Prietos Boys Camp and Academy Programs
 - Other Charges – decrease of \$27,000 primarily reflects a decrease in liability insurance offset by various increases and decreases in other accounts
- Net non-operating expenditures increase of \$437,000
 - Intrafund Expenditure Transfers – increase of \$7,000
 - -\$40,000 decrease due to one-time funding to General Services for assistance with the Los Prietos Business Center
 - -\$31,000 decrease due to Sheriff's Office no longer providing dinners to the Santa Barbara ARRC and a reduction in polygraph examinations for new employees
 - +\$48,000 increase to the District Attorney's Office for AB109 funded services
 - +\$30,000 increase to the Public Defender's Office for AB 109 funded services
 - Increase to Fund Balances – increase of \$430,000 reflects an anticipated one-time increase in California Community Corrections Incentives Act (Senate Bill 678) revenue in excess of ongoing needs

These changes result in recommended operating expenditures of \$51,510,000 non-operating expenditures of \$1,015,000, resulting in total expenditures of \$52,525,000. Non-operating expenditures primarily include capital assets, transfers and increases to fund balances.

Revenues

- Net operating revenues increase of \$365,000
 - Fines, Forfeitures, and Penalties – Decrease of \$37,000
 - -\$20,000 decrease in reimbursable expenditures related to mandatory collection of DNA from offenders
 - -\$18,000 decrease in reimbursement for collecting restitution due to delays at the State
 - Intergovernmental Revenue – Increase of \$637,000
 - +\$734,000 increase to 2011 Public Safety Realignment revenue primarily consisting of a \$697,000 increase in SB 678
 - +\$379,000 increase in Proposition 172 Public Safety Sales Tax
 - -\$256,000 decrease in Federal Title IV-E revenue due to decreased reimbursable activities and a decreased rate of Federal eligibility
 - -\$195,000 decrease in Federal grant revenue for primarily related to the ending of a domestic violence grant (\$96,000) and a re-entry drug court grant (\$69,000)
 - -\$26,000 decrease in Federal meal reimbursement revenue due to a reduction in average daily population in the juvenile institutions
 - Charges for Services – Decrease of \$235,000
 - -\$167,000 decrease in investigation and monthly supervision fees
 - -\$54,000 decrease due to revenue at the Los Prietos Business Center being lower than budgeted

Probation

- -\$53,000 decrease in Community Work Service enrollment fees
- +\$52,000 increase in parental reimbursement for youth committed to the juvenile institutions resulting from the recommencement of billing through the Department's new collection system
- Net non-operating revenues increase of \$456,000
 - Decreases to Fund Balance – Increase of \$138,000
 - +\$336,000 increase in the use of fund balance to maintain the AB109 program
 - +\$111,000 increase due to the use of fund balance to balance the proposed budget
 - +\$71,000 increase in the use of fund balance to maintain the Youthful Offender Block Grant Program
 - -\$370,000 decrease due to funding provided in FY 2013-14 that was one-time in nature
 - -\$11,000 decrease in anticipated expenditures of donated funds
 - General Fund Contribution – \$353,000 increase based on the adopted General Fund Allocation Policy
 - Other Financing Sources – \$35,000 decrease in funding provided by the Department of Alcohol, Drug, and Mental Health Services

These changes result in recommended operating revenues of \$24,916,000 and non-operating

revenues of \$27,608,000, resulting in total revenues of \$52,524,000. Non-operating revenues primarily include General Fund Contribution, transfers and decreases to fund balances.

Changes & Operational Impact: 2014-15 Recommended to 2015-16 Proposed

The FY 2015-16 proposed budget assumes no change in staffing levels from the FY 2014-15 recommended budget. Negotiated labor agreements are anticipated to increase operational costs by \$405,000. It is anticipated that increased funding of \$405,000 will be required to maintain the FY 2014-15 recommended level of service.

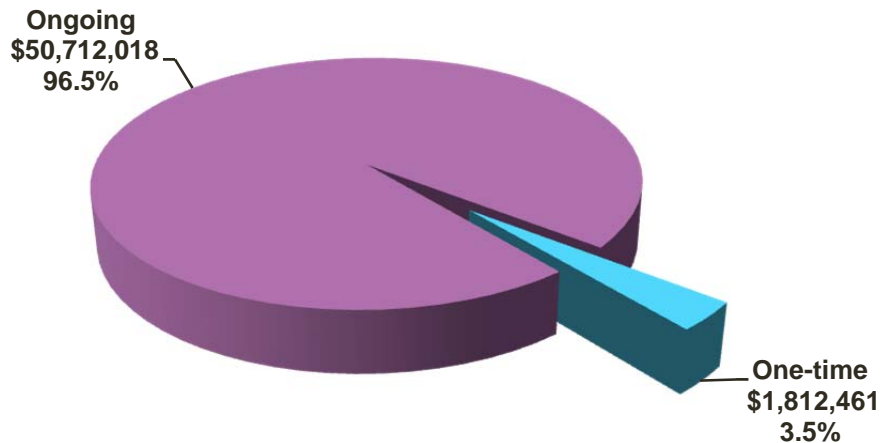
Related Links

For more information on Probation, please refer to the Web site at <http://www.countyofsb.org/probation>

Probation

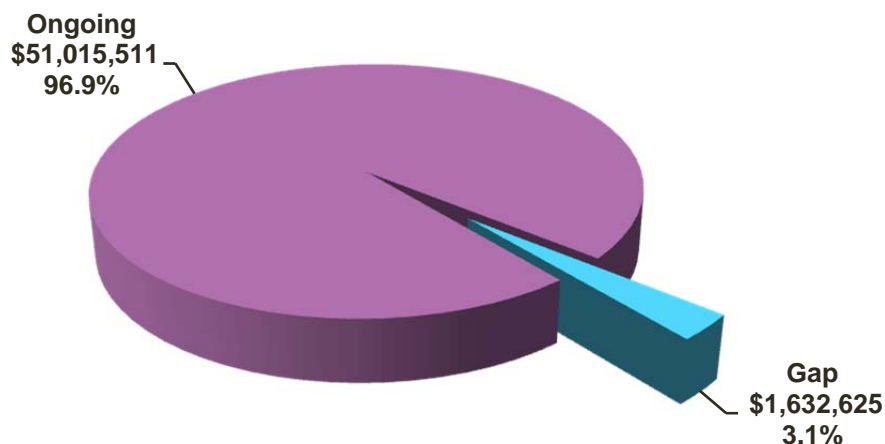
Gap Charts

FY 2014-15 Recommended Budget



The FY 2014-15 Recommended Budget relies on one-time sources to fund 3.5% of the Department's ongoing operations. These funds include \$1,001,000 from the Local Realignment 2011 restricted fund balance component, \$265,000 from the Juvenile Justice Crime Prevention Act restricted fund balance component, \$402,000 from the Youthful Offender Block Grant restricted fund balance component, \$111,000 from the Public Safety restricted fund balance component, and \$33,000 from the Donations restricted fund balance component. These funds allowed the Department to maintain a higher level of service than would otherwise have been possible; however, because these funds are one-time in nature, they will not be available to fund operations in FY 2015-16.

FY 2015-16 Proposed Budget



The FY 2015-16 Proposed Budget relies on one-time sources of \$1,632,625 to fund 3.1% of the Department's ongoing operations. These funds allow the Department to maintain a higher level of service than would otherwise be possible; however, because these funds are one-time in nature, they will not be available to fund operations in FY 2016-17.

Probation

Performance Measures

<u>Description</u>	<u>FY 2011-12 Actual</u>	<u>FY 2012-13 Actual</u>	<u>FY 2013-14 Est. Actual</u>	<u>FY 2014-15 Recommended</u>	<u>FY 2015-16 Proposed</u>
Administration and Support:					
Collect restitution, fines and fees from adult and juvenile offenders (Target => \$2,000,000)	\$2,084,035	\$1,840,615	\$2,000,000	\$2,000,000	\$2,000,000
Arrange for youthful and adult offenders to provide Community Service Work hours (Projection = 20,000)	52,602	38,728	20,000	20,000	20,000
Juvenile Institutions:					
Average number of youth housed on daily basis at the Santa Maria Juvenile Hall and the Los Prietos Boys Camp (Projection = < 115) *	162	143	115	115	115
Number of Home Detention Supervision days provided to youth in lieu of Juvenile Hall (Projection => 12,000)	22,235	12,007	12,500	12,000	12,000
Productive work hours provided to the County and community by youth assigned to the Alternative Detention Program, Juvenile Hall and Los Prietos Boys Camp (Projection = 45,000) *	48,551	47,475	44,000	45,000	45,000
Successful completion rate for youth committed to the Los Prietos Boys Camp (Target => 85%) *	82%	98%	95%	90%	90%

Probation

Performance Measures Continued

<u>Description</u>	<u>FY 2011-12 Actual</u>	<u>FY 2012-13 Actual</u>	<u>FY 2013-14 Est. Actual</u>	<u>FY 2014-15 Recommended</u>	<u>FY 2015-16 Proposed</u>
Juvenile Services:					
Rate of youthful offenders who will not have a new sustained petition or conviction for a felony offense while they are on probation (Target => 80%)	83%	81%	78%	80%	80%
Rate of youthful offenders who will not have a new sustained petition or conviction for a felony offense within one year of successfully completing Probation (Target => 95%)	98%	97%	98%	95%	95%
Rate of average number of youth in group-foster home placement (Target => 5.5%)	3.1%	4.2%	6.2%	5.5%	5.5%
Adult Services:					
Number of Sentencing Investigations completed on all adult offenders assigned by the Superior Court (Projection = 1,800)	1,407	1,709	1,700	1,800	1,850
Number of traditional adult offenders receiving supervision services (Projection = 4,200)	3,806	3,913	4,000	4,200	4,410
Number of AB 109 realigned adult offenders receiving supervision services (Projection = 550)	184	366	525	550	575
Rate of adult offenders who will not have a new conviction for a felony while they are on AB 109 supervision (Target =>90%)	100%	81%	85%	90%	90%

*LPBA combined with LPBC in October 2013

Probation

Budget Overview

	2012-13 Actual	2013-14 Adopted	Change from FY13-14 Ado to FY14-15 Rec	2014-15 Recommended	2015-16 Proposed
Staffing By Budget Program					
Administration & Support	30.85	30.75	-	30.75	30.75
Institutions	131.45	128.75	(12.00)	116.75	116.75
Juvenile Services	68.16	69.00	(1.00)	68.00	68.00
Adult Services	116.75	128.00	3.50	131.50	131.50
Unallocated	0.15	-	-	-	-
Total	<u>347.37</u>	<u>356.50</u>	<u>(9.50)</u>	<u>347.00</u>	<u>347.00</u>
Budget By Budget Program					
Administration & Support	\$ 4,896,347	\$ 4,964,471	\$ 253,328	\$ 5,217,799	\$ 5,287,605
Institutions	18,028,161	18,509,187	(1,157,917)	17,351,270	17,474,812
Juvenile Services	8,444,935	9,362,544	261,058	9,623,602	9,698,207
Adult Services	15,634,303	18,289,363	1,027,790	19,317,153	19,454,332
Unallocated	19,206	-	-	-	-
Total	<u>\$ 47,022,950</u>	<u>\$ 51,125,565</u>	<u>\$ 384,259</u>	<u>\$ 51,509,824</u>	<u>\$ 51,914,956</u>
Budget By Categories of Expenditures					
Salaries and Employee Benefits	\$ 38,314,742	\$ 41,920,651	\$ 441,598	\$ 42,362,249	\$ 42,729,326
Services and Supplies	6,875,670	7,270,315	(29,917)	7,240,398	7,218,108
Other Charges	1,832,538	1,934,599	(27,422)	1,907,177	1,967,522
Total Operating Expenditures	<u>47,022,950</u>	<u>51,125,565</u>	<u>384,259</u>	<u>51,509,824</u>	<u>51,914,956</u>
Capital Assets	14,866	-	-	-	-
Intrafund Expenditure Transfers (+)	485,746	540,395	6,930	547,325	547,325
Increases to Fund Balances	2,423,913	37,000	430,330	467,330	467,330
Fund Balance Impact (+)	-	-	-	-	-
Total	<u>\$ 49,947,476</u>	<u>\$ 51,702,960</u>	<u>\$ 821,519</u>	<u>\$ 52,524,479</u>	<u>\$ 52,929,611</u>
Budget By Categories of Revenues					
Fines, Forfeitures, and Penalties	\$ 80,519	\$ 106,350	\$ (37,083)	\$ 69,267	\$ 69,265
Use of Money and Property	(2,377)	-	-	-	-
Intergovernmental Revenue	22,369,200	23,047,814	637,027	23,684,841	24,044,036
Charges for Services	1,024,999	1,356,181	(234,811)	1,121,370	1,121,370
Miscellaneous Revenue	33,871	40,640	-	40,640	40,640
Total Operating Revenues	<u>23,506,211</u>	<u>24,550,985</u>	<u>365,133</u>	<u>24,916,118</u>	<u>25,275,311</u>
Other Financing Sources	259,489	254,597	(34,597)	220,000	220,000
Decreases to Fund Balances	1,150,038	1,674,543	137,918	1,812,461	1,632,625
General Fund Contribution	25,031,738	25,222,835	353,065	25,575,900	25,520,200
Fund Balance Impact (-)	-	-	-	-	281,475
Total	<u>\$ 49,947,476</u>	<u>\$ 51,702,960</u>	<u>\$ 821,519</u>	<u>\$ 52,524,479</u>	<u>\$ 52,929,611</u>

Probation

Staffing Detail

Staffing Detail By Budget Program	2012-13 Actual	2013-14 Adopted	Change from FY13-14 Ado to FY14-15 Rec	2014-15 Recommended	2015-16 Proposed
Administration & Support					
CHIEF PROBATION OFFICER	1.00	1.00	-	1.00	1.00
PROBATION MANAGER	0.93	1.00	-	1.00	1.00
ADMINISTRATIVE DEPUTY DIRECTOR	1.00	1.00	-	1.00	1.00
CHIEF INNOVATION OFFICER	1.00	1.00	-	1.00	1.00
FISCAL MANAGER	0.99	1.00	-	1.00	1.00
COLLECTIONS MANAGER	1.00	1.00	-	1.00	1.00
DEP PROBATION OFFICER SUP	1.92	1.00	-	1.00	1.00
EDP SYS & PROG ANLST	3.00	3.00	-	3.00	3.00
COST ANALYST	1.00	1.00	-	1.00	1.00
ADMIN OFFICE PRO	11.87	12.00	-	12.00	12.00
FINANCIAL OFFICE PRO	0.16	-	-	-	-
DEP PROBATION OFFICER SR	2.77	4.00	-	4.00	4.00
COMPUTER SYSTEMS SPEC	2.00	2.00	-	2.00	2.00
DEP PROBATION OFFICER	0.12	-	-	-	-
JUVENILE INST OFFICER SR	0.02	-	-	-	-
EXECUTIVE SECRETARY	1.00	1.00	-	1.00	1.00
ACCOUNTANT	0.14	0.50	-	0.50	0.50
JUVENILE INST OFFICER	0.01	-	-	-	-
PROBATION ASSISTANT	-	-	-	-	-
EXTRA HELP	0.91	0.25	-	0.25	0.25
Administration & Support Total	30.85	30.75	-	30.75	30.75
Institutions					
PROBATION MANAGER	1.84	2.00	-	2.00	2.00
DEP CHIEF PROBATION OFFCR	0.93	1.00	-	1.00	1.00
DEP PROBATION OFFICER SUP	3.97	4.00	(1.00)	3.00	3.00
ADMIN OFFICE PRO	6.63	6.50	-	6.50	6.50
DEP PROBATION OFFICER SR	8.23	9.00	(1.00)	8.00	8.00
DEP PROBATION OFFICER	0.09	-	-	-	-
JUVENILE INST OFFICER SR	22.13	21.00	(4.00)	17.00	17.00
JUVENILE INST OFFICER	63.49	65.00	(6.00)	59.00	59.00
FOOD SERVICES SUPERVISOR	1.00	1.00	-	1.00	1.00
COOK	2.62	3.00	-	3.00	3.00
UTILITY WORKER, INSTITUTIONS	1.00	1.00	-	1.00	1.00
FOOD SERVICES WORKER	2.50	2.50	-	2.50	2.50
EXTRA HELP	17.02	12.75	-	12.75	12.75
Institutions Total	131.45	128.75	(12.00)	116.75	116.75
Juvenile Services					
PROBATION MANAGER	1.86	2.00	-	2.00	2.00
DEP CHIEF PROBATION OFFCR	1.00	1.00	-	1.00	1.00
DEP PROBATION OFFICER SUP	3.27	3.50	1.50	5.00	5.00
FINANCIAL OFFICE PRO	0.29	-	-	-	-
ADMIN OFFICE PRO	19.51	20.00	(1.50)	18.50	18.50
DEP PROBATION OFFICER SR	11.99	12.00	(2.00)	10.00	10.00
DEP PROBATION OFFICER	24.23	24.00	1.00	25.00	25.00
ACCOUNTANT	0.06	0.50	-	0.50	0.50
JUVENILE INST OFFICER	0.03	-	-	-	-
PROBATION ASSISTANT	5.92	6.00	-	6.00	6.00
EXTRA HELP	-	-	-	-	-

Probation

Staffing Detail Continued

Staffing Detail By Budget Program	2012-13 Actual	2013-14 Adopted	Change from FY13-14 Ado to FY14-15 Rec	2014-15 Recommended	2015-16 Proposed
Juvenile Services Total	<u>68.16</u>	<u>69.00</u>	<u>(1.00)</u>	<u>68.00</u>	<u>68.00</u>
Adult Services					
PROBATION MANAGER	2.07	3.00	-	3.00	3.00
DEP CHIEF PROBATION OFFCR	1.07	1.00	-	1.00	1.00
FISCAL MANAGER	0.01	-	-	-	-
DEP PROBATION OFFICER SUP	7.30	9.50	(1.50)	8.00	8.00
FINANCIAL OFFICE PRO	0.13	1.00	-	1.00	1.00
ADMIN OFFICE PRO	25.22	28.00	1.50	29.50	29.50
DEP PROBATION OFFICER SR	24.62	26.00	(2.00)	24.00	24.00
DEP PROBATION OFFICER	46.40	51.50	5.50	57.00	57.00
ACCOUNTANT	0.80	-	-	-	-
JUVENILE INST OFFICER	0.01	-	-	-	-
PROBATION ASSISTANT	7.93	8.00	-	8.00	8.00
EXTRA HELP	1.20	-	-	-	-
Adult Services Total	<u>116.75</u>	<u>128.00</u>	<u>3.50</u>	<u>131.50</u>	<u>131.50</u>
Unallocated					
DEP PROBATION OFFICER SR	0.12	-	-	-	-
JUVENILE INST OFFICER SR	0.04	-	-	-	-
Unallocated Total	<u>0.15</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Department Total	<u>347.37</u>	<u>356.50</u>	<u>(9.50)</u>	<u>347.00</u>	<u>347.00</u>

2014-2016 BUDGET WORKSHOP

Sheriff's Office



Sheriff's Office Summary

- ∂ Total Budget
 - ∂ Operating \$122,565,651
 - ∂ Capital \$78,000
 - ∂ General Fund Contribution \$70,665,400
 - ∂ FTE's 643.54
 - ∂ One Time Use of Fund Balance \$650,000
 - ∂ Service Level Reductions \$-0-
 - ∂ Expansion Requests \$615,350

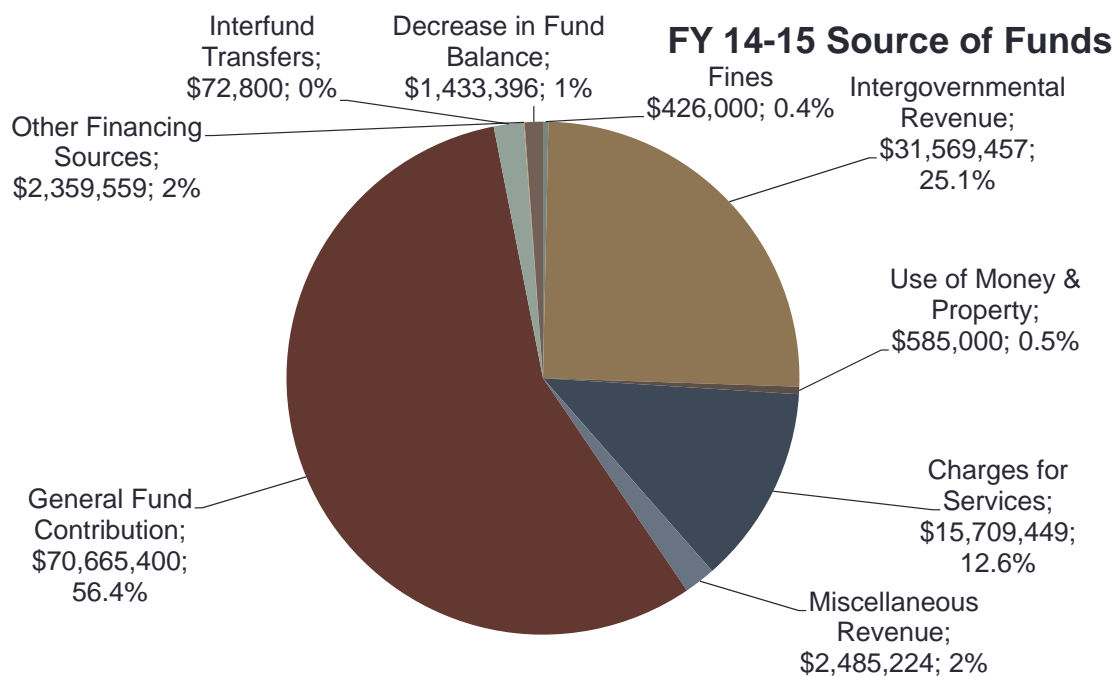
Sheriff's Office

Summary

Capital Major Projects

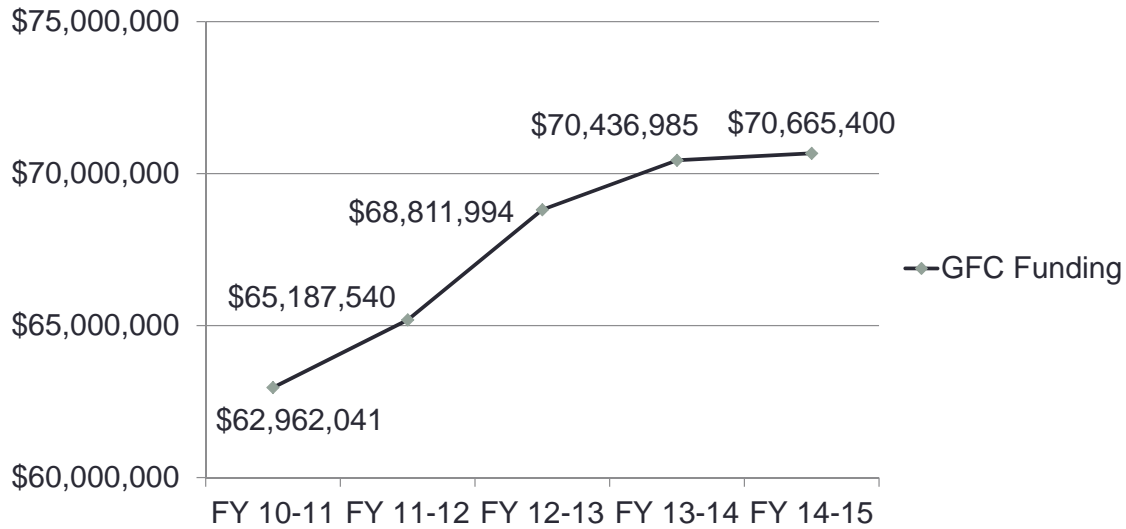
Northern Branch Jail

Sheriff's Office



Sheriff's Office

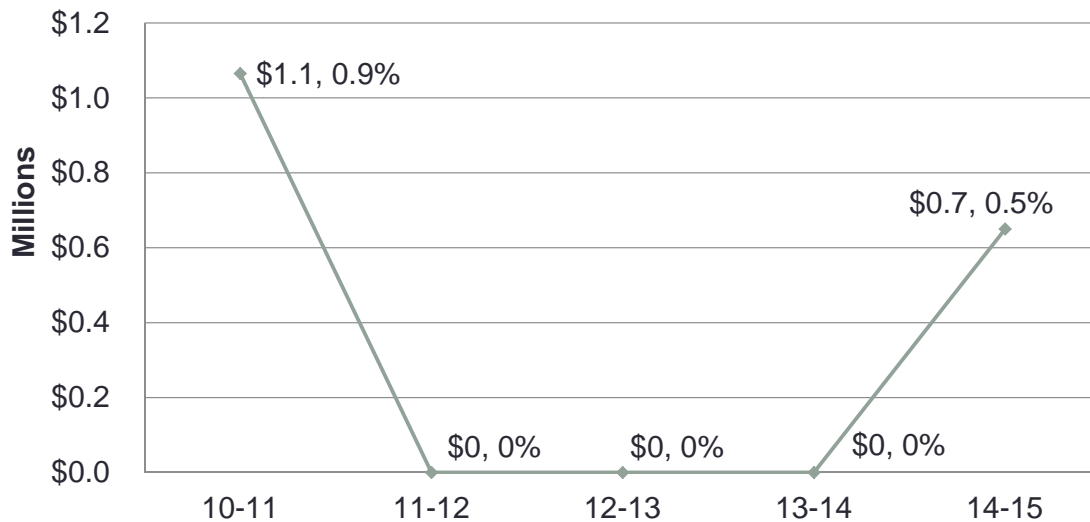
GFC 5 Year Summary



Sheriff's Office

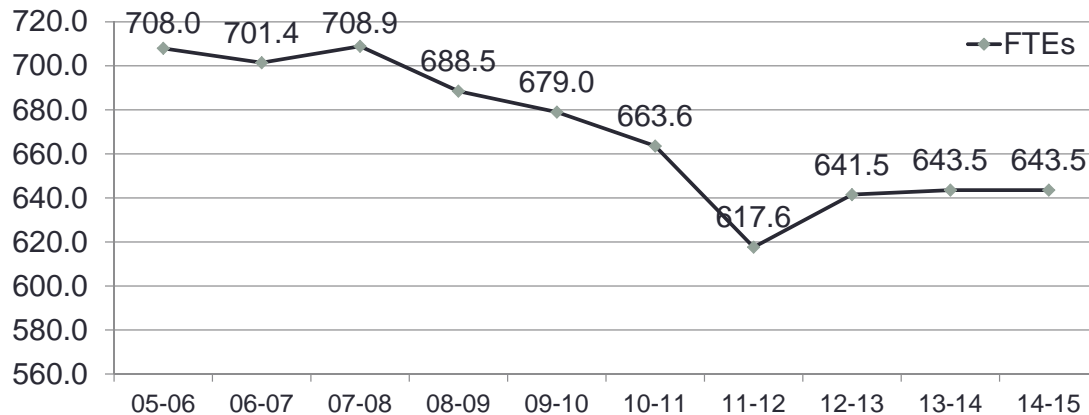
5 Year Summary Use of One-Time

1 time funding amount



Sheriff's Office Staffing Summary

- ∂ # FTE FY 13-14 Adopted
- ∂ # FTE FY 14-15 Recommended



Sheriff's Office FY 2013-14 Anticipated Accomplishments

- Answered 57,395 "911 Calls" for service
- Completed Schematic Design and Design Development phases of Northern Branch Jail project
- Acquired \$38.6 million award from state to build Sheriff's Treatment & Recovery (STAR) complex
- Handled 123,810 Law Enforcement incidents
- Acquired \$375,000 grant from Operation Stonegarden for panga boat interdiction

Sheriff's Office

FY 2014-15 Objectives

- Complete Construction Documents for Northern Branch Jail for anticipated ground-breaking in 2015
- Complete a sewer and kitchen remodel in Mail Jail
- Upgrade Computer – Aided Dispatch (CAD) to latest version including enhanced reporting capabilities to user agencies
- Initiate selection process for successor patrol vehicle platform to replace Crown Victoria
- Develop and implement an on-line citizen reporting tool to facilitate crime reporting and maximize department resources.
- Add consultant to assist in acquisition of replacement software systems

Sheriff's Office

FY 2015-16 Objectives

- Identify and replace existing Records Management System to conform to updated technology requirements
- Identify and replace existing Jail Management system to conform to updated technology requirements and allow for growth in Jail system (opening of Northern Branch Jail)
- Integrate AB-900 (Phase II) Northern Branch Jail and SB-1022 STAR projects

Sheriff's Office

Performance Measures

Description	2012-13 Actual	FY 13-14 Estimated Actual	FY 14-15 Recommended
Answer 90% of 911 calls within 10 seconds.	95%	98%	90%
Maintain or exceed an 80% passing rate for inmates enrolled in GED program.	New	New	80%
Maintain or exceed the UCR "clearance by arrest" rate of 60% for aggravated assault.	68%	68%	60%

Sheriff's Office

Service Level Reductions

NONE

Sheriff's Office

Key Challenges and Emerging Issues

Budget Expansion Requests

- Expanding Santa Maria Branch Jail to 24/7 Operation
 - Budget Expansion Request #1 for \$452,000, 3.0 FTE and other expenses
- Northern Branch Jail Transition Team
 - Budget Expansion Request #2 for \$107,725, 1 position (1.0 FTE) for AOP III to be added to the Team.
- Improved Data Analysis Capabilities
 - Recommended by the Transitions from Jail to Community Initiative (TJC)
 - Budget expansion Request #3 for \$55,625 (net) to hire a Business Systems Analyst
 - Position in form of EDP Systems Analyst II for \$55,625
 - Partially offset by zero-funding Park Ranger position, saving \$74,655

Sheriff's Office

Key Challenges and Emerging Issues

Key Challenges

- Hiring into Funded Vacancies
 - Anticipate higher levels of retirements over next 3 years
 - A pool of 700 applications for a sworn position may yield 15 - 20 new employees
- Jail Staffing Deficiencies
 - Staffing Study performed in 2013 determined that the Main Jail Facility is understaffed and recommended adding 18 to 24 Custody Deputies
 - Budget Expansion #4 – 18 new positions (18.0 FTE) for \$1,772,088
- Restoring Positions lost during Recession
 - Sheriff's Office staffing levels down by 64 FTE since 2007-08
 - Budget Expansion #5 – Deputy Sheriff assigned to AHC Academy as Tac Officer - \$146,620
 - Budget Expansion #6 – Restore Deputy Sergeant position for Gang Team - \$171,704
 - Budget Expansion #7 – Restore Crime Analyst (AOP III) position - \$107,725
 - Budget Expansion #8 – Restore four FTE to sworn management ranks - \$1,052,491

Sheriff's Office

Key Challenges and Emerging Issues

Emerging Issues

- Replace Report Management System (RMS)
- Replace Jail Management System (JMS)

Sheriff's Office

Summary

- FY2014-15 represents a “status quo” budget – barely
 - Staffing levels status quo in Recommended Budget
 - Small amount of one-time funds required
- Budget Expansion Requests are critical
- Key Challenges are looming
- Emerging Issues are on the horizon

***It is not enough that we do our best.
Sometimes we must do what is required.***

- Sir Winston Churchill

Sheriff

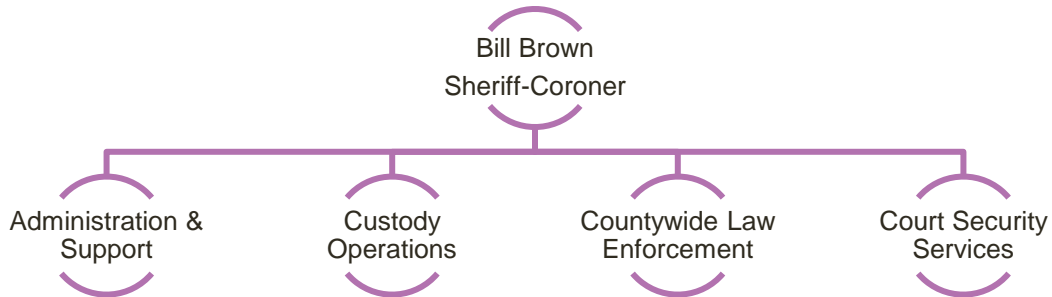


Sheriff

Budget & Full-Time Equivalent (FTEs) Summary

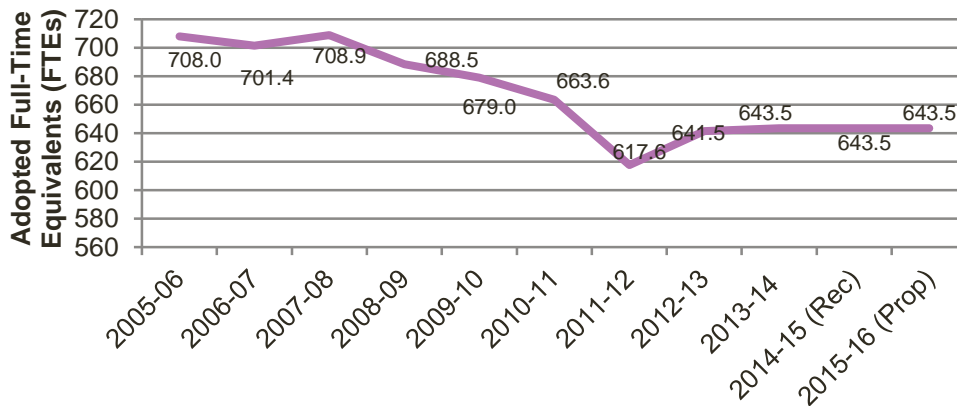
Operating	\$	122,565,651
Capital	\$	78,000
FTEs		643.5

Budget Programs Chart



Staffing Trend

The staffing trend values will differ from prior year budget books in order to show amounts without the impact of any vacancy factors.



Sheriff

Mission Statement

We, the members of your Sheriff's Office, are responsible for enforcing the laws, upholding the Constitutions, and providing custody and court services. We are committed to enhancing the quality of life through effective partnerships, protecting persons and property while serving as role models to our community.

Department Description

The County of Santa Barbara covers 2,737 square miles. The Sheriff's Office provides law enforcement services for the unincorporated area of the County, plus the cities of Buellton, Carpinteria, Goleta, and Solvang by contract. The Sheriff's Office provides correctional services for the entire County. The Sheriff's Office has a staffing level of 643.5 full time employees who work at 28 different work sites throughout the County.

The Sheriff's Office is divided into three main branches, (1) Law Enforcement Operations, (2) Custody Operations, and (3) Support Services. Law Enforcement Operations is responsible for providing primary law enforcement services to approximately 44% of the County's population. Law Enforcement Operations consist of North and South County Patrol Divisions and the Criminal Investigation Division. Specialized services within these divisions include the Coroner's unit, Special Investigation Bureau, Training Bureau, and the Air Support Unit.

Custody Operations is responsible for providing facilities for the detention of pre-sentenced and sentenced male and female inmates as mandated by law. Services include booking, housing, medical, mental health, security, court services and transportation. Inmate education, vocational counseling, and community work programs are provided to reduce recidivism and facilitate successful reentry into the community.

Support Services provides the vital resources necessary to the Sheriff's Office to fulfill its public safety mission. Support Services is a diverse operational group including the Business Office, Civil Bureau, Court Services, Crime Analysis, Criminal Records, Felony Fugitive Detail, Human Resources, Public Safety Dispatch, and Systems and Technology.

2013-14 Anticipated Accomplishments

Administration & Support

- Answered 57,395 "911 Calls" in 2013 - 2,707 more (5%) than the 2012 total of 54,688.
- Upgraded the desktop environment to Windows 7. This computer operating system upgrade was necessary to promote efficiency and maintain a stable environment for our technological resources.

Custody Operations

- Booked 16,518 inmates at County Jail in 2013, 335 more (2%) than the 2012 total of 16,183.
- Completed Schematic Design and Design Development stages of the Northern Branch Jail project.
- Further refined the Operations Plan for the Northern Branch Jail project. Presented the Plan to the Board of Supervisors and State of California.
- Applied for and successfully acquired a grant of \$40 million from the State of California for the construction of the Sheriff's Treatment and Recovery (STAR) complex under SB 1022.

Countywide Law Enforcement

- Handled 123,810 incidents in 2013, which is 1,946 more (1.6%) than the 2012 total of 121,864.

Sheriff

- Completed 18,839 original reports in 2013, 391 more (2.1%) than the 2012 total of 18,448.
- Effected 9,730 Arrests in 2013, 291 more (3.1%) than the 2012 total of 9,439.
- Replaced radio system consoles in Emergency Dispatch Center to provide a stable and reliable communications environment.
- COPLINK data-sharing program MOU completion formalized data sharing agreements between eight member agencies within the Santa Barbara County.
- Successfully competed for a \$375,000 federal grant via "Operation Stonegarden" to assist in the funding of additional human and physical resources to combat panga boat smuggling along the Santa Barbara County coastline.
- Complete a sewer upgrade and kitchen remodel project in the Main Jail. Through a partnership with County General Services, the upgraded jail sewer system and kitchen remodel will improve the infrastructure of these vital services in the custody facility.
- Research best practices for Jail Management Systems and replace current outdated system to conform to current technologies and allow for future growth in the Jail system.

2014-16 Objectives

Administration & Support

- Research best practices for Records Management Systems and replace current outdated system, to conform to updated technologies and become more efficient in preparing, processing and disseminating reports.
- Implement *Smart Justice* application for the department to allow Law Enforcement access to state-wide criminal justice data while in the field.
- Upgrade Computer-Aided Dispatch software application to latest version, including enhanced reporting capabilities to user agencies.

Custody Operations

- Complete the construction document phase for the Northern Branch Jail to maintain the timeline for groundbreaking in 2015.

Countywide Law Enforcement

- Initiate a selection process to choose the successor vehicle to the Ford Crown Victoria patrol vehicle, which is no longer manufactured.
- Enhance coordination and enforcement efforts with Homeland Security and other partnering agencies in the interdiction of panga boat smuggling along the Santa Barbara County coastline.
- Develop and implement an on-line citizen reporting tool. This web-based reporting system will leverage limited resources and help make crime reporting efficient.
- Develop and implement the WAVE Radio system, funded by a Homeland Security Grant, that allows deputies to utilize cell phone technology to tie into the County radio system.

Changes & Operational Impact: 2013-14 Adopted to 2014-15 Recommended

Staffing

- FTEs are unchanged at 643.5.

Sheriff

Expenditures

- Net operating expenditure increase of \$2.2 million:
 - +\$1.6 million increase in Salaries and Benefits:
 - +\$1.3 million increase in Workers' Compensation premiums due to an increase in the number and cost of Sheriff claims, resulting in increased rates.
 - +\$0.3 million increase in Medical Insurance premiums due to an anticipated 5% increase in rates.
 - +\$0.7 million increase in Services and Supplies:
 - +\$0.4 million increase in Professional & Special Services due to a \$0.2 million increase in the on-site medical services contract and \$0.2 million increase in the costs of outside medical services for inmates.
 - +\$0.2 million increase in Food costs due to an increase in the number of inmates being fed.
 - +\$0.1 million increase in Pharmaceuticals costs due to an increase in use and composition of inmate prescriptions.
 - -\$0.1 million decrease in Other Charges primarily due to a \$0.3 million decrease in the Liability Insurance premiums, partially offset by other increased costs.
- Net non-operating expenditures are not changed.

These changes result in recommended operating expenditures of \$122.6 million, non-operating expenditures of \$2.7 million and total expenditures of \$125.3 million. Non-operating expenditures primarily include capital assets, transfers to other

departments, debt service and increases to fund balances.

Revenues

- Net operating revenue increase of \$1.7 million:
 - +\$1.7 million increase in Intergovernmental Revenue due to:
 - +\$0.8 million increase in Proposition 172 Sales Tax revenue.
 - +\$0.5 million increase in Public Safety Realignment (AB109) revenue consisting of Court Security Services, and Community Oriented Policing (COPs) programs.
 - +\$0.3 million increase in State-Other revenue due to an increase in the Day Reporting Center grant.
 - +\$0.1 million increase in Federal-Other revenue due to an increases in the Marijuana Suppression and Operation Stonegarden grants.
- Net non-operating revenue increase of \$0.5 million:
 - +\$0.6 million increase in one-time funding for increased operating costs at the jail, including food, medical services and prescriptions, funded with one-time General Fund sources.
 - +\$0.2 million increase in General Fund Contribution.
 - -\$0.3 million decrease due to the elimination of roll-over funding from AB109 fund balances.

These changes result in recommended operating revenues of \$50.8 million, non-operating revenues of \$74.5 million and total revenues of \$125.3 million. Non-operating revenues include primarily General Fund Contribution, transfers and decreases to fund balances.

Sheriff

Changes & Operational Impact: 2014-15 Recommended to 2015-16 Proposed

Related Links

For more information on the Sheriff's Department, refer to the Web site at <http://www.sbsheriff.org/>.

Expenditures

The FY2015-16 Proposed Budget includes no changes in staffing levels from the FY2014-15 Recommended Budget. The decrease of \$1.8 million in the total budget for FY 2015-16 compared to FY 2014-15 is due to the potential loss of the Day Reporting Center grant from the State.

Revenues

Operating revenues are expected to decrease \$0.8 million in FY 2015-16 over the FY 2014-15 Recommended Budget. Increases in Public Safety Realignment (AB109) revenue and contract cities revenue are offset by potential losses in State grants. Non-operating revenues are projected to decrease by \$1.0 million, primarily the result of reduced use of fund balance.

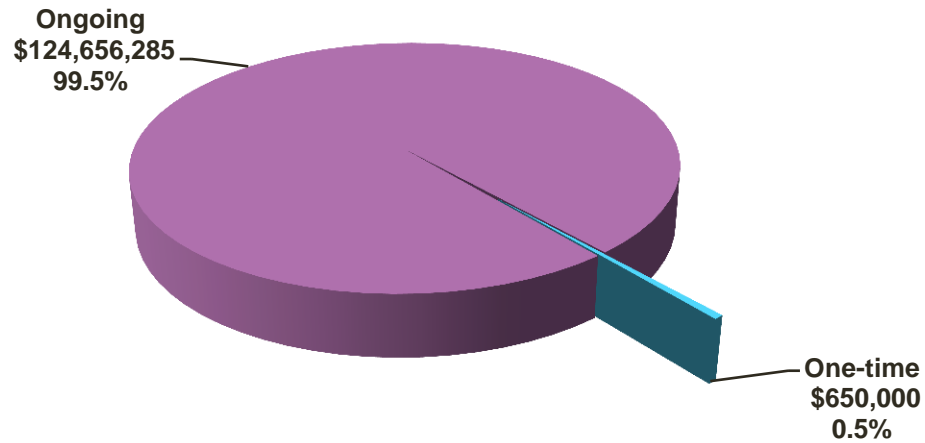
FY2015-16 Budget Gap

To maintain FY 2014-15 service levels, \$123.4 million of funding will be needed in FY2015-16. Departmental revenues, Other Financing Sources, planned use of Fund Balance and General Fund Contribution will cover \$123.0 million of the need, or 99.7%. The Sheriff's Office will be left with a \$0.4 million gap, or 0.3% of the total funding.

Sheriff

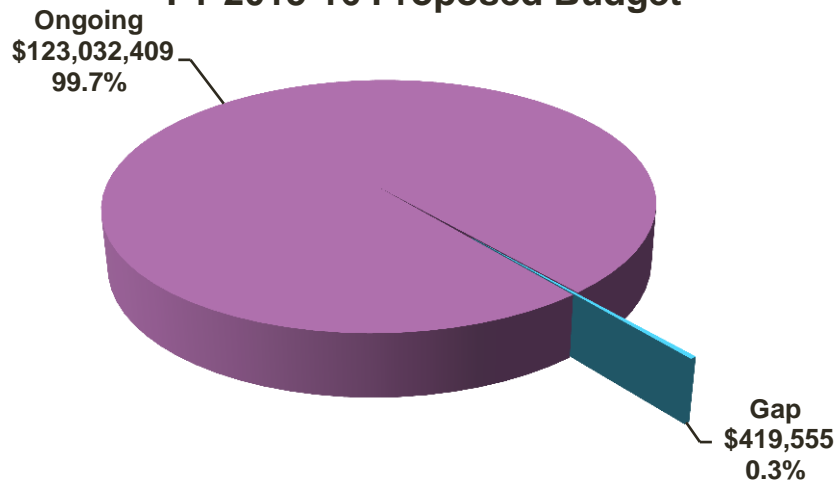
Gap Charts

FY 2014-15 Recommended Budget



The FY 2014-15 Recommended Budget is balanced but relies on \$650,000 of one-time General Fund sources to fund the Department's ongoing operations.

FY 2015-16 Proposed Budget



The FY 2015-16 Proposed Budget has a projected shortfall of \$419,555.

Sheriff

Performance Measures

<u>Description</u>	<u>FY 2011-12 Actual</u>	<u>FY 2012-13 Actual</u>	<u>FY 2013-14 Estimated</u>	<u>FY 2014-15 Recommended</u>	<u>FY 2015-16 Proposed</u>
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Admin & Support Budget Program:

Complete 95% of all 643 employee evaluations prior to the probationary/annual date of each active employee.	89%	99%	90%	95%	95%
Process 80% of all "Law" calls within 55 seconds.	53 seconds	51 seconds	42 seconds	51 seconds	51 seconds
Maintain the amount of unscheduled downtime of Computer Aided Dispatch (CAD) at or below 2% of 8,760 hours per year.	0.14% 12.5 hours	0.39% 34 hours	0.39% 24.5 hours	2% 200 hours	2% 200 hours
Answer 90% of 911 calls within 10 seconds.	96%	95%	98%	90%	90%

Custody Operations Budget Program:

Sheriff's Detention Health provider shall meet and maintain the agreed upon state or national accreditation standards for Medical Services, Mental Health Services, and Dental Services provided at Sheriff's Detention Facilities at 100%.	NA	NA	NA	100%	100%
Maintain enrollment in the Sheriff's Treatment Program at or above 80% of capacity.	NA	NA	NA	80%	80%
Maintain or exceed an 80% passing rate for inmates enrolled in the GED program.	NA	NA	NA	80%	80%

Sheriff

Performance Measures Continued

<u>Description</u>	<u>FY 2011-12 Actual</u>	<u>FY 2012-13 Actual</u>	<u>FY 2013-14 Estimated</u>	<u>FY 2014-15 Recommended</u>	<u>FY 2015-16 Proposed</u>
Provide 100% of all inmates with information regarding Prison Rape Elimination Act (PREA) and how they can report a PREA incident while in custody.	NA	NA	NA	100%	100%
Law Enforcement Operations Budget Program:					
Deputies will arrive at 90% of in-progress calls (person or property) within 8 minutes of being dispatched.	68%	70%	71%	90%	90%
Maintain or exceed the UCR "clearance by arrest" rate of 60% for aggravated assault cases. (FBI average is 55%)	76%	68%	68%	60%	60%
Maintain or exceed a filing rate of 65% of all cases submitted to the DA's office by the Criminal Investigations Division.	73%	65%	61%	65%	65%

Sheriff

Budget Overview

Staffing By Budget Program	2012-13 Actual	2013-14 Adopted	Change from FY13-14 Ado to FY14-15 Rec	2014-15 Recommended	2015-16 Proposed
Administration & Support	43.86	42.00	1.00	43.00	43.00
Custody Operations	238.88	249.06	-	249.06	249.06
Countywide Law Enforcement	277.29	309.60	(2.00)	307.60	307.60
Court Security Services	48.40	42.88	1.00	43.88	43.88
Unallocated	6.27	-	-	-	-
Total	614.70	643.54	-	643.54	643.54
Budget By Budget Program					
Administration & Support	\$ 8,455,368	\$ 8,677,697	\$ 492,068	\$ 9,169,765	\$ 9,280,102
Custody Operations	45,960,502	45,073,784	1,107,749	46,181,533	44,990,708
Countywide Law Enforcement	54,736,219	58,957,929	332,886	59,290,815	59,003,893
Court Security Services	7,352,430	7,657,392	266,146	7,923,538	7,959,878
Unallocated	7,201	-	-	-	-
Total	\$ 116,511,720	\$ 120,366,802	\$ 2,198,849	\$ 122,565,651	\$ 121,234,581
Budget By Categories of Expenditures					
Salaries and Employee Benefits	\$ 95,823,650	\$ 100,883,310	\$ 1,632,272	\$ 102,515,582	\$ 102,468,607
Services and Supplies	13,637,347	12,594,558	705,779	13,300,337	11,827,210
Other Charges	7,050,722	6,888,934	(139,202)	6,749,732	6,938,764
Total Operating Expenditures	116,511,720	120,366,802	2,198,849	122,565,651	121,234,581
Capital Assets	1,643,357	78,000	-	78,000	78,000
Other Financing Uses	10,011,949	1,557,776	120,420	1,678,196	1,191,226
Intrafund Expenditure Transfers (+)	346,535	22,271	(19,959)	2,312	2,312
Increases to Fund Balances	3,506,634	1,077,442	(95,316)	982,126	945,845
Fund Balance Impact (+)	394,343	-	-	-	-
Total	\$ 132,414,538	\$ 123,102,291	\$ 2,203,994	\$ 125,306,285	\$ 123,451,964
Budget By Categories of Revenues					
Fines, Forfeitures, and Penalties	\$ 365,957	\$ 409,940	\$ 16,060	\$ 426,000	\$ 426,000
Use of Money and Property	652,088	574,800	10,200	585,000	585,000
Intergovernmental Revenue	28,400,900	29,915,112	1,654,345	31,569,457	30,577,200
Charges for Services	15,228,065	15,807,467	(98,018)	15,709,449	15,839,381
Miscellaneous Revenue	3,246,509	2,340,361	144,863	2,485,224	2,527,071
Total Operating Revenues	47,893,520	49,047,680	1,727,450	50,775,130	49,954,652
Other Financing Sources	322,495	2,357,604	1,955	2,359,559	2,359,559
Intrafund Expenditure Transfers (-)	2,378,512	98,870	(26,070)	72,800	73,800
Decreases to Fund Balances	13,008,017	1,012,444	420,952	1,433,396	285,198
General Fund Contribution	68,811,994	70,436,985	228,415	70,665,400	70,359,200
Fund Balance Impact (-)	-	148,708	(148,708)	-	419,555
Total	\$ 132,414,538	\$ 123,102,291	\$ 2,203,994	\$ 125,306,285	\$ 123,451,964

Sheriff

Staffing Detail

Staffing Detail By Budget Program	2012-13 Actual	2013-14 Adopted	Change from FY13-14 Ado to FY14-15 Rec	2014-15 Recommended	2015-16 Proposed
Administration & Support					
UNDERSHERIFF	1.00	1.00	-	1.00	1.00
SHERIFF-CORONER	1.00	1.00	-	1.00	1.00
SHERIFFS COMMANDER	0.01	-	-	-	-
SHERIFFS LIEUTENANT	2.07	2.00	-	2.00	2.00
CHIEF FINANCIAL OFFICER	-	-	1.00	1.00	1.00
PROGRAM/BUS LDR-GEN	1.00	1.00	(1.00)	-	-
IT MANAGER	0.92	1.00	-	1.00	1.00
EDP OFFICE AUTO SPEC	3.69	4.00	-	4.00	4.00
SHERIFFS SERGEANT	3.91	4.00	-	4.00	4.00
ACCOUNTANT SUPERVISING	1.00	1.00	-	1.00	1.00
SHERIFFS DEPUTY S/DUTY	5.11	4.00	1.00	5.00	5.00
ADMIN OFFICE PRO	5.46	5.00	-	5.00	5.00
FINANCIAL OFFICE PRO	1.92	2.00	-	2.00	2.00
POLYGRAPH EXAMINER	0.85	1.00	-	1.00	1.00
COMPUTER SYSTEMS SPEC SUPV	0.96	1.00	-	1.00	1.00
SHERIFFS DEPUTY	0.05	-	-	-	-
COMPUTER SYSTEMS SPEC	4.00	4.00	-	4.00	4.00
PROGRAM MANAGER	0.50	1.00	-	1.00	1.00
CUSTODY DEPUTY S/DUTY	1.93	2.00	-	2.00	2.00
ACCOUNTANT	0.73	1.00	-	1.00	1.00
CUSTODY DEPUTY	0.05	-	-	-	-
EXECUTIVE SECRETARY	1.00	1.00	-	1.00	1.00
OPERATIONS MANAGER	0.12	-	1.00	1.00	1.00
ADMINISTRATIVE LDR-GEN	-	1.00	(1.00)	-	-
SHERIFFS DEPUTY TR	0.04	-	-	-	-
STOREKEEPER	1.00	1.00	-	1.00	1.00
UTILITY WORKER, INSTITUTIONS	1.00	1.00	-	1.00	1.00
CUSTODIAN	2.00	2.00	-	2.00	2.00
EXTRA HELP	2.54	-	-	-	-
Administration & Support Total	43.86	42.00	1.00	43.00	43.00
Custody Operations					
CHIEF DEPUTY SHERIFF	1.00	1.00	-	1.00	1.00
SHERIFFS COMMANDER	0.34	1.00	-	1.00	1.00
SHERIFFS LIEUTENANT	0.01	-	-	-	-
CUSTODY COMMANDER	1.00	1.00	-	1.00	1.00
CUSTODY LIEUTENANT	7.00	7.00	-	7.00	7.00
SHERIFFS SERGEANT	0.05	-	-	-	-
SHERIFFS DEPUTY S/DUTY	1.56	1.00	-	1.00	1.00
FINANCIAL OFFICE PRO	2.00	2.00	-	2.00	2.00
ADMIN OFFICE PRO	30.15	35.00	(1.00)	34.00	34.00
CUSTODY SERGEANT	15.47	15.37	-	15.37	15.37
SHERIFFS DEPUTY	8.77	-	-	-	-
CUSTODY DEPUTY S/DUTY	23.95	27.25	(2.00)	25.25	25.25
ACCOUNTANT	2.00	2.00	-	2.00	2.00
ALC/DRUG COUN SUP-COR FAC	1.00	1.00	-	1.00	1.00
CUSTODY DEPUTY	108.95	124.44	2.00	126.44	126.44
EXECUTIVE SECRETARY	1.00	1.00	-	1.00	1.00
ALC/DRUG COUN-CORR FAC	3.88	4.00	-	4.00	4.00
SHERIFFS DEPUTY TR	0.85	-	-	-	-

Sheriff

Staffing Detail Continued

Staffing Detail By Budget Program	2012-13 Actual	2013-14 Adopted	Change from FY13-14 Ado to FY14-15 Rec	2014-15 Recommended	2015-16 Proposed
MAINTENANCE PAINTER	1.00	1.00	-	1.00	1.00
SHERIFF PRNTSHP CSTDY SUP	1.00	1.00	-	1.00	1.00
FOOD SERVICES SUPERVISOR	1.00	1.00	-	1.00	1.00
SOCIAL SERVICES WORKER	0.42	2.00	-	2.00	2.00
COOK SHERIFFS INSTITUTIONS	6.38	7.00	-	7.00	7.00
PARK RANGER I, GROUNDS	-	1.00	-	1.00	1.00
LAUNDRY COORDINATOR	1.88	2.00	-	2.00	2.00
STOREKEEPER	0.85	1.00	(1.00)	-	-
UTILITY WORKER, INSTITUTIONS	9.00	10.00	2.00	12.00	12.00
EXTRA HELP	8.36	-	-	-	-
Custody Operations Total	238.88	249.06	-	249.06	249.06
Countywide Law Enforcement					
FORENSIC PATHOLOGIST	1.00	1.00	-	1.00	1.00
CHIEF DEPUTY SHERIFF	0.96	1.00	-	1.00	1.00
SHERIFFS COMMANDER	3.88	4.00	-	4.00	4.00
SHERIFFS LIEUTENANT	9.78	9.50	-	9.50	9.50
SHERIFFS SERGEANT	29.95	30.35	-	30.35	30.35
HELICOPTER PILOT	1.88	2.00	(1.00)	1.00	1.00
COMMUNICATION DISP MANAGER	1.00	1.00	-	1.00	1.00
SHERIFFS DEPUTY S/DUTY	62.56	65.00	1.00	66.00	66.00
SHERIFFS DEPUTY S/DUTY-M	1.00	1.00	-	1.00	1.00
LEGAL OFFICE PRO	4.92	5.00	(1.00)	4.00	4.00
ADMIN OFFICE PRO	40.17	38.75	1.00	39.75	39.75
SHERIFFS HELICOPTER PILOT	-	-	1.00	1.00	1.00
CUSTODY SERGEANT	-	-	-	-	-
SHERIFFS DEPUTY	80.92	101.00	(9.00)	92.00	92.00
FORENSIC TECHNICIAN SR	3.12	3.00	-	3.00	3.00
COMMUNICATIONS DISP SUPV	6.08	6.00	-	6.00	6.00
FORENSIC TECHNICIAN	-	1.00	-	1.00	1.00
AIRCRAFT MECHANIC	1.96	2.00	-	2.00	2.00
CUSTODY DEPUTY	0.08	-	-	-	-
COMMUNICATIONS DISP	20.00	24.00	-	24.00	24.00
SHERIFFS DEPUTY TR	2.69	12.00	6.00	18.00	18.00
MAPPING/GIS TECH	1.00	1.00	-	1.00	1.00
PARKING ENFORCEMENT OFFCR	1.00	1.00	-	1.00	1.00
EXTRA HELP	3.34	-	-	-	-
Countywide Law Enforcement Total	277.29	309.60	(2.00)	307.60	307.60
Court Security Services					
SHERIFFS LIEUTENANT	0.83	0.50	-	0.50	0.50
SHERIFFS SERGEANT	2.17	2.00	-	2.00	2.00
SHERIFFS DEPUTY S/DUTY	3.27	3.00	(1.00)	2.00	2.00
SHERIFFS DEPUTY S/DUTY-M	-	-	2.00	2.00	2.00
CUSTODY SERGEANT	0.52	0.63	-	0.63	0.63
SHERIFFS DEPUTY-M	1.00	1.00	-	1.00	1.00
SHERIFFS DEPUTY	22.26	22.00	-	22.00	22.00
CUSTODY DEPUTY S/DUTY	0.92	0.75	-	0.75	0.75
CUSTODY DEPUTY	10.11	13.00	-	13.00	13.00
EXTRA HELP	7.31	-	-	-	-
Court Security Services Total	48.40	42.88	1.00	43.88	43.88

Sheriff

Staffing Detail Continued

Staffing Detail By Budget Program	2012-13 Actual	2013-14 Adopted	Change from FY13-14 Ado to FY14-15 Rec	2014-15 Recommended	2015-16 Proposed
Unallocated					
SHERIFFS DEPUTY S/DUTY	1.69	-	-	-	-
SHERIFFS DEPUTY	2.54	-	-	-	-
CUSTODY DEPUTY	1.00	-	-	-	-
PARK RANGER I, GROUNDS	1.00	-	-	-	-
UTILITY WORKER, INSTITUTIONS	0.04	-	-	-	-
Unallocated Total	6.27	-	-	-	-
Department Total	614.70	643.54	-	643.54	643.54

2014-2016 BUDGET WORKSHOP

Child Support Services

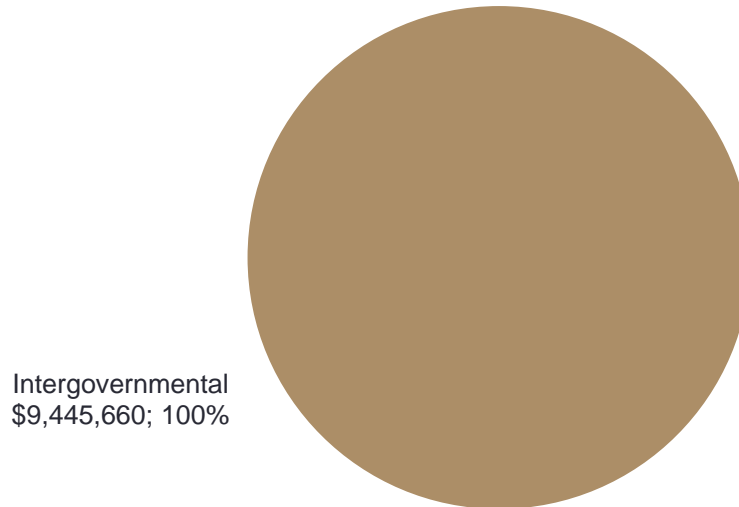


Child Support Services Summary

- ∂ Total Budget: \$9,445,660
- ∂ Operating: \$9,445,660
- ∂ Capital: \$ -0-
- ∂ FTE's: 78.6
- ∂ No General Fund Contribution
- ∂ No One-Time Use of Funds
- ∂ No Budget Expansion Requests
- ∂ Service Level Reductions: 2.2 FTE's

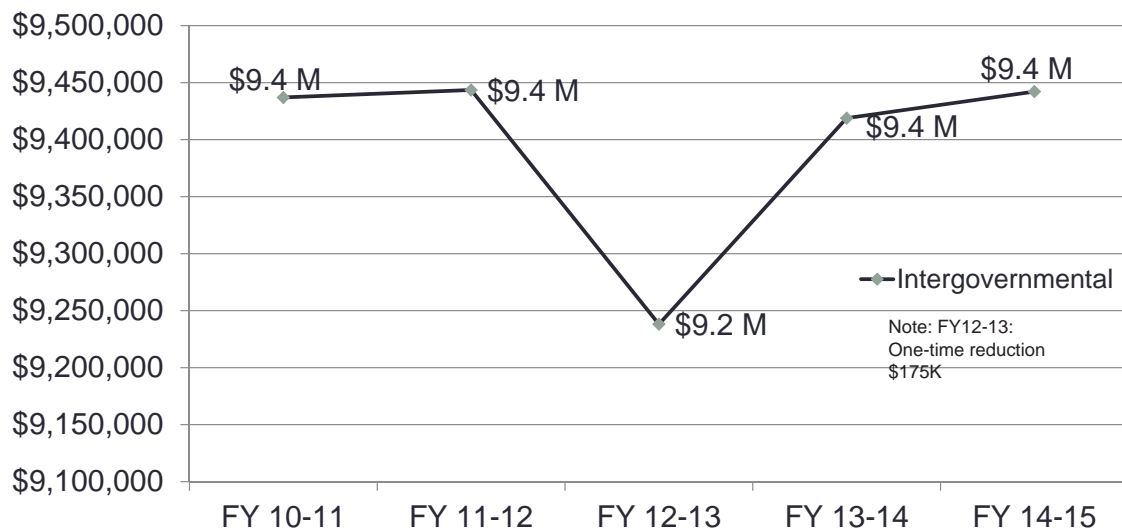
Child Support Services

FY 14-15 Source of Funds



Child Support Services

Revenues - 5 Year Summary



Child Support Services

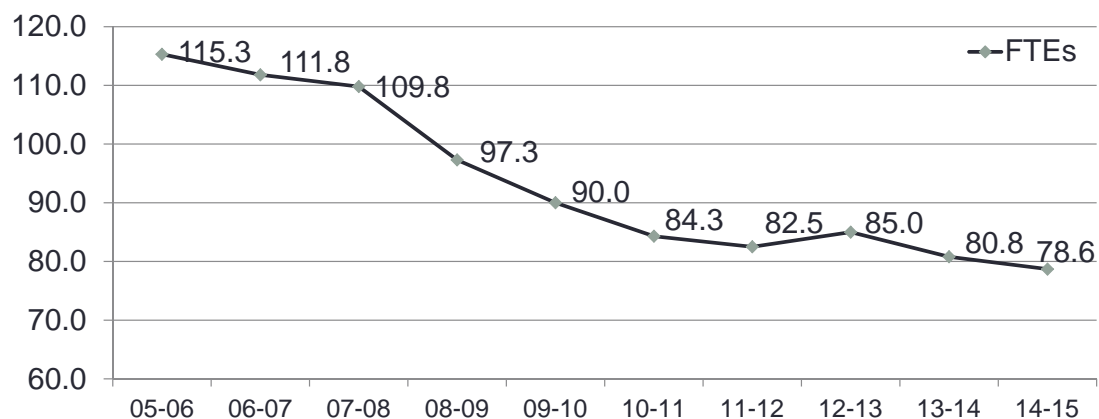
5 Year Summary Use of One-Time

NONE

Child Support Services

Staffing Summary

- ∂ 80.8 FTE FY 13-14 Adopted
- ∂ 78.6 FTE FY 14-15 Recommended



Child Support Services

FY 2013-14 Anticipated

Accomplishments

- Exceeded State goals in all five Federal Performance Measures
- Collected/distributed over \$28.3 million
- Returned \$4.7 million to Federal, State and Local Governments to reimburse expenditures for public assistance grants
- Embarked on Order of Examination Process (OEX) to discover non-custodial parent's assets and information to help cases process properly

Child Support Services

FY 2013-14 Anticipated

Accomplishments

- Participated in educational outreach to help clients who do not have medical insurance understand resources available to them through the Affordable Care Act
- Shared with other counties processes that enable Santa Barbara to conduct paperless court appearances
- Process Improvement Team solicited ideas from front-line staff, evaluated current business processes, and made improvements in how Department does business

Child Support Services

FY 2014-15 Objectives

- Continue to meet/exceed State goals for Federal Performance Measures despite staffing reductions
- Continue to identify and employ technology solutions to enhance workforce productivity
- Outreach to employers to improve communication and enhance speed of processing wage assignments, which are approximately \$19 million per year in child support collections
- Achieve cost savings/efficiencies in the management of process service

Child Support Services

FY 2015-16 Objectives

- Continue to meet/exceed State goals for Federal Performance Measures despite staffing reductions
- Continue to work with the Courts and Clerk-Recorder-Assessor to develop electronic file sharing protocols
- Assess options for alternate cash collection procedures

Child Support Services Performance Measures

Description	FY 12-13 Actual	FY 13-14 Est Actual	FY14-15 Recommended
% cases with court-established orders	90.3%	93.1%	94.1%
% current court ordered payments collected and distributed	62.4%	65.2%	67.2%
% cases with arrears that have past due payments collected/distributed	66.5%	68.8%	70.8%
% paternity established for children born out-of-wedlock	102.3%	102.4%	100%
Dollars in distributed collections divided by dollars expended	\$2.98	\$3.06	\$3.00
Dollars collected/distributed for Child Support	\$28.1 M	\$28.3 M	\$29.5 M
Dollars collected/distributed to Federal, State and Local Governments as reimbursement for public assistance	\$4.9 M	\$4.7 M	\$4.9 M

Child Support Services FY 14-15 Financial Changes & Related Service Level Reductions

Financial Changes Causing SLR:

Description	\$ Amount	Ongoing?
Flat funding from State/Federal Government coupled with increased salary and benefits costs	\$210,000	Yes

Service Level Reductions:

Program	FTEs	\$ Amount	Service Level Reduction
Case Management and Collections	1.8*	\$165,000	Increased ratio of casework per caseworker
Case Management and Collections	0.4*	\$ 45,000	Legal work in support of casework spread amongst fewer LOP's

*Reductions through attrition

Child Support Services

FT 14-15 Efficiency Changes

- Work with parents to agree on child support amounts and have stipulations signed, which saves time in court
- Conduct more in-house process service which saves time and money by not requiring paid process service
- Improve DNA testing processes
- Enhance use of technology to create efficiencies in the workplace

Child Support Services

Key Challenges and Emerging Issues

- What are primary challenges facing the department next year?
 - Maintain high level of performance with fewer staff as retirements occur and the inability to replace staff due to flat funding and increased costs
- What issues are on the horizon for the department?
 - Ongoing Information Security requirements from State, as well as local initiatives, to ensure privacy of data
 - Collaboration with Courts on how to improve processes between Courts and Child Support to help move cases forward and improve backlog of document processing resulting from Court's budget challenges
 - Use of technology to enhance productivity

Child Support Services Summary

- Flat revenue from the State coupled with increasing costs:
 - Increasingly challenging for Department to meet Federal and State performance goals
 - Department works to enhance productivity through technology and process improvement initiatives but this is not sustainable for the long term
 - Staffing levels have dramatically reduced over the past 10 years to stay within mandated budget allocations
- It's all about the KIDS! Child Support makes a difference.

Child Support Services



Child Support Services

Budget & Full-Time Equivalents (FTEs) Summary

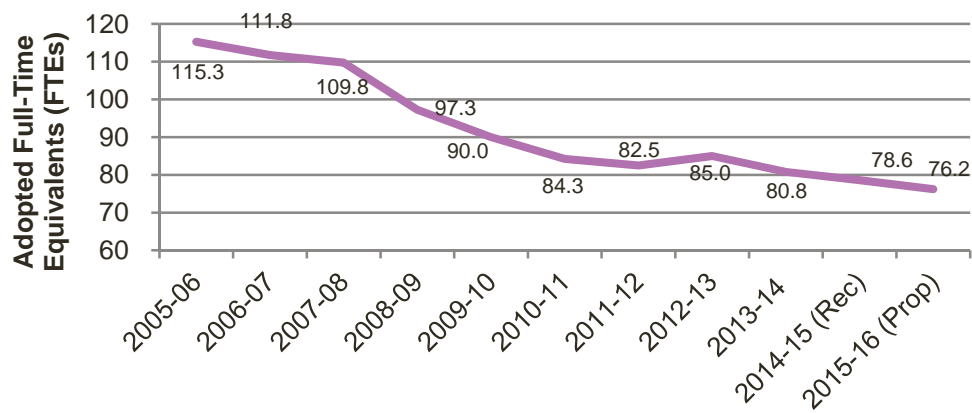
Operating	\$ 9,445,660
Capital	\$ -
FTEs	78.6

Budget Programs Chart



Staffing Trend

The staffing trend values will differ from prior year budget books in order to show amounts without the impact of any vacancy factors.



Child Support Services

Mission Statement

To serve children and families by establishing parentage and enforcing support orders in a fair and equitable manner.

Department Description

The Child Support Services Department (CSS) is the local agency responsible for administering the Federal and State Title IV-D child support program. CSS provides County residents with services such as establishing paternity, establishing and enforcing financial and medical support orders, and facilitating the collection and disbursement of child and spousal support payments through the State Disbursement Unit. Federal and State law governs the Department with oversight by the California Department of Child Support Services.

2013-14 Anticipated Accomplishments

Case Management & Collections

Exceeded State goals in all five Federal Performance Measures which include: paternity establishment, order establishment, current support, collections on cases with arrears, and cost effectiveness ratio (amount of dollars expended compared with dollars distributed). Also, the overall statewide ranking was increased from 31 last year to 23 this year. This was achieved by instituting efficiency measures such as re-organizing workload processes and increasing staff utilization of technology. Technology utilization included use of the recently developed Case Management Tool (CMT) that interfaces with the statewide electronic Child Support Enforcement (CSE) system and helps caseworkers manage and prioritize their casework. Technology enhancements such as Fox-it, an electronic tool that eliminates the need for a typewriter to fill in computer generated forms, are becoming embedded in the work environment to help the department become more efficient.

Collected and distributed over \$28.3 million in the Federal Fiscal Year ending September 30, 2013, for child support. Of this amount, \$23.6 million (83.3%) went directly to families; \$12.8 million of these funds went to families who previously were, but no longer are, in receipt of public assistance. Collected and returned \$4.7 million (16.7% of dollars distributed) to the Federal, State and Local Governments to reimburse expenditures for public assistance grants.

Embarked on Order of Examination Process (OEX) to discover non-custodial parent assets and information to help cases process properly.

Participated in educational outreach to help clients who do not have medical insurance understand resources available to them through the Affordable Care Act.

Shared processes with other counties that enable Santa Barbara to conduct paperless court appearances.

A framework for evaluating current business processes was created utilizing a cross-functional process improvement team ("PIT). The team solicits input from front-line staff that includes ideas such as: improving front desk sign in, customer surveys, correspondence with clients, court processes, and caseworker task performance improvement.

Achieved a major milestone by becoming a "paperless" work environment. Since 2009 the Department has purged 18,820 closed files and scanned about 15,800 open and closed cases. In addition to aiding the environment, having files scanned and uploaded enhances the Department's productivity by having on-line access to cases.

Continued outreach activities to high schools and penitentiaries, as well as participating in annual Veterans Stand Down Day, and providing information on local Spanish speaking radio stations.

Child Support Services

2014-16 Objectives

Case Management & Collections

Continue to improve in Federal Performance Measures by exceeding goals set by the State. This will be accomplished by continuing ongoing efforts to analyze impediments to performance and prioritizing efforts on Federal Performance Measures where the greatest impact can be achieved; as well as assessing annual State goals while setting higher internal goals when feasible.

Continue to identify emerging trends in technology developments and work organization, and then assess how these changes can be employed to improve the organization's performance.

Outreach to employers to improve information and enhance speed of processing wage assignments, which account for about \$19 million (67%) of child support collections annually.

Achieve cost savings and efficiencies in the management of process service.

Continue to work with the Courts and Clerk-Recorder-Assessor to develop electronic file sharing protocols.

Assess options for alternate cash collection procedures.

Changes & Operational Impact:

2013-14 Adopted to

2014-15 Recommended

Staffing

- Decrease of 2.2 FTEs through retirements and conversion to part-time.
- Department is reducing staff and not filling vacancies due to increased salaries & benefits costs; primarily the result of recent labor agreements.

Expenditures

- Net operating expenditure increase of \$16,000:
 - Salaries and Employee Benefits - Increase of \$14,000 due to increased costs attributed to recent labor agreements (\$308,000), offset by a reduction of 2.2 FTE's and anticipated increased salary savings (\$135,000).
 - Services and Supplies – Decrease of \$37,000 due primarily to decreased volume of process service (\$27,000); decreased lease cost of Santa Maria branch office (\$28,000); offset by increased miscellaneous increases (\$18,000).
 - Other Charges – increase of \$39,000 due to increased Data Processing charges (\$24,000) and liability insurance (\$18,000).

These changes result in recommended operating expenditures and total expenditures of \$9,445,660.

Revenues

- Net operating revenue increase of \$16,000:
 - State and Federal revenues mirror claimed expenditures. Department's revenues cannot exceed expenditures and adjust based on projected expenditures.

These changes result in recommended operating revenues and total revenues of \$9,445,660.

Child Support Services

Changes & Operational Impact: 2014-15 Recommended to 2015-16 Proposed

Overall, costs are expected to increase by \$17,000. The Department does not receive general fund contribution. Therefore, any increased costs must be absorbed within the existing budget allocation from the State, which is expected to remain the same as FY 2014-15. The Department is projecting a reduction of 2.3 FTE's in FY 2015-16 due to known retirements.

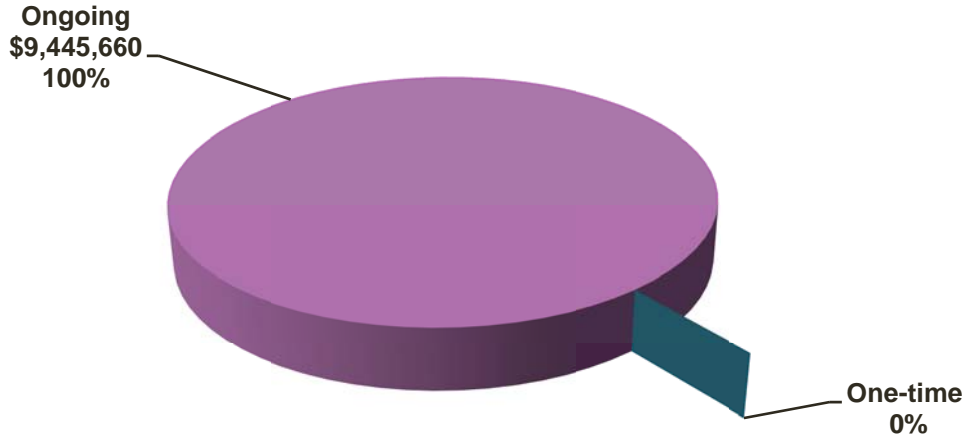
Related Links

For more information on the Child Support Services Department, refer to the Web site at <http://www.countyofsb.org/dcsc/index.asp>.

Child Support Services

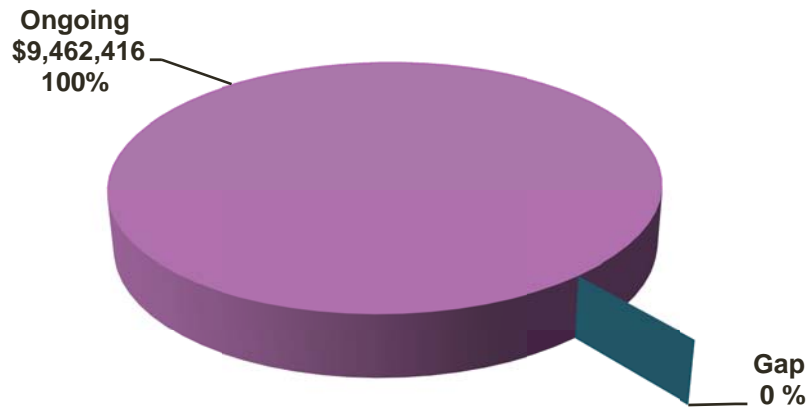
Gap Charts

FY 2014-15 Recommended Budget



The FY 2014-15 Recommended Budget is balanced and does not rely on any one-time sources to fund the Department's ongoing operations.

FY 2015-16 Proposed Budget



The FY 2015-16 Recommended Budget is balanced and does not rely on any one-time sources to fund the Department's ongoing operations.

Child Support Services

Performance Measures

<u>Description</u>	<u>FY 2011-12 Actual</u>	<u>FY 2012-13 Actual</u>	<u>FY 2013-14 YTD Actual</u>	<u>FY 2014-15 Recommended</u>	<u>FY 2015-16 Proposed</u>
Budget Program 1:					
Percent of child support cases with court-established orders.	88.9%	90.3%	93.1%	94.1%	95.1%
Percent of current court ordered child support payments collected and distributed.	59.4%	62.4%	65.2%	67.2%	68.7%
Percent of cases with arrears that have past-due payments collected and distributed.	63.8%	66.5%	68.8%	70.8%	71.8%
Percent of paternity establishment for children born out-of-wedlock. Note: Compares prior year open to current year resolved in caseload.	97.7%	102.3%	102.4%	100%	100%
Dollars in distributed collections divided by dollars expended	\$2.89	\$2.98	\$3.06	\$3.00	\$3.00
Child support payment dollars collected and distributed.	\$27,000,000	\$28,100,000	\$28,300,000	\$29,500,000	\$29,500,000
Dollars collected and distributed to Federal, State and Local Governments for reimbursement of public assistance expended.	\$4,700,000	\$4,900,000	\$4,700,000	\$4,900,000	\$4,900,000

Child Support Services

Budget Overview

	2012-13 Actual	2013-14 Adopted	Change from FY13-14 Ado to FY14-15 Rec	2014-15 Recommended	2015-16 Proposed
Staffing By Budget Program					
Case Management & Collections	80.82	80.75	(2.19)	78.56	76.25
Unallocated	0.35	-	-	-	-
Total	<u>81.17</u>	<u>80.75</u>	<u>(2.19)</u>	<u>78.56</u>	<u>76.25</u>
Budget By Budget Program					
Case Management & Collections	\$ 9,186,208	\$ 9,430,091	\$ 15,569	\$ 9,445,660	\$ 9,462,416
Unallocated	8,687	-	-	-	-
Total	<u>\$ 9,194,896</u>	<u>\$ 9,430,091</u>	<u>\$ 15,569</u>	<u>\$ 9,445,660</u>	<u>\$ 9,462,416</u>
Budget By Categories of Expenditures					
Salaries and Employee Benefits	\$ 7,723,672	\$ 7,942,890	\$ 13,930	\$ 7,956,820	\$ 7,953,058
Services and Supplies	1,175,561	1,200,827	(37,251)	1,163,576	1,176,360
Other Charges	295,662	286,374	38,890	325,264	332,998
Total Operating Expenditures	<u>9,194,896</u>	<u>9,430,091</u>	<u>15,569</u>	<u>9,445,660</u>	<u>9,462,416</u>
Capital Assets	21,491	-	-	-	-
Increases to Fund Balances	33	-	-	-	-
Fund Balance Impact (+)	-	33,594	(33,594)	-	-
Total	<u>\$ 9,216,420</u>	<u>\$ 9,463,685</u>	<u>\$ (18,025)</u>	<u>\$ 9,445,660</u>	<u>\$ 9,462,416</u>
Budget By Categories of Revenues					
Use of Money and Property	\$ (652)	\$ 4,000	\$ (500)	\$ 3,500	\$ 3,500
Intergovernmental Revenue	9,182,479	9,426,093	16,067	9,442,160	9,458,916
Miscellaneous Revenue	27	-	-	-	-
Total Operating Revenues	<u>9,181,854</u>	<u>9,430,093</u>	<u>15,567</u>	<u>9,445,660</u>	<u>9,462,416</u>
Other Financing Sources	-	-	-	-	-
Decreases to Fund Balances	33,607	33,592	(33,592)	-	-
Fund Balance Impact (-)	959	-	-	-	-
Total	<u>\$ 9,216,420</u>	<u>\$ 9,463,685</u>	<u>\$ (18,025)</u>	<u>\$ 9,445,660</u>	<u>\$ 9,462,416</u>

Child Support Services

Staffing Detail

Staffing Detail By Budget Program	2012-13 Actual	2013-14 Adopted	Change from FY13-14 Ado to FY14-15 Rec	2014-15 Recommended	2015-16 Proposed
Case Management & Collections					
CHILD SUPPORT ATTY SUPV	1.00	1.00	-	1.00	1.00
DIRECTOR	1.00	1.00	-	1.00	1.00
ASST DIRECTOR	1.00	1.00	-	1.00	1.00
BUSINESS MANAGER	1.00	1.00	-	1.00	1.00
CHILD SUPPORT ATTY	2.00	2.00	-	2.00	2.00
ADMIN OFFICE PRO	5.88	5.75	-	5.75	5.75
FINANCIAL OFFICE PRO	8.00	8.00	-	8.00	8.00
LEGAL OFFICE PRO	5.00	5.00	(0.42)	4.58	4.00
CHILD SUPPORT MANAGER	3.00	3.00	-	3.00	3.00
COMPUTER SYSTEMS SPEC	2.00	2.00	-	2.00	2.00
CHILD SUPPORT OFFICER SUPV	5.42	5.00	-	5.00	5.00
CHILD SUPPORT OFFICER SR	6.33	6.75	1.00	7.75	7.25
CHILD SUPPORT INVEST SPEC	2.00	2.00	-	2.00	2.00
CHILD SUPPORT OFFICER	36.91	37.00	(2.52)	34.48	33.25
EXTRA HELP	0.28	0.25	(0.25)	-	-
Case Management & Collections Total	80.82	80.75	(2.19)	78.56	76.25
Unallocated					
CHILD SUPPORT OFFICER SR	0.35	-	-	-	-
Unallocated Total	0.35	-	-	-	-
Department Total	81.17	80.75	(2.19)	78.56	76.25

2014-2016 BUDGET WORKSHOP

First 5

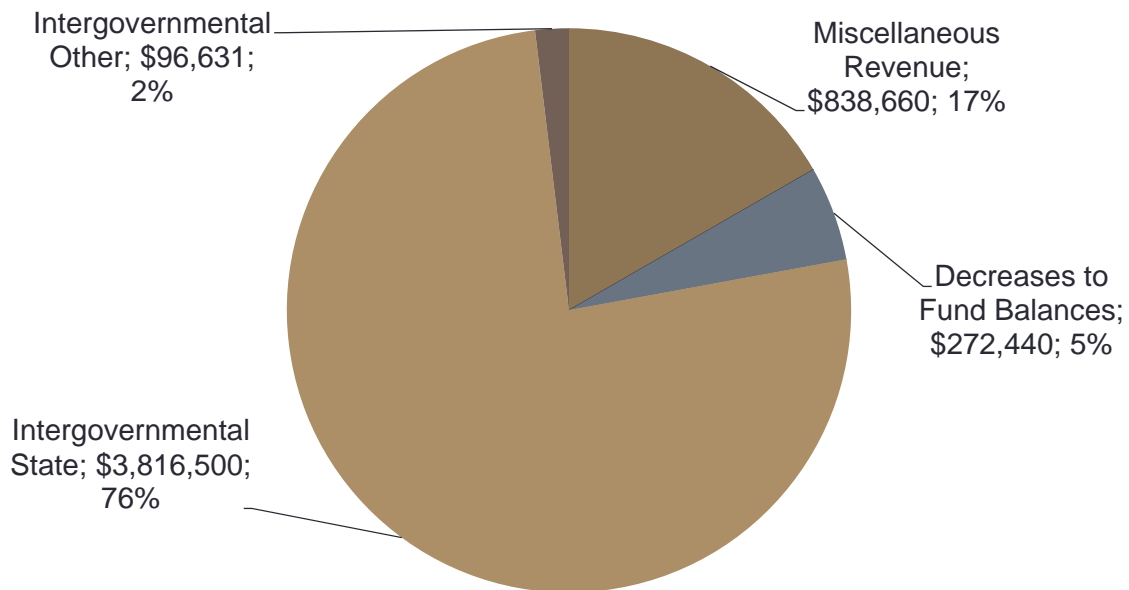


First 5 Summary

- ∂ Operating \$4,751,791
- ∂ Capital \$0
- ∂ General Fund \$0
- ∂ FTEs 14.0
- ∂ One Time Use of Fund Balance
\$272,440
- ∂ Service Level Reductions - None
- ∂ Expansion Requests - None

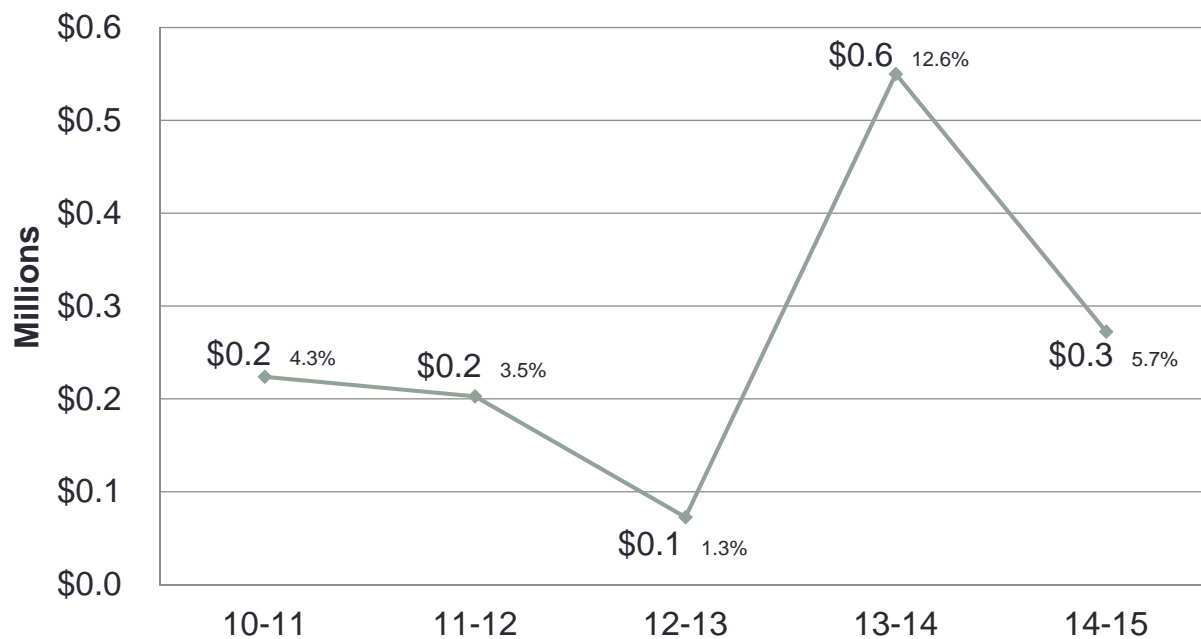
First 5

FY 14-15 Source of Funds



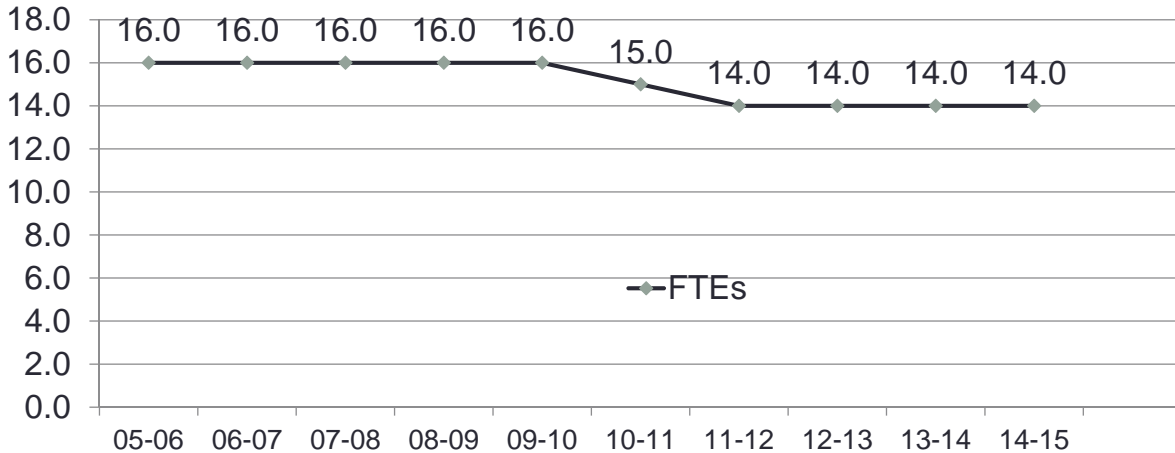
First 5

5 Year Summary Use of One-Time



First 5 Staffing Summary

- o 14.0 FTE FY 13-14 Adopted
- o 14.0 FTE FY 14-15 Recommended



First 5 FY 2013-14 Anticipated Accomplishments

- 25 grants and contracts totaling \$3.2 million
- Strong, improving evaluation and reporting systems
- Continued reduction in recidivism for child abuse reports - 30% in 08/09 to 3% in 12/13
- Continued improvement in kindergarten readiness improving (+11%)
- 900+ nurse home visits for newborns
- Continued improvement in parenting skills (FY 12-13 from 74% pre to 85% post)
- Continued improvement in preschool accreditation rate (FY 12-13: 27% (CA = 5%))

First 5 FY 2014-15 Objectives

2014-2017 Strategic Plan (approved Nov. 2013)

- Primary Focus Areas:
 1. Family Support
 2. Early Care and Education
- Secondary Focus Areas:
 1. Capacity Building and Systems Change
 2. Communications
 3. Child Health Insurance and Access

First 5 FY 2015-16 Objectives

- F5 as a model for accountability, reporting & public review
- Improve system to evaluate key outcomes longitudinally
- Invest in direct services where the need is highest
- Develop plan to expand availability and access to quality preschool/childcare
- Support improvements in social service system
- Centralized hub for information, community involvement, and support for 0-5 year olds

First 5

Performance Measures

Description	2012-13 Actual	FY 13-14 Estimated Actual	FY 14-15 Recommended
Number of Community reports providing transparency and communication of results	8	8	8
Percentage of contracted agencies receiving site visits to ensure fiscal accountability	100% (15)	100% (15)	100% (13)
Percentage of Families reporting being involved in planning at the service level	Not used in prior Years	Not used in prior years	75%
Percentage of families reporting that funded programs provide quality services	Not used in prior Years	Not used in prior Years	85%

First 5

Performance Measures Continued

Description	2012-13 Actual	FY 13-14 Estimated Actual	FY 14-15 Recommended
Number of Early Childhood Education Programs receiving national accreditation with First 5 funded services	37	48	55
Percentage of First 5 funded Family Support & Early Care and Education service goals achieved	Not Used in Prior years	Not Used in Prior years	90%
New dollars leveraged with First 5 funds for programs enhancement and sustainability	Not Used in Prior years	Not Used in Prior years	\$10,000
Number of Parents of children 0-5 requesting information & resources in response to First 5 communication efforts	Not Used in Prior years	2,500	2,750

First 5

Service Level Reductions

NONE

First 5

FT 14-15 Efficiency Changes

- 2-1 match for Preschool and Childcare Expansion Project
 - \$600,000/year in match funding to be developed
- Private/corporate funding to support Communications
- Changed posture in relation to funded agencies/partners
 - Increased reliance on leveraged/diversity of funding
- Marketing department core strengths in areas outside 0-5
 - Consult with social service agencies/philanthropy to improve and maintain evaluation & reporting systems

First 5 Key Challenges and Emerging Issues

- Decreasing Tobacco Tax Allocations (\$150K/year)
- Jan. 2016 reductions in existing grant funding
 - Race to the Top Challenge Grant (\$250K)
 - Orfalea Foundation Accreditation Project (130K)
- Continued fiscal challenges in broader system
- Needs of children and families exceed community's capacity to address them

First 5 Summary

A funder, partner, convener, and advocate in support of children prenatal through age five

Leveraging F5 resources to build community's capacity to meet the needs of children and families

To help all children prepare for kindergarten by supporting families to be healthy and strong and by enhancing the availability of high quality childcare and preschool

First 5

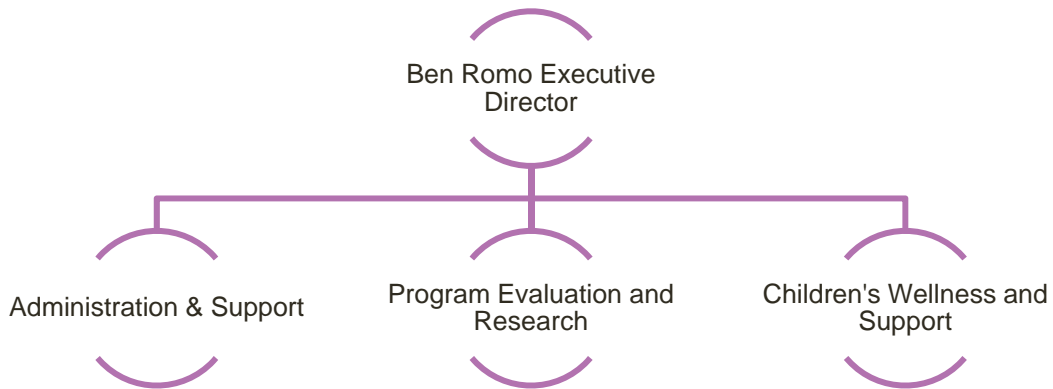


First 5

Budget & Full-Time Equivalents (FTEs) Summary

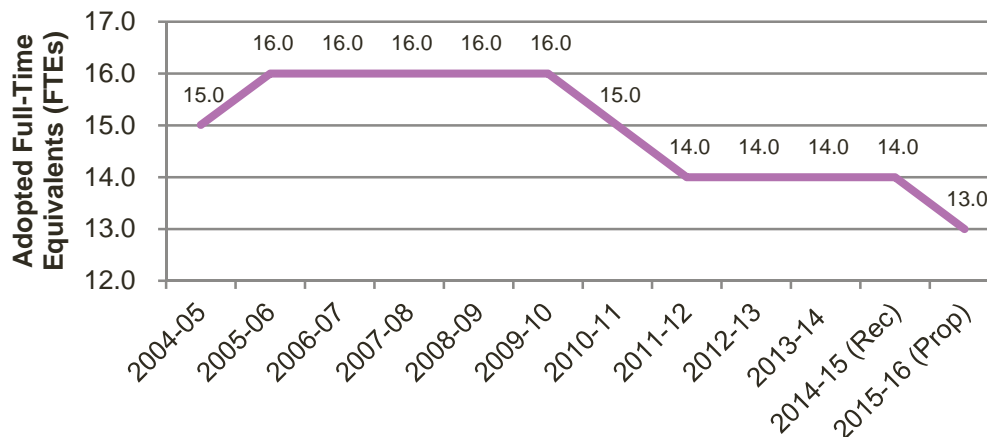
Operating	\$	5,024,231
Capital	\$	-
FTEs		14.0

Budget Programs Chart



Staffing Trend

The staffing trend values will differ from prior year budget books in order to show amounts without the impact of any vacancy factors



First 5

Mission Statement

To help all children prepare for kindergarten by supporting families to be healthy and strong and by enhancing the availability of high quality childcare and preschool.

Department Description

First 5 Santa Barbara County (First 5) was established in 1999 through the 1998 passage of Proposition 10, the California Children and Families Act which imposed a sales tax on tobacco products and designated those funds for programs and services that support the healthy and successful development of children; prenatal through age 5. Santa Barbara County's share of Prop 10 funds are distributed based on the County's birth rate.

The 13-member First 5 Children and Families Commission (nine commissioners and four alternates) serves as the governing body of First 5 overseeing operations, fiscal and programmatic compliance, and ensuring the proper, effective, and efficient use of taxpayer funds. Santa Barbara County is a critical partner in the success of First 5, and serves as the organizational umbrella for the agency. First 5's relationship with the County allows increased capacity and tremendous credibility in the community. First 5 is aligned with the Board of Supervisors Strategic Plan, Goal No. 6: Families and Children: "A community that Fosters the Safety and Well-being of Individuals, Families and Children."

Under the direction of the Executive Director, the department is organized into three budget programs: Administration and Support, Program Evaluation & Research, and Children's Wellness and Support. Administration and Support comprises fiscal oversight of the department and all programmatic contracts, funding, and allocations. Program Evaluation and Research ensures programmatic quality and accountability for contracts, technical assistance and training for grantees, service integration and coordination, and comprehensive results based evaluation directed to key outcomes identified in the new 2014-2017 First 5 Strategic Plan.

Children's Wellness and Support includes First 5's investment and services in two Primary Focus Areas and three Secondary Focus Areas identified in its newly adopted Strategic Plan. Within each of these Focus Areas, First 5 serves as a funder, partner, convener, and advocate in support of children prenatal through age five, while ensuring that taxpayer dollars are spent on effective and efficient services which are subject to public review and maximum accountability.

In the current fiscal year, First 5 funded five primary initiatives: Family Strengthening, Newborn Home Visiting, Early Care and Education, THRIVE Community Collaboratives, and Children's Health Insurance. Fiscal Year 2014-15 marks the transition to a new First 5 Strategic Plan as described in the paragraph above and new funding strategies.

In the Primary Focus Area of Family Support, First 5 will devote funding through a competitive process to agencies and nonprofits to provide: 1. Parent education and support; 2. Case management; 3. Information and referral/linkages and follow up; and 4. Child and maternal health access. First 5 staff also provides leadership in the area of Family Support by leading efforts to improve the broader system of care for children and families.

In the Primary Focus area of Early Care and Education, First 5 funding and services will support efforts to 1. Improve the quality of existing childcare and preschool services; and 2. Create new quality childcare and preschool services and expand access to them. First 5 staff provides direct services and leadership in this area, and coordinates or contracts with community partners to accomplish the Commission's goals.

Additionally, First 5 will invest in three Secondary Focus Areas: 1. Capacity Building and Systems Change, which provides grants to improve the broader social services system of care supporting children age 0-5; 2. Communications, which will connect parents and the broader community with information on how to support child development and issues important for 0-5 year olds; and 3. Health Insurance and Access for Children, which

First 5

provides health insurance to children age 0-5 who otherwise would be without such coverage.

As the department has developed over the years, First 5 has significantly expanded collaboration with other funders and funding streams. Building on its highly recognized expertise in early child development and skills in service integration and capacity building as well as results based evaluation, First 5 has been highly successful in increasing dollars for the County directive of investing in the critical early years of our children.

2013-14 Anticipated Accomplishments

Administration & Support

First 5 administered and maintained 25 grants and/or contracts totaling \$3.2 million with nonprofits, agencies, school districts, and businesses to serve 0-5 year olds and their families and ensured the highest level of accountability and the proper and effective use of funds in accordance with the intent of Proposition 10 and the will of California voters

First 5 ensured a high level of fiscal control, transparency, accounting, and reporting, meeting all requirements of state law, the rules and regulations of First 5 of California, the County's auditing and fiscal control processes, and an independent third party audit and review of finances.

Program Evaluation and Research

Utilizing UC Santa Barbara as a hub for data aggregation, First 5 maintains a system of data collection and results dissemination with school districts to better track long-term outcomes for children beginning at birth.

First 5 simplified and narrowed the Commission's result areas within its new Strategic Plan to better communicate the impact of the work of First 5 to the greater community.

First 5 published the Commission's Annual Evaluation Report, Community Impact Report and program results within the Commission's website to provide greater access to those documents for the public seeking information on the impact of funded programs.

Children's Wellness and Support

Clients participating in the Front Porch program within the Family Strengthening Initiative showed a drop in recidivism for child abuse reports from 30% in FY 08-09 to 3% in FY 12-13. This was the result of a strong partnership between First 5, the County's Child Welfare System (CWS), Community Action Commission (CAC), and Child Abuse Listening and Mediation (CALM) working to ensure that children are growing up in safer home environments. In FY 12-13, parents receiving services from partners within the Family Strengthening Initiative showed continued improvements in their parenting skills from 74% at intake to 85% at follow up.

Among children served in First 5 funded THRIVE Community Collaboratives, results from the Kindergarten Student Entrance Profile (KSEP) show that the percentage of children rated as "Ready-to-Go" (highest level of school readiness as defined by this screening tool) continue to improve in kindergarten readiness (+11%).

First 5 investments in children's health insurance provided coverage to 110 0-5 year olds who otherwise would have gone without insurance. The Welcome Every Baby Newborn Home Visiting program provided nurse home visits to more than 912-mothers and provided 665 additional child development visits for parents and infants with higher levels of need.

As a result of First 5's investments to increase the level of quality in preschool and childcare services, over 6,500 children are receiving higher quality early care and education services, which helps improve school readiness. A total of 37 child care centers in the County have met the highest standard for early care and education programs with national accreditation, an increase of five

First 5

centers from this past year, and a total rate seven times higher than the State average. Additionally, of approximately 2,000 child care providers in Santa Barbara County, 36% now have Bachelor's degrees, another marker of quality. Moreover, since 2000 First 5 has helped increase the rate of licensed child care spaces per 100 children from 24% to 30%, by providing technical assistance and resources.

2014-16 Objectives

Administration & Support

Ensure a high level of fiscal accountability and oversight in relation to the granting of funds for program purposes and reporting on outcomes to ensure the effective and efficient use of tax payer dollars; compliance with State, local, and other accounting and reporting requirements; and adherence to the will of California voters and Proposition 10.

Program Evaluation and Research

Provide greater access and transparency to interested parties by publishing data, results, and outcomes on an ongoing basis on the Commission's website and other direct communications venues.

Revise current set of program indicators that track results so that they are easier to gather, better communicate, and more accurately reflect, the desired results that are hoped to be achieved.

Increase the ability within First 5 and the broader community to measure outcomes and results on a longitudinal basis.

Children's Wellness and Support

Invest in evidence based programs and strategies serving children and families who are most in need.

Promote, improve, and create systems of evaluating outcomes and results within the social service and educational system serving children age 0-5 to allow for increased longitudinal

measurement of program success and to better inform future strategies.

Implement a new strategy within First 5, in partnership with other funders and providers, to create increased capacity and parental access to high quality preschool and childcare services.

Explore and create new communications and revenue generating strategies to support healthy child development, kindergarten readiness, and increased public support for efforts to meet the needs of 0-5 year olds.

Changes & Operational Impact: 2013-14 Adopted to 2014-15 Recommended

Staffing

No changes in staffing

Expenditures

Net operating expenditure decrease of -
\$135,000:

- +\$78,900, increase in Salaries and Benefits for employee salaries, workers compensation premiums, retirement rate and health insurance increases.
- -\$213,900, decrease in Services and Supplies and Other Charges due to:
 - -\$208,700 decrease in contractual services, legal services, printing, travel costs, grants sun setting, fees charged being reallocated to appropriate line item, increases in county allocation costs, and increase in Early Care and Education grants to the community
 - -\$5,000 decrease in data processing services and liability charges and decreases in telephone services and motor pool
- Net non-operating expenditure decrease of \$9,000 due to a decrease to the fund balance from the FY 2012-13 year-end balancing entry and increase to fund balance to designate unspent grant dollars

First 5

These changes result in recommended operating expenditures of \$4,951,000, non-operating expenditures of \$73,000, resulting in total expenditures of \$5,024,000. Non-operating expenditures primarily include capital assets, transfers, and increases to fund balances.

Revenues

- Net operating revenue increase of \$392,000
 - -\$20,000 Decrease in interest income (interest adjusted to better reflect actual interest earned)
 - -\$3,000 Decrease in State Allocation per revenue projections from Board of Equalization
 - -\$12,500 Decrease in Intergovernmental allocation due to late adjustment in state contract
 - +\$428,000 Increase in miscellaneous revenue and other grants due to receipt of Race to the Top Early Learning Challenge grant supplemental dollars and projected revenue from external contract oversight fees and funds from private foundations to support increased communication strategies
- Net non-operating revenue decrease of \$518,000
 - - The decrease of one-time use of fund balance to fund ongoing operations and release of funds designated for approved projects

These changes result in recommended operating revenues of \$4,751,800 and non-operating revenues of \$272,400 resulting in total revenues of \$5,024,200. Non-operating revenues primarily include transfers, and decreases to fund balances.

Changes & Operational Impact: 2014-15 Recommended to 2015-16 Proposed

First 5 funding is derived mainly from taxes collected on tobacco products. As the number of smokers has decreased in the State, so too has First 5's annual funding. Recognizing this decrease, in 2010 the First 5 Commission approved spending reserves in order to maintain programs and services. The current fiscal strategic plan calls for maintaining a reserve of no less than one year of operational expenses. The Commission maintains by policy that the fund balance should not decrease below two million.

In January 2014 the First 5 Commission approved the 2014-2017 Fiscal Strategic Plan. The plan is designed to communicate the approach for First 5's administrative and programmatic investments as they relate to the 2014-2017 Strategic Plan which was approved by the Commission in November 2013.

The Fiscal plan was developed with the most updated projections presented to First 5 California by the California Department of Finance. These forecasts anticipate an average decline in tobacco tax revenues of 3% over the next three years beginning FY14-15 through FY16-17. Due to decreasing revenue and fund balance, administrative and staffing expenses may need to be decreased starting in 2015-2016.

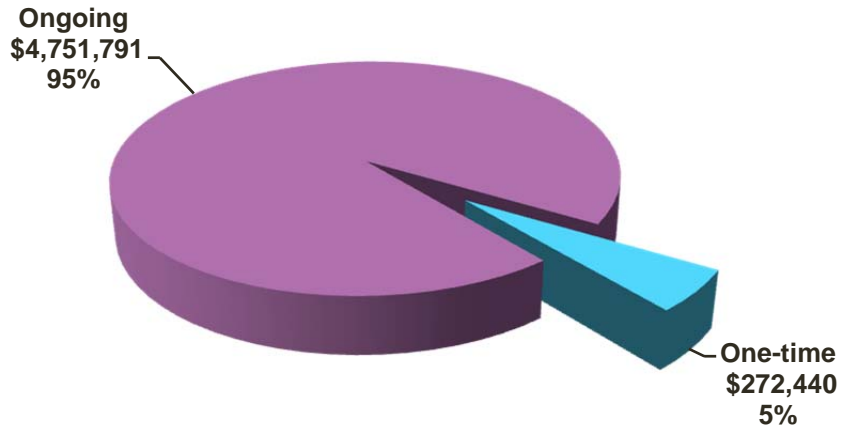
Related Links

For more information on the First 5 Department, refer to the Web site at <http://first5santabarbaracounty.org/>.

First 5

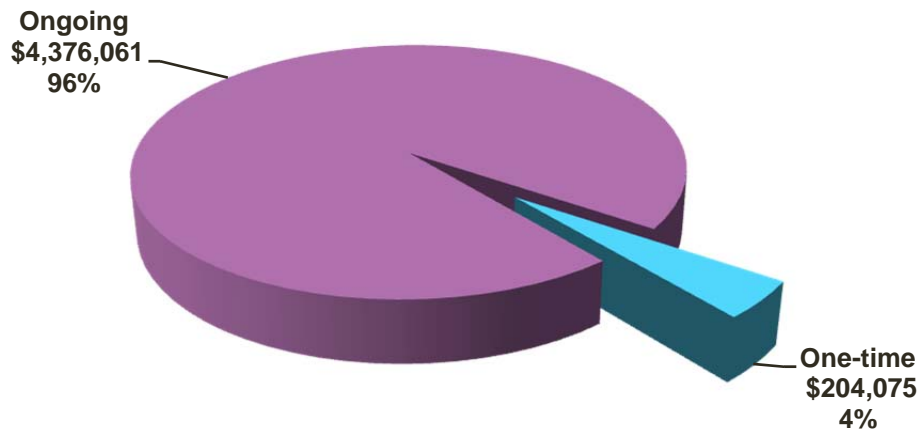
Gap Charts

FY 2014-15 Recommended Budget



The FY 2014-15 Recommended Budget relies on the use of reserve funds in the amount of \$272,440 to fund 5% of the department's ongoing operations. The use of these funds is reflected in the First 5 Commission's approved Long Range Financial Plan.

FY 2015-16 Proposed Budget



The First 5 Commission's approved Long Range Financial Plan projects a decrease in funding in FY 2014-2015, and-FY 2015-2016. It is estimated there will be a 4% budget gap of \$204,075 in FY 2015-2016. To support ongoing operations, the Commission has always planned for monitored contributions from designated reserve to make up a portion of the projected decrease.

First 5

Performance Measures

<u>Description</u>	<u>FY 2011-12 Actual</u>	<u>FY 2012-13 Actual</u>	<u>FY 2013-14 YTD Actual</u>	<u>FY 2014-15 Recommended</u>	<u>FY 2015-16 Proposed</u>
<u>Administration & Support-Providing good stewardship of public dollars</u>					
Number of Community reports providing transparency and communication of results	8	8	8	8	8
Percent of contracted agencies receiving site visits to ensure fiscal accountability	100% 15	100% 12	100% 15	100% 13	100% 13
<u>Program Evaluation and Research-Ensuring program quality and accountability</u>					
Percentage of Families reporting being involved in planning at the service level	Not Used in Prior years	Not Used in Prior years	Not Used in Prior years	75%	77%
Percentage of families reporting that funded programs provide quality services	Not Used in Prior years	Not Used in Prior years	Not Used in Prior years	85%	87%
<u>Children's Wellness and Support-Improving Outcomes for Children</u>					
Number of Early Childhood Education Programs receiving national accreditation with First 5 funded services	32	37	48	55	62
Percentage of First 5 funded Family Support & Early Care and Education service goals achieved	Not Used in Prior years	Not Used in Prior years	Not Used in Prior years	90%	95%
New dollars leveraged with First 5 funds for program enhancement and sustainability	Not Used in Prior years	Not Used in Prior years	Not Used in Prior years	\$10,000	\$600,000
Number of Parents of children 0-5 requesting information & resources in response to First 5 communication efforts	Not Used in prior years	Not Used in prior years	2,500	2,750	3,000

First 5

Budget Overview

	2012-13 Actual	2013-14 Adopted	Change from FY13-14 Ado to FY14-15 Rec	2014-15 Recommended	2015-16 Proposed
Staffing By Budget Program					
Administration & Support	4.00	4.00	-	4.00	4.00
Program Evaluation and Research	1.08	1.05	(0.55)	0.50	0.50
Children's Wellness and Support	8.30	8.95	0.55	9.50	8.50
Total	<u>13.38</u>	<u>14.00</u>	<u>0.00</u>	<u>14.00</u>	<u>13.00</u>
Budget By Budget Program					
Administration & Support	\$ 740,207	\$ 757,200	\$ 18,785	\$ 775,985	\$ 739,037
Program Evaluation and Research	368,480	363,926	(83,662)	280,264	234,820
Children's Wellness and Support	4,563,243	3,965,042	(70,135)	3,894,907	3,603,879
Unallocated	700	-	-	-	-
Total	<u>\$ 5,672,630</u>	<u>\$ 5,086,168</u>	<u>\$ (135,012)</u>	<u>\$ 4,951,156</u>	<u>\$ 4,577,736</u>
Budget By Categories of Expenditures					
Salaries and Employee Benefits	\$ 1,592,002	\$ 1,674,438	\$ 78,928	\$ 1,753,366	\$ 1,730,939
Services and Supplies	4,005,095	3,358,246	(209,688)	3,148,558	2,802,572
Other Charges	75,533	53,484	(4,252)	49,232	44,225
Total Operating Expenditures	<u>5,672,630</u>	<u>5,086,168</u>	<u>(135,012)</u>	<u>4,951,156</u>	<u>4,577,736</u>
Capital Assets	-	-	-	-	-
Other Financing Uses	2,400	2,400	-	2,400	2,400
Increases to Fund Balances	203,526	-	70,675	70,675	-
Fund Balance Impact (+)	-	61,609	(61,609)	-	-
Total	<u>\$ 5,878,556</u>	<u>\$ 5,150,177</u>	<u>\$ (125,946)</u>	<u>\$ 5,024,231</u>	<u>\$ 4,580,136</u>
Budget By Categories of Revenues					
Use of Money and Property	\$ (9,674)	\$ 30,000	\$ (20,000)	\$ 10,000	\$ 10,000
Intergovernmental Revenue	4,280,549	3,928,633	(15,502)	3,913,131	3,827,034
Miscellaneous Revenue	1,261,582	400,679	427,981	828,660	539,027
Total Operating Revenues	<u>5,532,457</u>	<u>4,359,312</u>	<u>392,479</u>	<u>4,751,791</u>	<u>4,376,061</u>
Decreases to Fund Balances	81,013	790,865	(518,425)	272,440	204,075
Fund Balance Impact (-)	265,085	-	-	-	-
Total	<u>\$ 5,878,556</u>	<u>\$ 5,150,177</u>	<u>\$ (125,946)</u>	<u>\$ 5,024,231</u>	<u>\$ 4,580,136</u>

First 5

Staffing Detail

Staffing Detail By Budget Program	2012-13 Actual	2013-14 Adopted	Change from FY13-14 Ado to FY14-15 Rec	2014-15 Recommended	2015-16 Proposed
Administration & Support					
CHILDREN & FAMILY SVCS DIR	1.00	1.00	-	1.00	1.00
FINANCIAL OFFICE PRO	1.00	1.00	-	1.00	1.00
ADMIN OFFICE PRO	1.00	1.00	-	1.00	1.00
BUSINESS MANAGER	1.00	1.00	-	1.00	1.00
Administration & Support Total	4.00	4.00	-	4.00	4.00
Program Evaluation and Research					
PROJECT MANAGER	0.48	0.50	-	0.50	0.50
ADMIN OFFICE PRO	0.61	0.55	(0.55)	-	-
Program Evaluation and Research Total	1.08	1.05	(0.55)	0.50	0.50
Children's Wellness and Support					
PROJECT MANAGER	0.52	0.50	-	0.50	0.50
ADMIN OFFICE PRO	3.39	3.45	0.55	4.00	4.00
PROGRAM MANAGER	1.00	1.00	-	1.00	1.00
FIRST 5 PROGRAM SPECIALIST	3.00	3.00	-	3.00	3.00
CONTRACTOR	0.38	1.00	-	1.00	-
Children's Wellness and Support Total	8.30	8.95	0.55	9.50	8.50
Department Total	13.38	14.00	-	14.00	13.00

2014-2016 BUDGET WORKSHOP

Social Services



Social Services Summary

- ∂ Total Budget
 - ∂ Operating - \$165.1M
 - ∂ Capital - \$0.2M
 - ∂ General Fund Contribution - \$6.7M
 - ∂ FTE' s - 869.3
 - ∂ One Time Use of Fund Balance - \$5.2M
 - ∂ Service Level Reductions - None
 - ∂ Expansion Request - \$1.3M

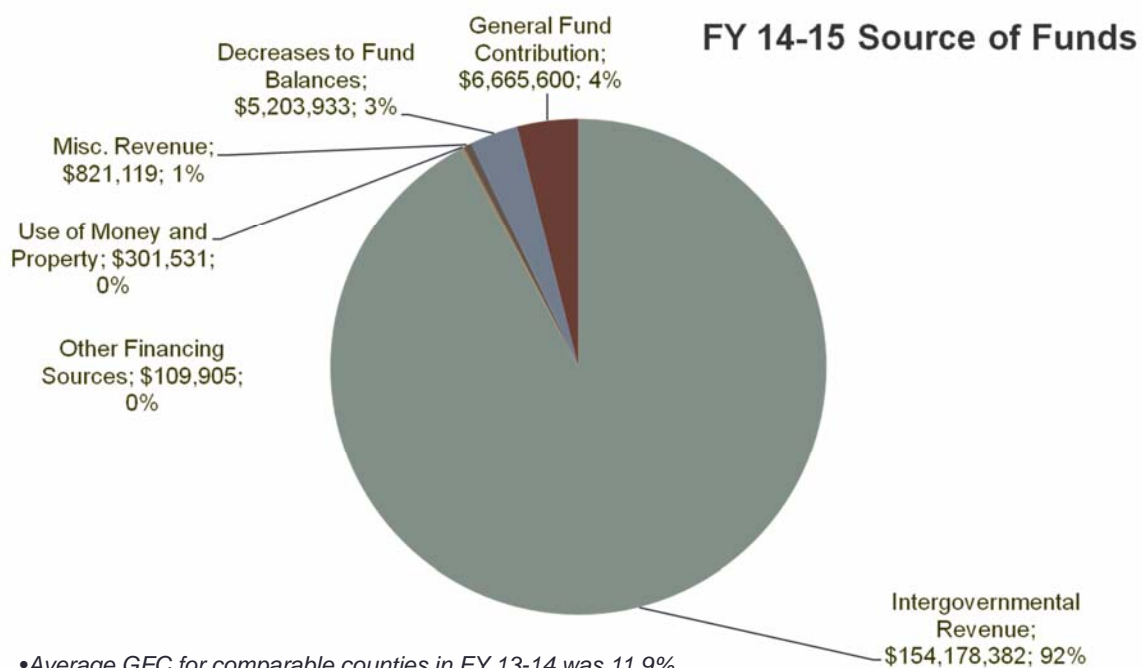
Social Services

Summary

Capital Major Projects

- ∂ IT Hardware Replacement Project, \$220k FY 14-15
 - ∂ This project will expand the Department of Social Services current electronic storage capabilities and provide redundancy for file servers between north and south county sites.

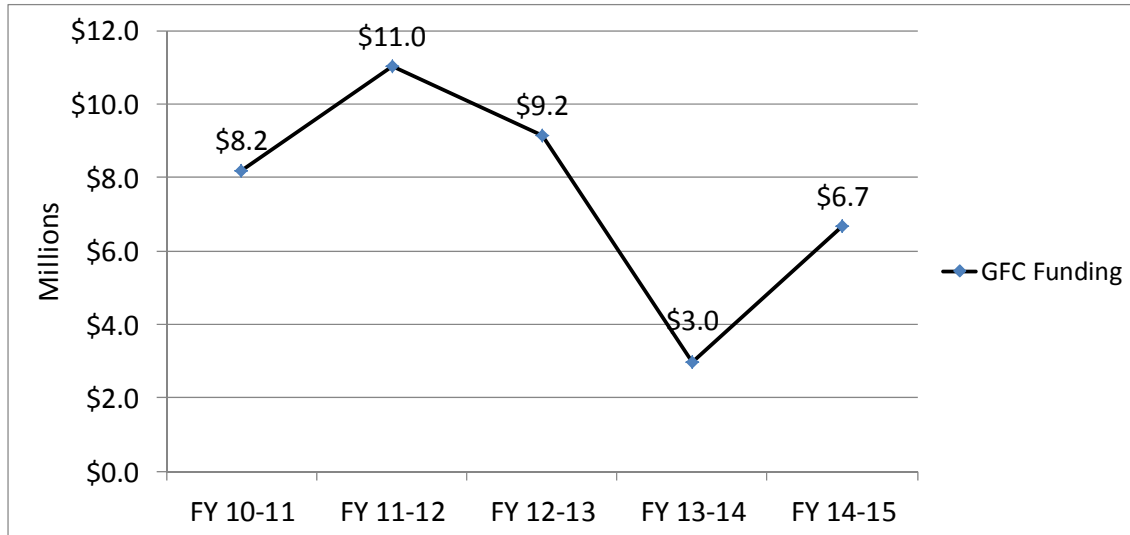
Social Services



•Average GFC for comparable counties in FY 13-14 was 11.9%.
DSS's GFC percentage was 2% in FY 13-14.

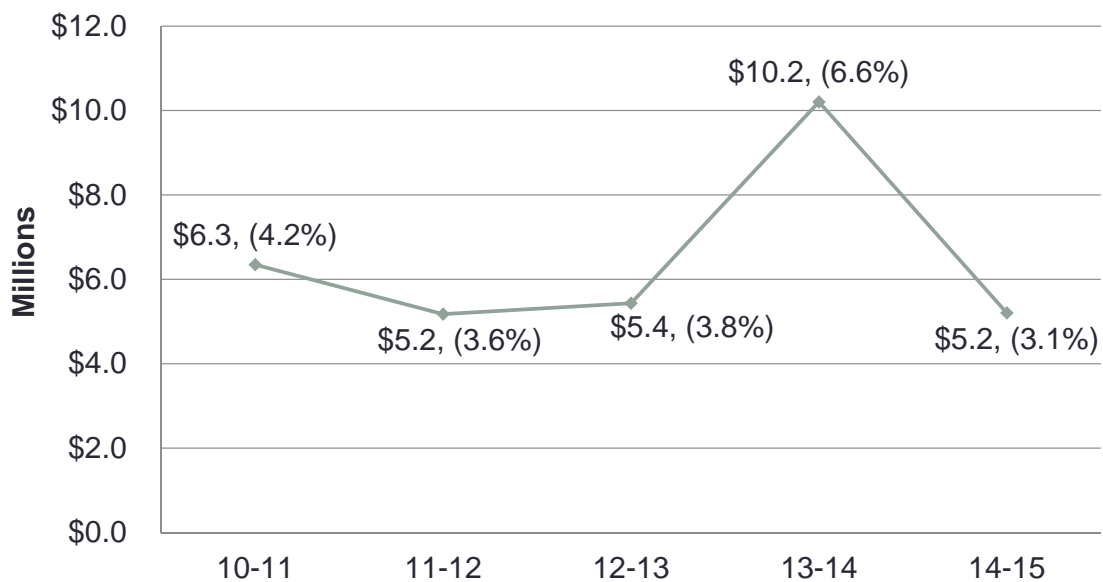
Social Services

GFC 5 Year Summary



Social Services

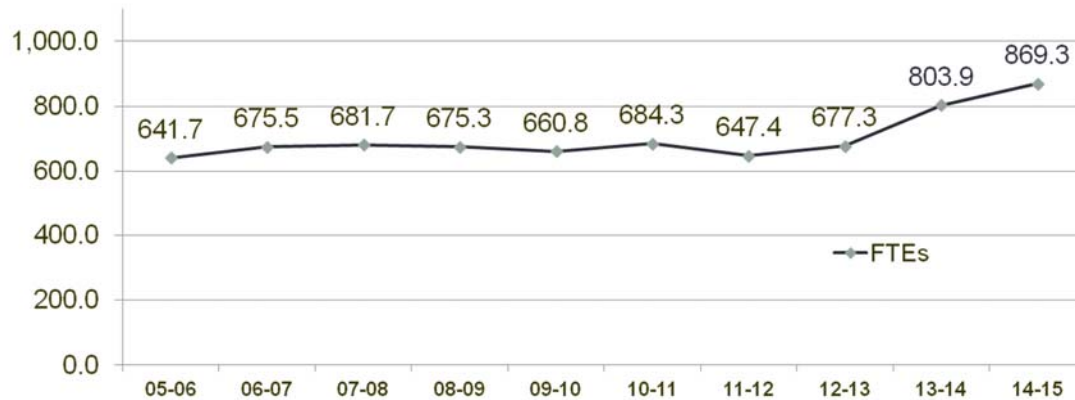
5 Year Summary Use of One-Time



Social Services

Staffing Summary

- ∂ 803.9 FTE FY 13-14 Adopted (*847.6 FTE Adjusted*)
- ∂ 869.3 FTE FY 14-15 Recommended
- ∂ 13.5 FTE FY 14-15 Recommended Expansion *



* Not included in chart above

Social Services

FY 2013-14 Anticipated Accomplishments

- Health Care Reform Implementation
 - Created Exchange Intake Unit to process new call volume
 - Expanded space and infrastructure to support new staff
- Katie A collaboration with ADMHS
- IHSS migration of records to the Case Management Information Payrolling System (CMIPS) II
- Transitioned to CalWIN Web Enablement
- Initiated Family Stabilization Services

Social Services

FY 2013-14 Anticipated Accomplishments

- Deployed mobile technology to Adult and Children's workforce to improve efficiency and customer service
- Completed a report on poverty that analyzed distribution of resources and services in the County
- Developed a dedicated Welfare to Work training program for Career Employment Specialists
- Enhanced oversight to on-call after-hours Adult and Children's programs

Social Services

FY 2014-15 Objectives

- Reduce the number of audit exceptions
- Increase outreach to CalFresh recipients nearing renewal deadlines
- Complete the implementation of Katie A case management with ADMHS
- Fully implement Expanded Subsidized Employment and Family Stabilization Services initiatives
- Implement a unified, family friendly and child-centered Resource Family Approval program

Social Services

FY 2015-16 Objectives

- Incorporate the principles of the Safety Organized Practice (SOP) program into child welfare social work practice
- Continue collaboration with State and local entities to create a seamless customer experience when applying for Medi-Cal and other safety net services

Department Name

Performance Measures

Description	2012-13 Actual	FY 13-14 Estimated Actual	FY 14-15 Recommended
Percent of CalFresh cases processed within mandated timeframes	91%	91%	County Target = 95% (Federal Target = 90%)
Percent of abuse and neglect allegations receiving timely contact	97%	98%	County Target = 100% (Federal Target = 90%)
Percent of Welfare to Work participants engaged in activities leading to self-sufficiency	75%	74%	70%
Percent of APS referrals that receive a Risk Assessment within 21 days of initial visit	82%	82%	90%

Social Services

Service Level Reductions

None

Social Services

FY 14-15 Efficiency Changes

- Reduce the number of eligible CalFresh recipients who get exit the program and have to reapply
 - Will increase our intake capacity and provide safety net services in a more consistent manner
 - Will increase CalFresh participation
- Implement a Tele-working Plan that will allow employees to share space
 - Will reduce the future need for expansion of brick and mortar space
 - Service levels will not be negatively impacted

Social Services

Key Challenges and Emerging Issues

Key Challenges

- Continuing to hire and train staff in a timely manner to meet service level mandates
- Constant regulatory changes without timely systems updates or state guidance

Emerging Issues

- The need to help clients become familiar with new technologies that are becoming central to Social Services operations
- A decrease in the number of foster homes available for abused children statewide, and in Santa Barbara County

Social Services

Key Challenges and Emerging Issues

Budget Enhancement Request - 13.5 FTEs/\$1.3M

- Adult and Children's Services (11 FTEs/\$1.1 Million)
 - Strengthens the safety net for vulnerable children and adults
- Economic Assistance (2.5 FTEs/\$0.2 Million)
 - Responds to increased State mandates and the need for specialized training associated with the Welfare to Work program.
 - Provides community outreach and enrollment efforts associated with increased demand for health coverage in Santa Barbara County, including outstation activities.
- No additional county funds are requested for these positions.

Social Services

Summary

- **DSS Serves 23% of the Total Santa Barbara County Population, and 53% of the Children in the County (Over 100,000 individuals, including more than 52,000 children)**
 - Our clients include seniors, children and families, the working poor, and the indigent and disabled.
- **In January 2014*:**
 - Medi-Cal served 82,300 persons
 - CalWORKs served 10,350 persons
 - CalFresh served 35,202 persons
 - Protective Services served 5,700 seniors, children and their families
- Although DSS is allotted \$6.7 million of GFC for FY 14-15, DSS is using \$5.2 million of DSS fund balance (80% of our available fund balance) to fund ongoing operations and mandated matches, consistent with prior years budget development.

**Persons may be served in more than one program*

Social Services

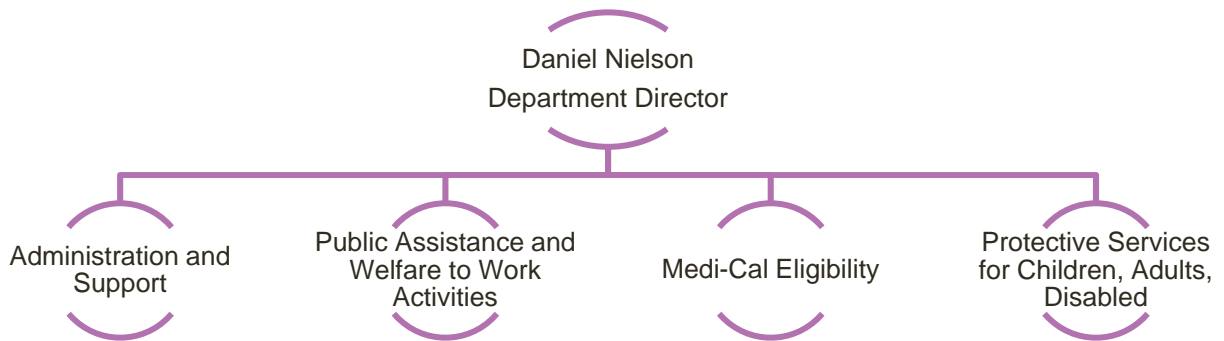


Social Services

Budget & Full-Time Equivalents (FTEs) Summary

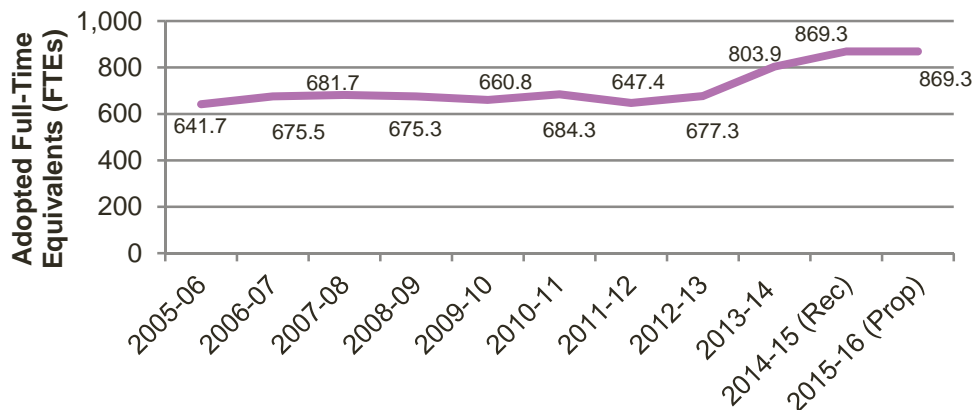
Operating	\$	165,059,935
Capital	\$	220,000
FTEs		869.3

Budget Programs Chart



Staffing Trend

The staffing trend values below will differ from prior year budget books in order to show amounts without the impact of any vacancy factors.



Social Services

Mission Statement

The mission of the Department of Social Services is to provide protective services, employment services, and financial assistance that support the residents of Santa Barbara County becoming productive and self-sufficient contributors to the community.

Department Description

Governed primarily by Federal and State mandates, the Department of Social Services (DSS) provides a broad range of services and programs critical to delivering a county-wide system of safety, protection, and services for children, the elderly, and dependent adults. DSS supports individuals and families in achieving economic self-sufficiency through safety net services including cash assistance, CalFresh (formerly Food Stamps), General Relief, as well as employment training and placement assistance. Additionally, DSS assists clients in accessing health care benefits by providing eligibility determination.

The Santa Barbara County Department of Social Services is dedicated to supporting the dignity of social, ethnic, and cultural values through collaborative assessment and delivery of services. The Department serves the community from six office locations throughout the County and utilizes technology to expand its services to clients throughout the County.

2013-14 Anticipated Accomplishments

Administration and Support

- Completed “A Snapshot of Poverty in Santa Barbara County,” a report that analyzed how well resources and services in the county are aligned with the areas of greatest need and provided focus areas for improvement.

- Expanded and enhanced space and infrastructure to support Health Care Reform and other mandated programs.
- Successfully deployed mobile technology to our Adult and Children's workforce to improve efficiency and customer service.

Public Assistance and Welfare to Work Activities

- Designed and implemented new state mandated Family Stabilization Services component to assist families in crisis so that adult Welfare to Work (WTW) family members are able to successfully complete required participation in Welfare to Work program activities.
- As mandated by legislation in AB74, designed and implemented an Expanded Subsidized Employment program to further assist WTW participants enter the workforce and lessen the need for public assistance. New component features employer services provided by regional job developers that work collaboratively to place WTW participants in various county businesses and in public and private sector agencies that will likely lead to unsubsidized employment.
- Initiated an expanded On-the-Job Training program through Workforce investment Act Adult and Dislocated Worker Program, providing local employers with subsidies to encourage viable economic growth.
- Successfully transitioned public assistance case management system (CalWIN) from a desktop application to a web-based program in order to improve access and increase automation in the delivery of public assistance and to improve business process efficiency.
- Successfully planned, prepared and trained eligibility staff in the new state-mandated implementation of Semi-Annual reporting systems in CalWORKs and CalFresh. The new system changed client reporting responsibilities as well as the eligibility rules applied to clients receiving CalWORKs and CalFresh assistance.
- Met or exceeded all Workforce Investment Act Adult and Dislocated Worker Program state-mandated Performance Measures, including

Social Services

the number of participants entering employment, retaining employment, and achieving an earnings gain, a difficult goal to achieve during the extended economic recession.

- Developed a dedicated Welfare to Work training program for the Career Employment Specialists to provide staff with the necessary skills required in delivering family stabilization services and job development services for WTW program participants and the business community.

Medi-Cal

- Launched Exchange Intake Unit (EIU) to process calls transferred from Covered California during expanded hours of operations. The EIUs have exceeded stringent state performance standards, including answering almost all calls within 30 seconds.
- Successfully collaborated with partner agencies to ensure county residents were aware of how to obtain affordable and quality health coverage through the new Health Care Reform law.

Protective Services for Children, Adults, Disabled

- Successfully completed the first phase of collaboration between Child Welfare and Children's System of Care (ADMHS) with the implementation of Katie A. in January 2014
- Enhanced supervisory oversight to our on-call after-hours Adult and Children's programs to improve customer service and quality.
- Successfully migrated the In-Home Supportive Services (IHSS) Public Authority from CMIPS to CMIPS II, moving over 3000 client files and records.
- Reduced the IHSS redetermination backlog to less than 1%.

2014-16 Objectives

Administration and Support

- Continue to refine hiring and training strategies for Medi-Cal and CalFresh staff, to continue meeting critical state mandates.
- Implement a Tele-working Plan that will allow employees to share space and reduce the need for future expansion of brick and mortar space.

Public Assistance and Welfare to Work Activities

- Complete implementation of the Expanded Subsidized Employment and Family Stabilization Services initiatives as required by state law which will include a review of new procedures and the establishment program measures in newly created mandates.
- Initiate a quality assurance campaign with line staff aimed at reducing case errors and improving our accuracy rates in areas such as Income and Eligibility Verification System (IEVS) processing as noted in recent audit findings.
- Increase outreach to CalFresh recipients nearing eligibility renewal deadlines, which will help reduce the number of eligible recipients who wind up getting dropped from the program.

Medi-Cal Eligibility

- Develop plan for seamless coordination with State and local entities to create a quality experience for our residents when applying for public assistance.

Protective Services for Children, Adults, Disabled

- Complete the implementation of Katie A case management with ADMHS.
- Implement a unified, family friendly and child-centered Resource Family Approval (RFA) program.

Social Services

- Successfully implement all new IHSS policies and procedures for program recipients and providers.
- Incorporate the principles of the Safety Organized Practice (SOP) program into child welfare social work practice

*Changes & Operational Impact:
2013-14 Adopted to
2014-15 Recommended*

Staffing

The Department's FTEs increased by 65.31 FTEs to 869.25 FTEs, from the FY 2013-14 Adopted Budget of 803.94 FTEs.

- Of the total increase, 63 FTEs were approved by the Board of Supervisors on September 10, 2013, after adoption of the FY 2013-14 budget. These 63 FTEs are in the Medi-Cal eligibility, CalWORKs Program, and Administration & Support and are funded by Federal and State Revenues.
- Additionally, there's an increase of 2.31 FTEs in Medi-Cal Eligibility for positions transferred from Public Health Medically Indigent Adults (MIA) program, effective January, 2014. These positions were partially funded in FY 2013-14 and are now fully funded in 2014-15.

The increase in FTEs will help in managing the Affordable Care Act (Health Care Reform) requirements and addressing increased funding and service delivery expectations in the CalWORKs program.

In addition, staffing is projected to increase pending approval of the submitted budget expansion. Budget expansion of \$1.3 million will increase staffing by 11.5 FTEs to ensure the safety net for vulnerable children and adults, 2.0 FTEs for specialized training associated with Welfare to Work, and 0.5 FTEs for community outreach and enrollment efforts. This request is not included in the FY 2014-15 Recommended Budget.

Expenditures

- Net operating expenditures increase of \$12.0 million primarily due to:
 - +\$7.1 million increase in Salaries and Benefits due to increases in staffing (65.31 FTE's, \$7.7 million), retirement costs, health insurance costs, workers compensation premiums, and employee salaries. Overtime increased \$0.7 million based on FY 2013-14 actual trend and an increase in caseload activity as a result of the Affordable Care Act. Additionally, extra help decreased \$0.2 million due to increased full-time positions. The increase in Salaries and Benefits is partially offset by a \$0.2 million decrease in unemployment insurance contribution rate. It is also offset by a salary savings of \$0.9 million based on an attrition rate of 4% in the following programs: Other Public Assistance; Child Welfare Services and Adult Protective Services; CalWORKs; Workforce Investment Board; and, Quality Assurance/Fair Hearing/Collections.
 - +\$2.9 million in Services and Supplies mainly the result of the following:
 - +\$1.2 million increase in charges to DSS for County support departments and building costs.
 - +\$1.1 million increase in Contractual Services for contracts as part of expansion of the CalWORKs program and Workforce Investment Act Individual Training Account contracts to meet new SB734 mandates.
 - -\$0.7 million decrease for shifting appropriations to the State as result of transferring IHSS Health Benefits to IHSS Wages.
 - +\$0.5 million increase in Purchase of Social Service for the SB 163 Wraparound program (\$300k); net increase of \$200K for CWS program expenditures mainly for Enhanced Family Reunification Services.
 - +\$0.5 million increase in Furniture and Fixtures, IT Hardware Purchases, and Communications costs that support mandated programs.
 - +\$0.2 million increase in Other Professional Services due to cost increase

Social Services

in welfare fraud investigations conducted by the District Attorney's Office.

- -\$0.3 million decrease in Consulting and Management Fees for one-time CalWIN special project.
- +\$0.2 million increase in Rents/Leases for the new Carmen Lane Lease.
- +\$0.1 million increase in IT Hardware Maintenance for Social Services' server.
- +\$0.1 million increase in Travel and Training of new staff.
- +\$2.0 million increase in Other Charges mainly from:
 - +\$1.5 million increase in Cash Assistance payments in Adoptions, Foster Care Program, and Emergency Assistance.
 - +\$0.2 million increase in Data Processing Services for overall IT costs as network upgrades continue through FY 2014-15.
 - \$0.2 million net increase in General Services rates for liability insurance, telephone services and work orders and decreased toll charges.
 - +\$0.1 million increase in motor pool charges for additional staff in Santa Maria.
- Net non-operating expenditure decrease of \$7.9 million.
 - -\$6.2 million decrease in additions to fund balance includes a \$4.4 million one-time transfer between funds within the Department to correct fund balance classifications. This decrease has a corresponding increase on the revenue side and has no impact to overall fund balance. Additionally, the carry forward of unused funds from FY 2012-13 that was added to fund balance in FY 2013-14 has contributed to the total decrease.
 - -\$1.7 million decrease in Other Financing Uses due to one-time fund balance transfer between funds within the Department that occurred in FY 2013-14. This transfer is offset by the decrease to Other Financing Sources.

These changes result in recommended operating expenditures of \$165.1 million, non-operating expenditures of \$2.2 million, resulting in total expenditures of \$167.3 million. Non-operating

Health & Human Services

expenditures primarily include transfers and increases in fund balances.

Revenues

- Net operating revenue increase of \$13.2 million mainly from the following:
 - +\$13.3 million increase in Intergovernmental Revenue primarily in the following programs:
 - +\$5.7 million increase in Federal and State revenue to administer the Medi-Cal program and the new Affordable Care Act.
 - +\$3.4 million increase in Federal and 2011 Realignment (formerly State revenue) used for realigned programs: Foster Care, Adoptions, Child Welfare Services, and Adult Protective Services.
 - +\$2.5 million increase in Federal and State revenue to administer the CalFresh program.
 - +\$0.9 million increase in State revenue allocation to administer the CalWORKS program.
 - +\$0.8 million increase in the Department's 1991 Realignment revenue.
 - +\$0.1 million net increase in Federal and State revenue for IHSS.
 - -\$0.1 million decrease in Federal revenue for Independent Living Skill Program due to decreased program cost.
- -\$0.1 million decrease in Other Miscellaneous Revenue due to IHSS Health Benefits that will be eliminated in FY 2014-15.
- Net non-operating revenue decrease of \$9.2 million mainly from the following:
 - -\$9.5 million decrease to source of fund balance. This decrease reflects one-time transfers between funds within the department of \$4.4 million to properly classify fund balance in FY 2013-14. The transfers are offset by the decrease to use of fund balance. Additionally, less fund balance was used in FY 2014-15 because the increased General Fund Contribution could be used as a local match instead.

Social Services

- +\$3.7 million increase in General Fund Contribution.
- -\$1.7 million decrease in Other Financing Sources due to one-time fund balance transfer between funds within the Department that occurred in FY 2013-14. This transfer is offset by the decrease to Other Financing Uses.
- -\$1.6 million decrease in Fund Balance Impact.

These changes result in recommended operating revenues of \$155.3 million, non-operating revenues of \$12.0 million, resulting in total revenues of \$167.3 million. Non-operating revenues primarily include General Fund Contribution, transfers, and decreases to fund balances.

Changes & Operational Impact: 2014-15 Recommended to 2015-16 Proposed

- Salaries and Benefits are expected to increase primarily due to rate increases for health insurance contributions.
- Public assistance payments are anticipated to increase slightly based on the recent caseload trends.

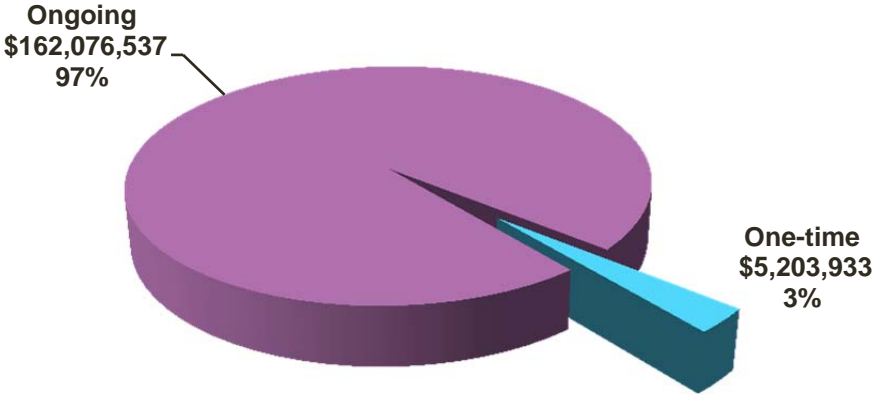
Related Links

For more information on the Department of Social Services, refer to the Web site at http://www.countyofsb.org/social_services/default.aspx.

Social Services

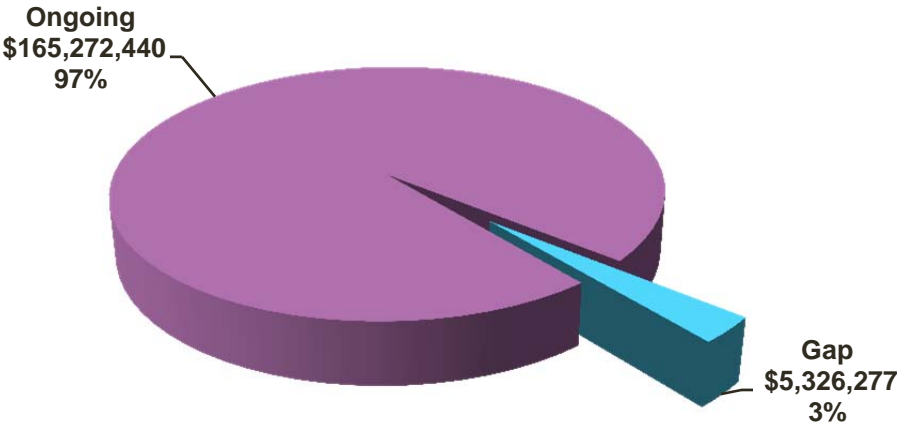
Gap Charts

FY 2014-15 Recommended Budget



The FY 2014-15 Recommended Budget relies on one-time sources to fund 3% of the Department's ongoing operations. These funds allowed the Department to meet their required match for federal and state draw down of funds; however, because these funds are one-time in nature, they will not be available to fund operations in FY 2015-16.

FY 2015-16 Proposed Budget



To maintain FY 2014-15 service levels, it is estimated that \$5,326,277 of local funds will be required to fill the budget gap in FY 2015-16. Local funds are required as a match in order to "draw down" Federal and State funding for mandated programs.

Social Services

Performance Measures

<u>Description</u>	<u>FY 2011-12 Actual</u>	<u>FY 2012-13 Actual</u>	<u>FY 2013-14 Est. Actual</u>	<u>FY 2014-15 Recommended</u>	<u>FY 2015-16 Proposed</u>
Administration & Support:					
Percent of staff training delivered through online, video conferencing and other time-saving technologies. (County Target = >35%)	Not Used in Prior Years	35%	35%	35%	35%
Number of internal program reviews conducted and summarizing reports produced. (County Target = 8 reports)	3	8	6	8	8
Public Assistance & Welfare to Work Activities:					
Percent of CalWORKs cases processed within mandated timeframes. (County Target = >95%)	97%	97%	99%	95%	95%
Percent of Welfare to Work participants engaged in activities leading to self-sufficiency. (County Target = >70%)	Not Used in Prior Years	75%	74%	70%	70%
Percent of CalFresh cases processed within mandated timeframes (County Target = >95%) (Federal Target = >90%)	80%	91%	91%	95%	95%
Percent of General Relief cases processed within mandated timeframes (County Target = >95%)	Not Used in Prior Years	97%	94%	95%	95%

Social Services

Performance Measures Continued

<u>Description</u>	<u>FY 2011-12 Actual</u>	<u>FY 2012-13 Actual</u>	<u>FY 2013-14 Est. Actual</u>	<u>FY 2014-15 Recommended</u>	<u>FY 2015-16 Proposed</u>
Medi-Cal:					
Percent of Medi-Cal cases processed within mandated timeframes. (County Target = >95%) (State Target = >90%)	81%	96%	75%	95%	95%
Percent of Medi-Cal Redeterminations processed within mandated timeframes. (County Target = >90%) (State Target = >90%)	51%	22%	37%	90%	90%
Protective Services for Children, Adults, Disabled:					
Percent of abuse and neglect allegations receiving timely contact. (County Target = 100%) (State Target = >90%)	97%	97%	98%	100%	100%
Percent of children visited by a social worker, for whom a monthly in-person visit is required. (County Target = 100%) (State Target = >90%)	97%	95%	95%	100%	100%
Percent of the average monthly recipients that are placed in long term care facilities. (County Target = <1%)	0.16%	0.19%	0.18%	1%	1%
Percent of Adult Protective Services referrals that receive a Risk Assessment within 21 days of the initial face-to-face visit. (County Target = >90%)	81%	82%	65%	90%	90%

Social Services

Budget Overview

Staffing By Budget Program	2012-13 Actual	2013-14 Adopted	Change from FY13-14 Ado to FY14-15 Rec	2014-15 Recommended	2015-16 Proposed
Administration & Support	139.97	157.37	0.56	157.93	157.93
Public Assistance and Welfare to Work A	270.72	223.38	34.40	257.78	257.78
Medi-Cal Eligibility	161.17	235.23	30.98	266.21	266.21
Protective Services for Children, Adults, Unallocated	154.84 3.62	187.97 -	(0.64) -	187.33 -	187.33 -
Total	730.32	803.94	65.31	869.25	869.25
Budget By Budget Program					
Administration & Support	\$ 16,091,946	\$ 19,448,162	\$ 462,101	\$ 19,910,263	\$ 20,190,918
Public Assistance and Welfare to Work A	56,967,821	60,819,765	2,252,685	63,072,450	63,781,482
Medi-Cal Eligibility	15,033,086	20,459,243	4,109,712	24,568,955	24,670,504
Protective Services for Children, Adults, Unallocated	48,518,955 117,688	52,378,635 -	5,129,632 -	57,508,267 -	59,735,278 -
Total	\$ 136,729,496	\$ 153,105,805	\$ 11,954,130	\$ 165,059,935	\$ 168,378,182
Budget By Categories of Expenditures					
Salaries and Employee Benefits	\$ 60,059,785	\$ 72,914,694	\$ 7,056,293	\$ 79,970,987	\$ 81,204,842
Services and Supplies	25,769,353	25,212,189	2,883,983	28,096,172	28,245,652
Other Charges	50,900,359	54,978,922	2,013,854	56,992,776	58,927,688
Total Operating Expenditures	136,729,496	153,105,805	11,954,130	165,059,935	168,378,182
Capital Assets	30,784	270,000	(50,000)	220,000	220,000
Other Financing Uses	962,854	1,770,245	(1,671,012)	99,233	99,233
Increases to Fund Balances	7,405,668	8,104,704	(6,203,402)	1,901,302	1,901,302
Fund Balance Impact (+)	958,469	-	-	-	-
Total	\$ 146,087,271	\$ 163,250,754	\$ 4,029,716	\$ 167,280,470	\$ 170,598,717
Budget By Categories of Revenues					
Licenses, Permits and Franchises	\$ 77,458	\$ 66,000	\$ -	\$ 66,000	\$ 66,000
Fines, Forfeitures, and Penalties	5,530	13,200	-	13,200	13,200
Use of Money and Property	238,455	301,512	19	301,531	301,983
Intergovernmental Revenue	132,399,454	140,853,307	13,325,075	154,178,382	154,639,588
Miscellaneous Revenue	1,101,391	875,204	(133,285)	741,919	741,947
Total Operating Revenues	133,822,288	142,109,223	13,191,809	155,301,032	155,762,718
Other Financing Sources	1,060,304	1,833,110	(1,723,205)	109,905	15,233
Decreases to Fund Balances	4,523,491	14,723,426	(9,519,493)	5,203,933	2,781,589
General Fund Contribution	6,681,188	2,979,499	3,686,101	6,665,600	6,712,900
Fund Balance Impact (-)	-	1,605,496	(1,605,496)	-	5,326,277
Total	\$ 146,087,271	\$ 163,250,754	\$ 4,029,716	\$ 167,280,470	\$ 170,598,717

Social Services

Staffing Detail

Staffing Detail By Budget Program	2012-13 Actual	2013-14 Adopted	Change from FY13-14 Ado to FY14-15 Rec	2014-15 Recommended	2015-16 Proposed
Administration & Support					
DIRECTOR	0.65	1.00	-	1.00	1.00
DEPUTY DIRECTOR	3.16	4.00	-	4.00	4.00
CHIEF FINANCIAL OFFICER	1.00	1.00	-	1.00	1.00
IT MANAGER	1.00	1.00	-	1.00	1.00
EXECUTIVE STAFF ASST	0.35	1.00	(1.00)	-	-
EDP OFFICE AUTO SPEC	0.99	0.98	0.02	1.00	1.00
DIVISION CHIEF	4.26	6.00	(0.90)	5.10	5.10
PROJECT MANAGER	0.15	1.00	-	1.00	1.00
EDP SYS & PROG ANLST SR	3.95	3.95	0.05	4.00	4.00
EDP SYS & PROG ANLST	3.23	5.00	-	5.00	5.00
ACCOUNTANT SUPERVISING	1.00	1.00	-	1.00	1.00
COST ANALYST	3.61	4.00	-	4.00	4.00
ADMIN OFFICE PRO	51.08	53.05	0.95	54.00	54.00
FINANCIAL OFFICE PRO	11.69	12.00	-	12.00	12.00
OPERATIONS MANAGER	1.00	1.00	-	1.00	1.00
ACCOUNTANT	9.46	11.00	-	11.00	11.00
COMPUTER SYSTEMS SPEC	8.96	10.05	1.95	12.00	12.00
DEPT BUS SPEC	9.28	13.50	(0.80)	12.70	12.70
SOCIAL SERVICES SUPV	-	-	0.02	0.02	0.02
EXECUTIVE SECRETARY	1.00	1.00	-	1.00	1.00
BUILDING MAINT SUPV	2.00	2.00	-	2.00	2.00
ELIGIBILITY SUPERVISOR	1.70	2.00	0.05	2.05	2.05
ELIGIBILITY WORKER	9.79	12.00	(0.94)	11.06	11.06
UTILITY CLERK-DEPT	7.78	8.84	1.16	10.00	10.00
STOREKEEPER	-	1.00	-	1.00	1.00
EXTRA HELP	2.87	-	-	-	-
Administration & Support Total	139.97	157.37	0.56	157.93	157.93
Public Assistance and Welfare to Work Activities					
EXECUTIVE STAFF ASST	1.00	1.00	-	1.00	1.00
DIVISION CHIEF	5.04	4.35	0.90	5.25	5.25
PROGRAM MANAGER	0.46	1.00	-	1.00	1.00
EDP SYS & PROG ANLST SR	0.05	0.05	(0.05)	-	-
COST ANALYST	0.39	-	-	-	-
ADMIN OFFICE PRO	31.74	30.85	1.84	32.69	32.69
COMPUTER SYSTEMS SPEC	1.04	0.95	(0.95)	-	-
DEPT BUS SPEC	15.96	17.67	3.08	20.75	20.75
EXECUTIVE SECRETARY	1.00	1.00	-	1.00	1.00
CAREER EMP SPECIALIST SUPV	10.21	10.15	(0.85)	9.30	9.30
ELIGIBILITY SUPERVISOR	10.18	9.60	3.65	13.25	13.25
SOCIAL SERVICES WORKER	0.01	-	-	-	-
CAREER EMP SPECIALIST SR	28.42	29.75	7.50	37.25	37.25
ELIGIBILITY WORKER	110.17	103.85	20.95	124.80	124.80
CAREER EMP SPECIALIST	8.85	13.00	(1.50)	11.50	11.50
UTILITY CLERK-DEPT	0.14	0.16	(0.16)	-	-
EXTRA HELP	46.07	-	-	-	-
Public Assistance and Welfare to Work Activities Total	270.72	223.38	34.40	257.78	257.78

Change from

Social Services

Staffing Detail Continued

Staffing Detail By Budget Program	2012-13 Actual	2013-14 Adopted	FY13-14 Ado to FY14-15 Rec	2014-15 Recommended	2015-16 Proposed
Medi-Cal Eligibility					
DIVISION CHIEF	1.32	1.65	2.00	3.65	3.65
ADMIN OFFICE PRO	17.53	25.10	0.21	25.31	25.31
DEPT BUS SPEC	4.64	5.13	0.62	5.75	5.75
CAREER EMP SPECIALIST SUPV	0.25	0.85	(0.15)	0.70	0.70
ELIGIBILITY SUPERVISOR	14.32	21.40	1.80	23.20	23.20
SOCIAL SERVICES WORKER	0.03	-	-	-	-
ELIGIBILITY WORKER	117.29	181.09	26.50	207.59	207.59
EXTRA HELP	5.78	-	-	-	-
Medi-Cal Eligibility Total	161.17	235.22	30.98	266.21	266.21
Protective Services for Children, Adults, Disabled					
DEPUTY DIRECTOR	0.49	-	-	-	-
EDP OFFICE AUTO SPEC	0.01	0.02	(0.02)	-	-
DIVISION CHIEF	5.00	5.00	-	5.00	5.00
PROGRAM MANAGER	0.77	1.00	-	1.00	1.00
ADMIN OFFICE PRO	31.81	36.00	-	36.00	36.00
FINANCIAL OFFICE PRO	2.00	2.00	-	2.00	2.00
PUBLIC HEALTH NURSE	1.00	1.00	-	1.00	1.00
DEPT BUS SPEC	5.31	8.70	0.10	8.80	8.80
SOCIAL SERVICES SUPV	15.35	18.00	(0.02)	17.98	17.98
SOCIAL SVCS PRACTITIONER	17.69	34.00	-	34.00	34.00
SOC SVCS WORKER SR PS/L	37.54	36.50	(2.00)	34.50	34.50
SOCIAL SVCS WORKER SR	1.00	1.00	-	1.00	1.00
ELIGIBILITY SUPERVISOR	0.53	2.00	(0.50)	1.50	1.50
SOCIAL SERVICES WORKER	17.58	25.00	3.00	28.00	28.00
ELIGIBILITY WORKER	5.71	6.75	(0.20)	6.55	6.55
SOCIAL SERVICES CASE AIDE	7.42	9.00	-	9.00	9.00
EXTRA HELP	4.63	-	-	-	-
CONTRACTOR	1.00	2.00	(1.00)	1.00	1.00
Protective Services for Children, Adults, Disabled Total	154.84	187.97	(0.64)	187.33	187.33
Unallocated					
ADMIN OFFICE PRO	0.73	-	-	-	-
SOCIAL SERVICES WORKER	0.27	-	-	-	-
ELIGIBILITY WORKER	2.62	-	-	-	-
Unallocated Total	3.62	-	-	-	-
Department Total	730.32	803.94	65.31	869.25	869.25

2014-2016 BUDGET WORKSHOP

Alcohol, Drug and Mental Health Services



A year of change

ADMHS Summary

- ∂ Operating \$92,198,760
- ∂ Capital \$323,914
- ∂ General Fund \$3,066,100 (3%)
- ∂ FTE's 338.13
- ∂ One Time Use of Fund Balance \$3.6M
- ∂ No Service Level Reductions
- ∂ Expansion Requests \$12.2M

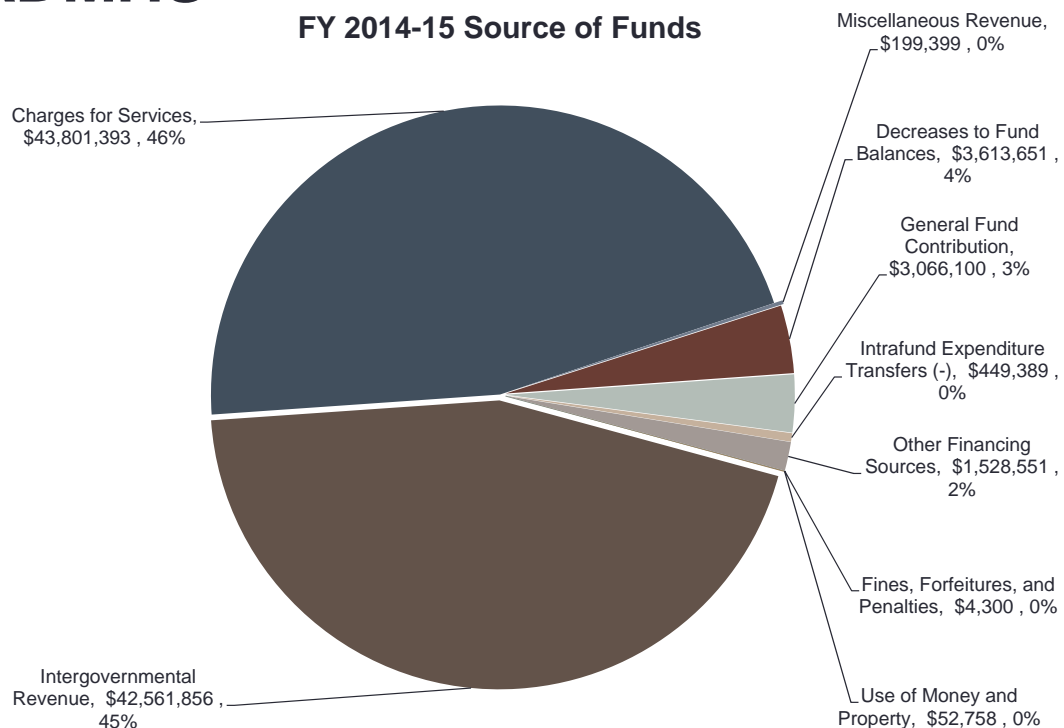
ADMHS

Summary

- o Capital Major Projects:
- o Lompoc Children's Outpatient Facility, \$200K, provides for building rehab and furniture associate with moving the Lompoc Children's Outpatient programs to a new leased facility.
- o Capital IT equipment: \$123,914.

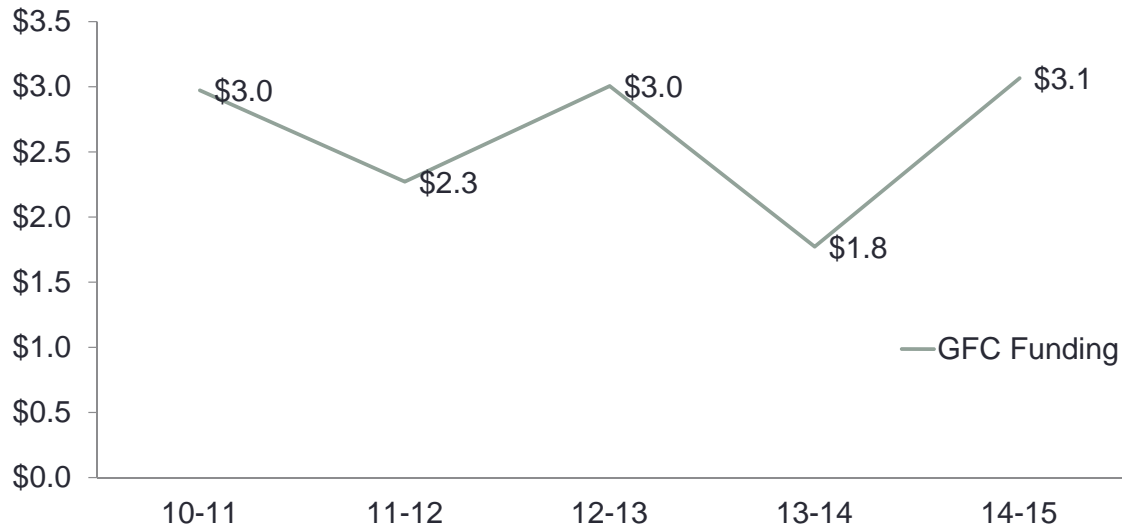
ADMHS

FY 2014-15 Source of Funds



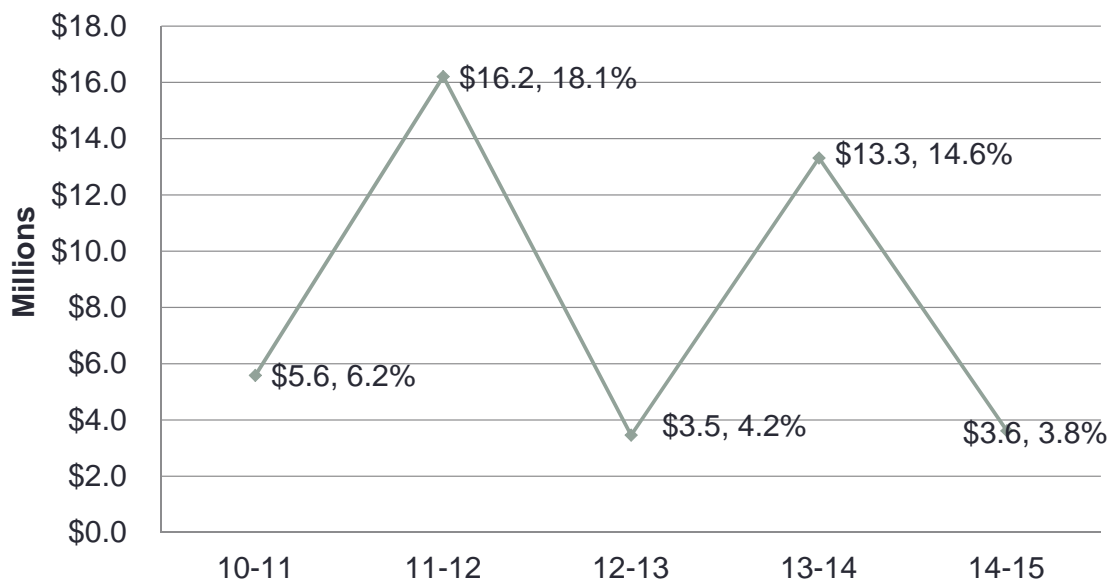
ADMHS

GFC 5 Year Summary



ADMHS

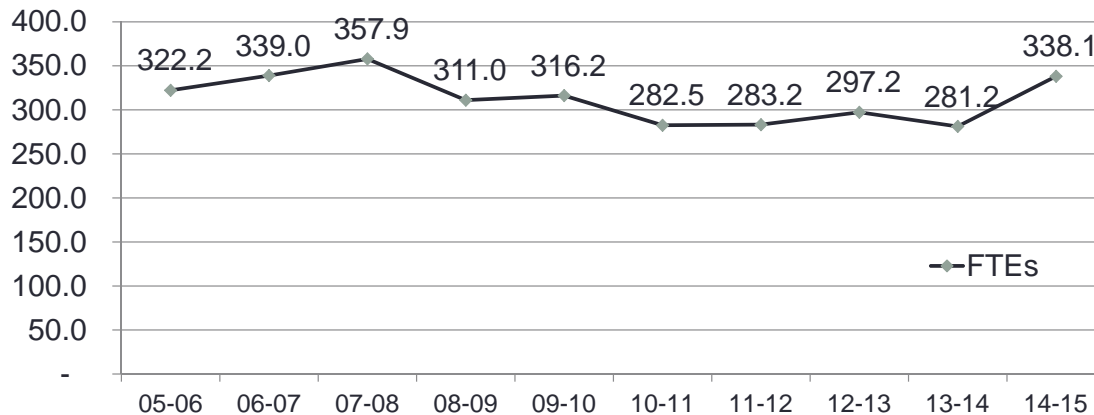
5 Year Summary Use of One-Time



ADMHS

Staffing Summary

- ∅ 281.2 FTE FY 13-14 Adopted
- ∅ 338.1 FTE FY 14-15 Recommended



ADMHS

FY 2013-14 Anticipated Accomplishments

- Commenced System Change effort including adopting Steering Committee Vision, Values and Guiding Principles
- Planned transformation of Outpatient program via MHSA
- Debuted Electronic Health Record system at PHF
- Additional services to foster care children (Katie A.)
- Received SB 82 Crisis grant funding: \$8.3M
- Commenced substance abuse screening at 2 PHD clinics
- Continued drug court services without grant funding

ADMHS

FY 2014-15 Objectives

- Continue development of comprehensive 21st Century Behavioral Health System
- Reduce length of acute hospital stays
- Complete planning of Consolidated Mental Health Treatment Center in Santa Maria in conjunction with Marian Medical Center
- Update scopes of work for all CBO service contracts
- Roll out MHSA-funded Outpatient programs that target specific populations using evidence-based practices

ADMHS

FY 2015-16 Objectives

- Continue implementation of comprehensive 21st Century Behavioral Health System
- Introduce new Behavioral Health contracts for CBOs
- Fully integrate substance abuse services into MHSA-funded Outpatient programs
- Develop MHSA-funded permanent housing programs

ADMHS

Performance Measures

Description	2012-13 Actual	FY 13-14 Estimated Actual	FY 14-15 Recommended
Reduce % of "High Cost" Medi-Cal beneficiaries	4.99%	4.80%	2.50%
Decrease average acute hospital length of stay	8.33 days	8.49 days	7 days
Reduce acute hospital readmit w/in 30 days rate	15.1%	13.7%	9.6%
Reduce acute bed days	7,282	8,035	8,603 (7,873*)

* Projected number of acute bed days with implementation of crisis care facilities effective 1/1/15

ADMHS

Performance Measures

Description	2012-13 Actual	FY 13-14 Estimated Actual	FY 14-15 Recommended
Reduce wait time in Emergency Rooms	22 hours	18 hours	18 hours (9 hours*)
Reduce time from 1 st contact to 1 st Dr. appt.: Children	31 days	33 days	23 days
Reduce time from 1 st contact to 1 st Dr. appt.: Adults	31 days	33 days	23 days
Increase # of ADP clients	4,000	4,000	5,200

* Projected wait time with implementation of crisis care facilities effective 1/1/15

ADMHS

FY 2014-15 Expansion Requests

Enhancement Request	Costs	FTE	Funding					Start
			GFC	State*	MHSA	Grant	Medi-Cal	
Crisis System Expansion	\$5.8M	29.50	\$0.0	\$0.9M	\$0.0	\$2.9M	\$2.0M	Q3
Temp. Housing Expansion	\$0.3M	0.00	\$0.0	\$0.3M	\$0.0	\$0.0	\$0.0	Q1
Clinics Transformation	\$1.3M	9.43	\$0.0	\$0.4M	\$0.2M	\$0.0	\$0.7M	Q1
Katie A. Excess Costs	\$1.7M	9.38	\$0.8M	\$0.0	\$0.0	\$0.0	\$0.9M	Q1
Homeless Services	\$0.3M	0.75	\$0.0	\$0.0	\$0.1M	\$0.0	\$0.2M	Q2
Forensic Services	\$0.7M	4.50	\$0.0	\$0.0	\$0.3M	\$0.0	\$0.4M	Q2
Administrative Support	\$1.1M	9.00	\$0.0	\$0.0	\$1.1M	\$0.0	\$0.0	Q1
Demand for Clinic Services	\$1.0M	18.50	\$0.0	\$0.3M	\$0.2M	\$0.0	\$0.5M	Q3
Totals	\$12.2M	81.06	\$0.8M	\$2.0M	\$1.9M	\$2.9M	\$4.6M	

ADMHS

FY 2014-15 Efficiency Changes

- Increased Medi-Cal revenue due to ACA
 - Medi-Cal penetration rate expected to increase from 75% to 85% (13.3% increase)
 - Average Medi-Cal FFP rate expected to increase from 50% to 61% (22.0 % increase), and
 - Provisional payment rates expected to increase by 4%
 - These three factors represent a 39.7% increase in Medi-Cal FFP
- Increased Medi-Cal revenue: \$11M per year for next 3 years
- Allows for majority of budget enhancement requests to be fully funded using new funding hierarchy without the need for more General Fund (except for Katie A.).

ADMHS

Key Challenges/Emerging Issues

- The department's primary challenge is developing a comprehensive 21st Century Behavioral Health system that produces the desired community outcomes in the most cost-effective manner possible.
- The department faces an ever-changing healthcare landscape with implications for specialty mental health and substance abuse systems.
 - ADMHS is still at risk of having its ADP portion of 2011 Realignment reduced in the same manner that the EPSDT portion was reduced in FY 13-14.
 - Funding is based on Medi-Cal penetration % and Medi-Cal FFP % assumptions.

ADMHS

Key Challenges/Emerging Issues

- The Budget Expansion Requests total \$12.2M to "balance" the department's different Systems of Care:
 - Expand the Prevention and Early Intervention System of Care
 - Expand the Crisis System of Care
 - Transform and expand the Adults' and Children's Outpatient Systems of Care
 - Reduce the Inpatient System of Care.
- Not implementing the Budget Expansion Requests will leave "unbalanced" systems of care that are inefficient, serve fewer people, and cost more to operate.

ADMHS

Summary

- These eight budget expansions are investments in the development of a comprehensive and cost-effective 21st Century Behavioral Health system over the next 3 -5 years.
- Efficient quality care will be based on achieving optimal outcomes for clients, not on their ability to pay.
- The success of the Behavioral Health system will be measured by a change in outcomes: reduced number and length of acute hospital stays, fewer days from first contact to first appointment and an increase in the total people served in preventive and pre-crisis settings.
- By efficiently re-allocating resources to the different systems of care, ADMHS will ultimately provide better and appropriate care, for more people, at a lower cost.

Alcohol, Drug and Mental Health

A Year of Change



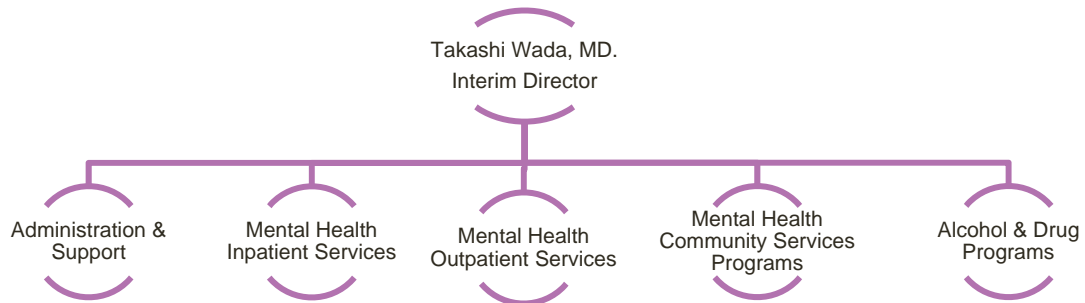
*Artwork by Patrick Begin, Founding Member, Healing Arts Council of Santa Barbara County
and Member, ADMHS Consumer and Family Member Advisory Committee*

Alcohol, Drug and Mental Health

Budget & Full-Time Equivalents (FTEs) Summary

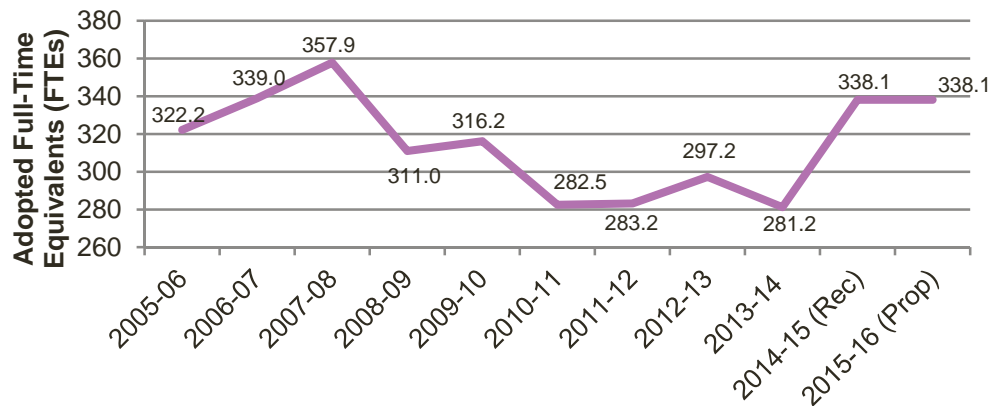
Operating	\$ 92,198,760
Capital	\$ 323,914
FTEs	338.1

Budget Programs Chart



Staffing Trend

The staffing trend values will differ from prior year budget books in order to show amounts without the impact of any vacancy factors.



Alcohol, Drug and Mental Health

Mission Statement

The mission of Alcohol, Drug & Mental Health Services is to promote the prevention of and recovery from addiction and mental illness among individuals, families, and communities, by providing effective leadership and delivering state-of-the-art, culturally competent services.

Department Description

At the end of June 2013, a comprehensive “**Systems Change**” initiative was begun at the direction of the Board of Supervisors based on two commissioned reports from TriWest Group and Health Management Associates (HMA) to review ADMHS inpatient and outpatient programs. “**Systems Change**” uses a continuous quality improvement (CQI) approach to address problems documented by the comprehensive reports. The unprecedented countywide “**Systems Change**” effort has focused on access to services, welcoming, increasing cultural competence, the integration of peer staff, improved services for children and individuals in crisis and enhanced forensic services for persons involved with the justice system.

“**Systems Change**” involves collaboration among all the partners in the system – ADMHS programs, community-based organizations (CBOs), other county and city departments, consumers, families, front line staff, change agents, team leaders, managers and system administrators.

The Fiscal Year 2014-15 Mental Health Services Act (MHSA) Plan Update proposes to integrate the principles of the Act into all outpatient programs and services. This involves the creation of new specialty teams at adult and children’s outpatient clinics that will adhere to the five guiding principles of MHSA: cultural competence, community collaboration, a client and family-driven system, seamless transitions between services and a focus on wellness and resiliency.

The Department is receiving grant funds for the establishment of crisis facilities, as well as greater revenue from changes to federal reimbursement rules associated with the Affordable Care Act. The increased funding will help facilitate the system change effort.

2013-14 Anticipated Accomplishments

Administration & Support

- Reorganized the Departmental administrative structure; hired a Deputy Director of Clinical Services; increased the allocation of the Medical Director to full time; established a Chief of Compliance and developed an Office of Strategy Management.
- Completed the first ever comprehensive evaluation of the Department, conducted by a consultant agency (TriWest Group). This effort has resulted in system change throughout the organization, including improvements in each individual program, internal workgroups and in comprehensive cross-system Action Teams, all working together and coordinated by a diverse and inclusive Behavioral Health Steering Committee to advance the overall vision of change.

Mental Health Inpatient Services

- Improved appropriate utilization of the Psychiatric Health Facility (PHF) as an acute care hospital.
- Expanded the electronic health record system to include the inpatient setting.
- Integrated alcohol and drug assessments.

Mental Health Outpatient Services

- Hired 11 additional FTEs within the Children’s System to serve foster children through the Core Practice Model of the Katie A.

Alcohol, Drug and Mental Health

settlement agreement, which mandates specific specialty mental health services for children in foster care..

- Planned the integration of the principles of the Mental Health Services Act (MHSA) into all outpatient programs and services to fully transform current programs and practices to align with the principles of MHSA.

Mental Health Community Services Programs

- Launched a continuous quality improvement (CQI) approach to address system-wide issues as part of an unprecedented countywide systems change initiative. Major areas of focus include access, welcoming, cultural competence, peer integration and improved services for children, individuals in crisis and persons involved with the justice system.
- Received SB82 grant funding to develop Crisis Triage teams in each region of the county.
- Applied for a grant (in partnership with Cottage Hospital) to fund a crisis stabilization unit and a crisis residential treatment facility in South County.

Alcohol & Drug Programs

- Worked to complete development of SBIRT (screening, brief intervention and referral to treatment) at two Public Health Department outpatient clinics.
- Sustained and expanded treatment services for non-justice involved clients throughout the county.

2014-16 Objectives

Administration & Support

- Begin a multi-year process to create a comprehensive behavioral health system that encompasses mental health services,

substance abuse services, physical health care services, and support services.

- Integrate departmental communication and organization through the development of communication, evaluation and training plans.

Mental Health Inpatient Services

- Maintain a high average daily census on an ongoing basis while reducing the length of stay.
- Complete planning with Marian Medical Center in North County to increase the number of inpatient psychiatric beds.

Mental Health Outpatient Services

- Expand the number of homeless shelter and board and care bed resources.
- Work with community based organizational providers to review and update all outpatient service contracts.

Mental Health Community Services Programs

- Integrate the principles of MHSA into all outpatient programs and services that includes adherence to established evidence-based practices delivered through specialty teams at all adult and children's outpatient clinics.
- Implement a crisis stabilization unit and crisis residential facility in the south county.
- Transform access and assessment services provided by CARES clinics into mobile assessment teams in all three regions.
- Expand the MHSA innovations programs to transform the justice alliance program into a forensic system of care and expand services to the homeless in each geographic region.

Alcohol, Drug and Mental Health

Alcohol and Drug Program

- Further integrate substance abuse services with the outpatient MHSA-funded programs.
- Implement state-approved, expanded Medical services.

*Changes & Operational Impact:
2013-14 Adopted to
2014-15 Recommended*

Staffing

- Increase of 56.9 FTEs. The increase in FTEs is due to the following:
 - 22.0 FTE are from the Mobile Crisis Triage grant approved in February 2013.
 - 19.0 additional extra help and Contractor on payroll FTEs that support the “System Change” effort and are funded through additional revenues.
 - 7.0 FTE are from the Juvenile Justice program that were maintained to provide services to the Probation Department at the Juvenile Hall and Boys’ Camp after proposed reductions in FY 2013-14..
 - 8.9 are the funding of authorized regular civil service FTEs that have been vacant and unfunded, that support the “System Change” effort.

The Department continues to undergo significant system change efforts to reallocate resources throughout the organization. The following is a breakdown of the additional FTEs by Budget Program.

- **Administration and Support: + 11.0 FTE**

4.5 FTE were moved from other Budget Programs, 5.0 FTE are extra help administrative support positions, and the remaining 1.5 FTE is due to the reallocation and reclassification of an unfunded authorized position within the Department

to provide sufficient support in the Patients’ Rights and Facilities programs.

- **Inpatient Services: + 0.5 FTE**

2.0 administrative FTE were moved to the Administration and Support Budget Program, offset by the 0.4 FTE increase in psychiatrist time for the PHF (now that the PHF Medical Director has also assumed the administrative management of the PHF). In addition, a reallocation and reclassification of 2.0 FTE unfunded authorized positions within the Department to support the PHF nurse supervision function, funded by operating revenues. There is a net increase of 0.11 in extra help and Contractors on Payroll FTE.

- **Outpatient Services: - 45.6 FTE**

The 45.6 FTE decrease is due to transforming the Outpatient clinic program into a set of MHSA-funded programs and moving Outpatient clinic staff to the Community Services Budget Program (47.5 FTE) and ADP Budget Program (0.3 FTE), while adding a net increase of 2.1 extra help and Contractors on Payroll FTE to support services to the Probation Department.

- **Community Services Programs: + 92.2 FTE**

The 92.2 FTE increase is due to the following:

- 47.5 FTE: Moved from Outpatient Services Budget Program.
- 7.0 FTE: Juvenile Justice program staff
- 22.0 FTE: Mobile Crisis Triage staff
- 11.8 FTE: Extra help staff and Contractors on Payroll to support MHSA-funded programs.
- 4.0 FTE: The reallocation and reclassification of unfunded authorized positions within the department to provide sufficient support in the Quality Assurance program and Outpatient programs.

Alcohol, Drug and Mental Health

○ Alcohol and Drug Programs: - 1.3 FTE

The 1.3 FTE decrease is due to moving out 2.5 administrative FTE to the Administration and Support Budget Program, moving in 0.3 clinical FTE from the Outpatient Services Budget Program and the reallocation and reclassification of 1.0 FTE unfunded authorized position within the Department to provide supervision of the Alcohol and Drug Programs operations.

Expenditures

- Net operating expenditure increase of \$13,989,000:
 - Salaries and Benefits: +\$4,841,000 reflects negotiated labor increases as well as the addition of 29.0 regular civil service and 19.0 extra help/Contractors on Payroll FTEs, and the funding of 8.9 previously unfunded but authorized FTEs.
 - Services and Supplies: +\$8,503,000 is due primarily to a placeholder for Innovation program expenses (\$1.7 million, which has not been allocated by Object Level), an increase in out-of-county inpatient contract bed costs (\$1.9 million), and intra-department expenses that are offset by intra-department revenues (\$4.7 million).
 - Other Charges: +\$645,000 is due primarily to increases in the Department's liability and Medical Malpractice insurance premiums, as well as costs for services provided by other departments.
- Net non-operating expenditures decrease of \$1,943,000:
 - This is due to moving allocated funds for the Lompoc Outpatient Children's programs to a new location (+\$200,000), an increase in the Intrafund transfer within the Department for the reallocation of costs associated with the Quality Assurance program (+\$1.2 million, not an actual cost), offset by a reduction in the Intrafund Expenditure Transfers, Increases to Fund Balances, and Fund Balance Impact (-\$3.3 million).

These changes result in recommended operating expenditures of \$92,199,000, non-operating expenditures of \$3,078,000, for total expenditures of \$95,277,000. Non-operating expenditures primarily include capital assets, transfers, and increases to fund balances.

Revenues

- Net operating revenue increase of \$15,917,000:
 - Intergovernmental Revenue: +3,606,000
 - +\$2.4 million in new SB 82 Crisis grant funds,
 - +\$2.7 million in increased MHSA revenue,
 - -\$1.3 million in reduced 2011 Realignment revenues, and
 - -\$135K in reduced federal grant revenues.
 - Charges for Service: +\$12,301,000
 - +\$7.2 million in increased Medi-Cal revenue,
 - +\$1.5 million in increased revenue from other departments,
 - +\$395K in increased Medicare revenue,
 - +\$4.7 million due to increase in Intrafund revenue for administrative fees, and
 - -\$1.3 million due to reduction in Intrafund revenue for dual-funded employees (the last two are not actual revenue, just reallocation of administrative and personnel costs).
- Net non-operating revenue decrease of \$3,870,000:
 - -\$4,400,000 reduction in funding from the General Fund for prior known liabilities that are assumed to be fully paid in FY 2013-14
 - +\$1,300,000 increase in General Fund Contribution
 - +\$1,100,000 increase in Intrafund revenue associated with the Quality Assurance program and the ADP Fund
 - -\$1,600,000 reduction in the amount of the Department's fund balances used in FY 2014-15

These changes result in recommended operating revenues of \$86,620,000, non-operating revenues of \$8,657,000, resulting in total revenues of \$95,277,000. Non-operating revenues primarily

Alcohol, Drug and Mental Health

include General Fund Contribution, transfers, and decreases to fund balances.

*Changes & Operational Impact:
2014-15 Recommended to
2015-16 Proposed*

Expenditures

- Net expenditure decrease of \$419,000.
 - Salaries and Benefits: +\$875,000 reflects negotiated labor agreements and increases in County retirement and health insurance contributions.
 - Services and Supplies: -\$919,000 is due to a reduction in the expense placeholder amount for Innovation program costs and a projected decrease in building maintenance costs.
 - Other Charges: -\$60,000 is due to reduced costs for services provided by other departments.
 - Capital Assets: -\$241,000 is due to reduced one-time capital asset costs that are projected to occur only in FY 14-15.
 - Other Financing: -\$74,000 is due to reduced amounts paid to other departments.

Revenues

- Total Operating Revenues are increasing \$1,600,000 and Non-operating Revenue is decreasing by \$2,031,000 for a combined Net Total Revenue decrease of \$419,000.
 - Intergovernmental Revenue: +\$1.1 million reflects an increase in Realignment and MHSA revenue, offset by a decrease in federal grant revenue.
 - Charges for Service: +\$548,000 reflects an increase in Medi-Cal and Medicare revenue
 - Decrease to Restricted: -\$2.8 million decrease in the amount of Department's use of fund balances in FY 2015-16.
 - Fund Balance Impact: -\$758,000 projects the ADP fund to have a deficit in FY 2015-16.

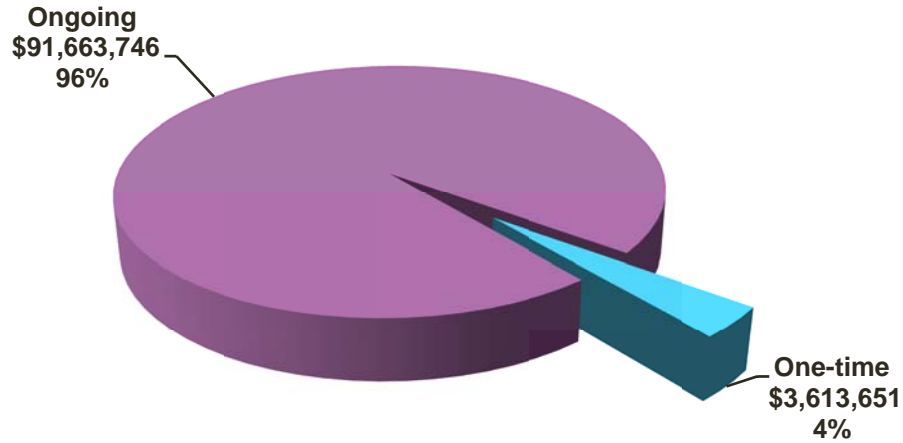
Related Links

For more information on the Alcohol, Drug and Mental Health Department, refer to the Web site at <http://www.countyofsb.org/admhs>.

Alcohol, Drug and Mental Health

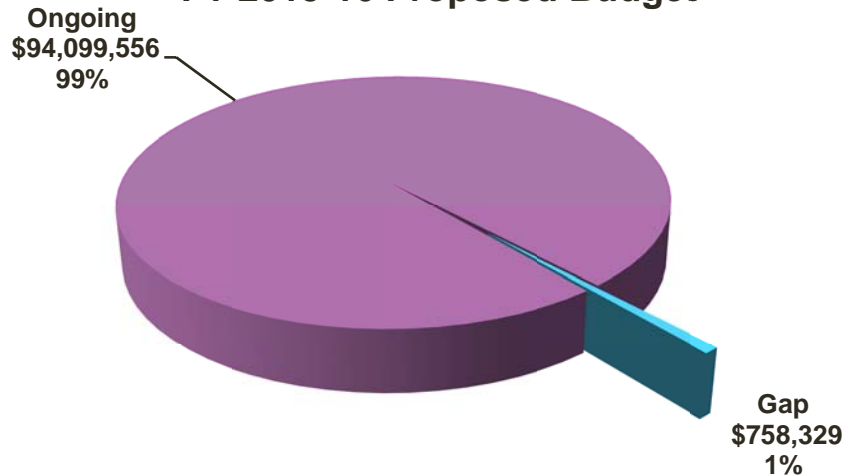
Gap Charts

FY 2014-15 Recommended Budget



The FY 2014-15 Recommended Budget relies the use of \$3,613,651 of one-time funds from the fund balances of the MHSA (\$2,449,465) and ADP Funds (\$1,164,186) to support the Department's ongoing operations.

FY 2015-16 Proposed Budget



The FY 2015-16 Proposed Budget projects a gap of \$758,329 between available funding and the funding required to maintain FY 2014-15 service levels. This funding gap is entirely in the Alcohol Drug Programs (ADP) Fund. The department will reduce costs in the ADP fund in FY 15-16 in order to have costs covered by the available funding.

Alcohol, Drug and Mental Health

Performance Measures

<u>Description</u>	<u>FY 2011-12 Actual</u>	<u>FY 2012-13 Actual</u>	<u>FY 2013-14 YTD Actual</u>	<u>FY 2014-15 Recommended</u>	<u>FY 2015-16 Proposed</u>
Budget Program 1: Administration and Support					
Reduce the percentage of “high cost” Medi-Cal beneficiaries (greater than \$30k per beneficiary, per year)	4.78% 232 out of 4,851	4.99% 269 out of 5,387	4.80% 254 out of 5,295	2.50% 157 out of 6,271	2.50% 157 out of 6,271
Budget Program 2: Mental Health Inpatient Services					
Decrease the percentage of clients who are readmitted to the PHF within 30 days of discharge by 30%	15.0% 81 out of 540	13.7% 87 out of 635	11.9% 44 out of 371	8.3% 53 out of 635	8.3% 53 out of 635
Decrease the average acute inpatient length of stay to 7 days, while decreasing the number of acute bed days (VDM, Hillmont, PHF)	8.56 days 6,475 bed days	8.33 days 7,282 bed days	8.49 days 8,035 bed days	7.00 days 8,603/7,873* bed days	7.00 days 8,603/7,873* bed days
Budget Program 4: Mental Health Community Services Programs					
Reduce Emergency Room wait times before transferring to an inpatient setting or outpatient care 50%	24 hours	18 hours	18 hours	9 hours	9 hours
Reduce time between admission and the first psychiatrist appointment by 30% for both adults and children	31 days	33 days	28 days	20 days	20 days
Budget Program 5: Alcohol and Drug Programs					
Increase the number of unique persons receiving substance abuse treatment services by 30%	4,114	4,309	4,500	5,850	5,850

*Projected number of acute bed days with implementation of crisis care facilities effective 1/1/14

Alcohol, Drug and Mental Health

Budget Overview

Staffing By Budget Program	2012-13 Actual	2013-14 Adopted	Change from FY13-14 Ado to FY14-15 Rec	2014-15 Recommended	2015-16 Proposed
Administration & Support	35.51	56.50	11.00	67.50	67.50
Mental Health Inpatient Services	41.33	42.49	0.51	43.00	43.00
Mental Health Outpatient Services	76.18	65.37	(45.62)	19.75	19.75
Mental Health Community Services Program	117.97	105.31	92.24	197.55	197.55
Alcohol & Drug Programs	16.10	11.58	(1.25)	10.33	10.33
Unallocated	0.08	-	-	-	-
Total	287.16	281.24	56.89	338.13	338.13
Budget By Budget Program					
Administration & Support	\$ 8,702,154	\$ 8,588,174	\$ 1,505,463	\$ 10,093,637	\$ 10,233,699
Mental Health Inpatient Services	9,949,100	9,195,572	1,373,383	10,568,955	10,701,615
Mental Health Outpatient Services	22,251,527	22,170,282	(8,034,672)	14,135,610	14,104,111
Mental Health Community Services Program	28,962,141	28,134,178	18,445,832	46,580,010	46,201,693
Alcohol & Drug Programs	9,813,682	10,121,353	699,195	10,820,548	10,853,420
Unallocated	(6,200)	-	-	-	-
Total	\$ 79,672,405	\$ 78,209,559	\$ 13,989,201	\$ 92,198,760	\$ 92,094,538
Budget By Categories of Expenditures					
Salaries and Employee Benefits	\$ 34,053,079	\$ 36,046,318	\$ 4,841,450	\$ 40,887,768	\$ 41,762,891
Services and Supplies	40,196,727	39,783,316	8,502,651	48,285,967	47,366,622
Other Charges	5,422,599	2,379,925	645,100	3,025,025	2,965,025
Total Operating Expenditures	79,672,405	78,209,559	13,989,201	92,198,760	92,094,538
Capital Assets	7,665	110,000	213,914	323,914	82,667
Other Financing Uses	1,525,069	1,031,032	1,156,302	2,187,334	2,113,291
Intrafund Expenditure Transfers (+)	815,095	585,130	(135,741)	449,389	449,389
Increases to Fund Balances	1,151,687	294,220	(176,220)	118,000	118,000
Fund Balance Impact (+)	-	3,001,003	(3,001,003)	-	-
Total	\$ 83,171,921	\$ 83,230,944	\$ 12,046,453	\$ 95,277,397	\$ 94,857,885
Budget By Categories of Revenues					
Fines, Forfeitures, and Penalties	\$ 3,407	\$ 4,300	\$ -	\$ 4,300	\$ 4,300
Use of Money and Property	19,280	44,714	8,044	52,758	52,758
Intergovernmental Revenue	43,728,184	38,955,860	3,605,996	42,561,856	43,626,660
Charges for Services	30,211,645	31,500,104	12,301,289	43,801,393	44,349,245
Miscellaneous Revenue	625,809	198,131	1,268	199,399	199,399
Total Operating Revenues	74,588,325	70,703,109	15,916,597	86,619,706	88,232,362
Other Financing Sources	2,331,003	4,753,945	(3,225,394)	1,528,551	1,528,551
Intrafund Expenditure Transfers (-)	815,095	585,130	(135,741)	449,389	449,389
Decreases to Fund Balances	2,370,694	5,265,435	(1,651,784)	3,613,651	803,254
General Fund Contribution	3,005,544	1,772,400	1,293,700	3,066,100	3,086,000
Fund Balance Impact (-)	61,259	150,925	(150,925)	-	758,329
Total	\$ 83,171,921	\$ 83,230,944	\$ 12,046,453	\$ 95,277,397	\$ 94,857,885

Alcohol, Drug and Mental Health

Staffing Detail

Staffing Detail By Budget Program	2012-13 Actual	2013-14 Adopted	Change from FY13-14 Ado to FY14-15 Rec	2014-15 Recommended	2015-16 Proposed
Administration & Support					
DIRECTOR	0.58	1.00	-	1.00	1.00
DEPUTY DIRECTOR	0.51	0.50	0.50	1.00	1.00
ASST DIRECTOR	1.00	1.00	0.50	1.50	1.50
CHIEF FINANCIAL OFFICER	1.00	1.00	-	1.00	1.00
PROGRAM MANAGER	0.85	1.00	1.00	2.00	2.00
DIVISION CHIEF	0.73	1.00	1.00	2.00	2.00
IT MANAGER	1.00	1.00	-	1.00	1.00
FISCAL MANAGER	0.89	1.00	-	1.00	1.00
EDP SYS & PROG ANLST SR	1.00	2.00	1.00	3.00	3.00
EDP SYS & PROG ANLST	2.00	3.00	(1.00)	2.00	2.00
COST ANALYST	0.85	2.00	1.00	3.00	3.00
ACCOUNTANT SUPERVISING	0.46	1.00	-	1.00	1.00
COMPUTER SYSTEMS SPEC SUPV	-	1.00	-	1.00	1.00
ADMIN OFFICE PRO	7.76	18.00	1.50	19.50	19.50
FINANCIAL OFFICE PRO	3.00	3.00	-	3.00	3.00
HR MANAGER	0.37	1.00	(1.00)	-	-
FINANCIAL SYS ANALYST	0.27	1.00	-	1.00	1.00
ACCOUNTANT	2.80	3.00	-	3.00	3.00
COMPUTER SYSTEMS SPEC	3.00	5.00	-	5.00	5.00
DEPT BUS SPEC	2.00	4.00	1.00	5.00	5.00
FACILITIES MANAGER	-	-	1.00	1.00	1.00
TEAM/PROJECT LDR-GEN	1.00	1.00	(1.00)	-	-
PATIENTS RIGHTS ADVOCATE	1.00	1.00	0.50	1.50	1.50
MEDICAL RECORDS ADMIN	1.00	1.00	-	1.00	1.00
BUILDING MAINT WORKER	0.97	1.00	-	1.00	1.00
EXTRA HELP	1.49	1.00	5.00	6.00	6.00
Administration & Support Total	35.51	56.50	11.00	67.50	67.50
Mental Health Inpatient Services					
MEDICAL DIRECTOR	0.51	1.00	-	1.00	1.00
PSYCHIATRIST	1.34	1.75	(0.10)	1.65	1.65
STAFF PHYSICIAN	0.50	0.50	-	0.50	0.50
PROGRAM MANAGER	1.00	1.00	(1.00)	-	-
PSYCHIATRIC NURSE SUPV	1.00	1.00	4.00	5.00	5.00
PSYCHIATRIC NURSE SR	1.00	1.00	(1.00)	-	-
ADMIN OFFICE PRO	1.43	2.50	(1.00)	1.50	1.50
PSYCHIATRIC NURSE	7.33	7.50	(2.50)	5.00	5.00
HEALTH CARE PROGRAM COORDINATO	-	-	1.00	1.00	1.00
ADMHS PRACTITIONER	3.53	3.50	(2.50)	1.00	1.00
ADMHS PRACTITIONER INTERN	-	-	1.00	1.00	1.00
NUTRITIONIST	0.65	1.00	-	1.00	1.00
ADMHS PSYCHIATRIC TECH	9.27	9.50	(4.50)	5.00	5.00
RECREATIONAL THERAPIST	1.50	1.50	-	1.50	1.50
ADMHS RECOVERY ASSISTANT	1.50	3.00	7.00	10.00	10.00
CONTRACTOR	0.45	0.49	0.71	1.20	1.20
EXTRA HELP	10.30	7.25	(0.60)	6.65	6.65
Mental Health Inpatient Services Total	41.33	42.49	0.51	43.00	43.00
Mental Health Outpatient Services					
PSYCHIATRIST	6.23	7.40	(7.15)	0.25	0.25

Alcohol, Drug and Mental Health

Staffing Detail Continued

Staffing Detail By Budget Program	2012-13 Actual	2013-14 Adopted	Change from FY13-14 Ado to FY14-15 Rec	2014-15 Recommended	2015-16 Proposed
DEPUTY DIRECTOR	0.24	0.50	(0.50)	-	-
PROGRAM MANAGER	0.67	2.00	(1.00)	1.00	1.00
DIVISION CHIEF	0.06	0.50	(0.50)	-	-
REGIONAL CLINIC MANAGER	0.90	2.70	(2.70)	-	-
ADMHS TEAM SUPV-CLIN PSYCH	0.15	-	-	-	-
CLIN PSYCHOLOGIST	3.74	2.00	(2.00)	-	-
PSYCHIATRIC NURSE SR	2.00	2.00	-	2.00	2.00
ADMIN OFFICE PRO	11.97	6.00	(5.00)	1.00	1.00
QUALITY ASSURANCE COORD	0.38	-	2.00	2.00	2.00
PSYCHIATRIC NURSE	2.21	2.20	(2.20)	-	-
DEPT BUS SPEC	1.62	2.00	-	2.00	2.00
ADMHS TEAM SUPV-PRACTITIONER	2.84	2.52	(1.52)	1.00	1.00
ADMHS PRACTITIONER	17.32	13.95	(8.95)	5.00	5.00
CLIN PSY POST DOC INTERN	0.96	1.00	(1.00)	-	-
ADMHS PRACTITIONER INTERN	3.78	3.00	(3.00)	-	-
ADMHS PSYCHIATRIC TECH	9.90	9.45	(7.95)	1.50	1.50
ADMHS CASE WORKER	6.54	7.25	(6.25)	1.00	1.00
CONTRACTOR	0.84	0.90	(0.03)	0.88	0.88
EXTRA HELP	3.84	-	2.12	2.12	2.12
Mental Health Outpatient Services					
Total	76.18	65.37	(45.62)	19.75	19.75
Mental Health Community Services Programs					
MEDICAL DIRECTOR	0.49	-	-	-	-
PSYCHIATRIST	3.93	4.78	6.42	11.20	11.20
DEPUTY DIRECTOR	0.25	-	-	-	-
ASST DIRECTOR	-	-	0.50	0.50	0.50
PROGRAM MANAGER	2.32	1.00	1.00	2.00	2.00
DIVISION CHIEF	2.92	2.50	(1.50)	1.00	1.00
REGIONAL CLINIC MANAGER	2.10	0.30	2.70	3.00	3.00
ADMHS TEAM SUPV-CLIN PSYCH	1.04	1.00	1.00	2.00	2.00
EDP SYS & PROG ANLST SR	1.00	-	-	-	-
EDP SYS & PROG ANLST	1.00	-	-	-	-
CLIN PSYCHOLOGIST	2.34	3.00	0.75	3.75	3.75
PSYCHIATRIC NURSE SR	1.00	1.00	1.00	2.00	2.00
COST ANALYST	0.50	-	-	-	-
COMPUTER SYSTEMS SPEC SUPV	1.00	-	-	-	-
ADMIN OFFICE PRO	6.87	4.00	6.00	10.00	10.00
QUALITY ASSURANCE COORD	0.38	-	-	-	-
HR MANAGER	0.63	-	-	-	-
PSYCHIATRIC NURSE	11.04	11.05	4.95	16.00	16.00
ACCOUNTANT	0.15	-	-	-	-
COMPUTER SYSTEMS SPEC	1.00	-	-	-	-
DEPT BUS SPEC	3.00	2.00	(1.00)	1.00	1.00
TEAM/PROJECT LDR-GEN	0.23	-	-	-	-
ADMHS TEAM SUPV-PRACTITIONER	1.82	3.48	9.52	13.00	13.00
ADMHS PRACTITIONER	18.88	18.55	15.45	34.00	34.00
CLIN PSY POST DOC INTERN	0.50	-	2.00	2.00	2.00
ADMHS REHABILITATION SPEC	4.00	4.00	-	4.00	4.00
ADMHS PRACTITIONER INTERN	5.61	7.00	10.00	17.00	17.00
ALCOHOL & DRUG SERVICE SPEC	4.35	5.00	-	5.00	5.00
ADMHS PSYCHIATRIC TECH	6.68	7.05	14.45	21.50	21.50

Alcohol, Drug and Mental Health

Staffing Detail Continued

Staffing Detail By Budget Program	2012-13 Actual	2013-14 Adopted	Change from FY13-14 Ado to FY14-15 Rec	2014-15 Recommended	2015-16 Proposed
ADMHS CASE WORKER	9.46	11.25	6.25	17.50	17.50
ADMHS RECOVERY ASSISTANT	12.35	13.00	1.00	14.00	14.00
CONTRACTOR	2.52	2.70	(1.50)	1.20	1.20
EXTRA HELP	8.62	2.65	13.25	15.90	15.90
Mental Health Community Services Programs Total	117.97	105.31	92.24	197.55	197.55
Alcohol & Drug Programs					
PROGRAM MANAGER	0.02	-	-	-	-
DIVISION CHIEF	0.02	-	-	-	-
FISCAL MANAGER	0.11	-	-	-	-
CLIN PSYCHOLOGIST	-	-	0.25	0.25	0.25
COST ANALYST	0.50	1.00	(1.00)	-	-
ADMIN OFFICE PRO	3.09	1.50	(1.50)	-	-
ACCOUNTANT	0.66	-	-	-	-
COMPUTER SYSTEMS SPEC	1.00	-	-	-	-
DEPT BUS SPEC	1.00	-	-	-	-
PROJECT MANAGER	1.00	1.00	-	1.00	1.00
ADMHS TEAM SUPV-PRACTITIONER	1.00	1.00	1.00	2.00	2.00
HEALTH CARE PROGRAM COORDINATOR	-	-	3.00	3.00	3.00
ADMHS PRACTITIONER	1.00	1.00	-	1.00	1.00
ADMHS PRACTITIONER INTERN	0.62	1.00	(1.00)	-	-
ALCOHOL & DRUG SERVICE SPEC	5.38	5.00	(2.00)	3.00	3.00
CONTRACTOR	0.07	0.08	-	0.08	0.08
EXTRA HELP	0.64	-	-	-	-
Alcohol & Drug Programs Total	16.10	11.58	(1.25)	10.33	10.33
Unallocated					
ADMHS PRACTITIONER INTERN	0.04	-	-	-	-
ADMHS PSYCHIATRIC TECH	0.04	-	-	-	-
Unallocated Total	0.08	-	-	-	-
Department Total	287.16	281.24	56.89	338.13	338.13

2014-2016 BUDGET WORKSHOP

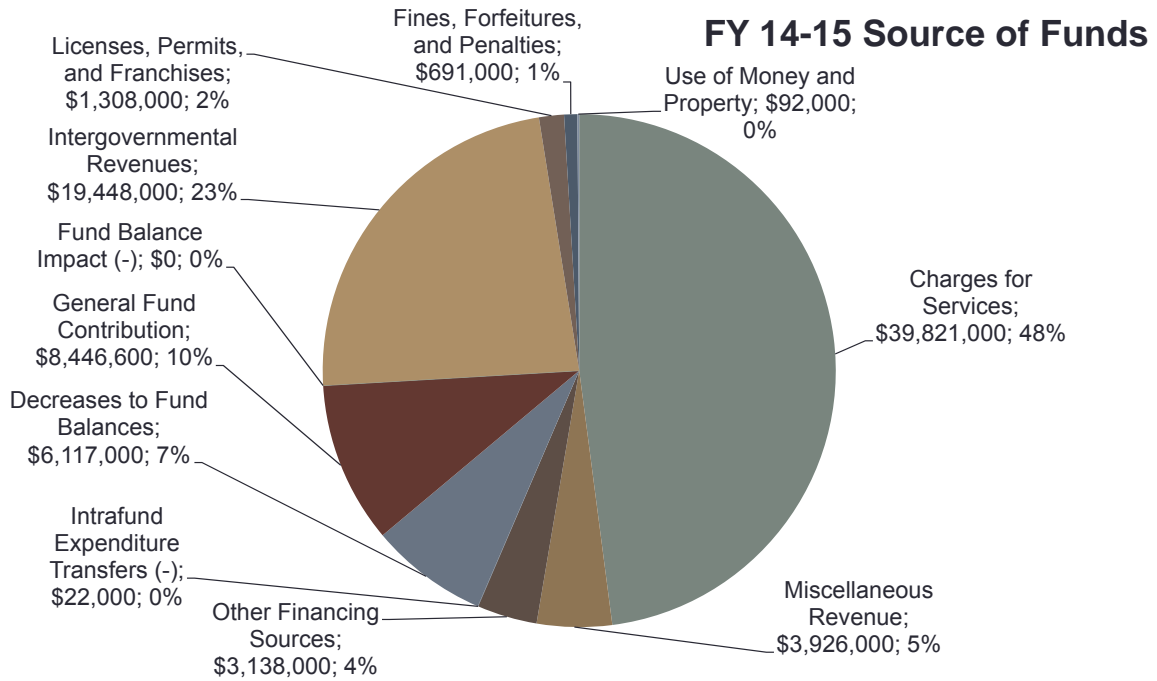
Public Health Department



Public Health Department Summary

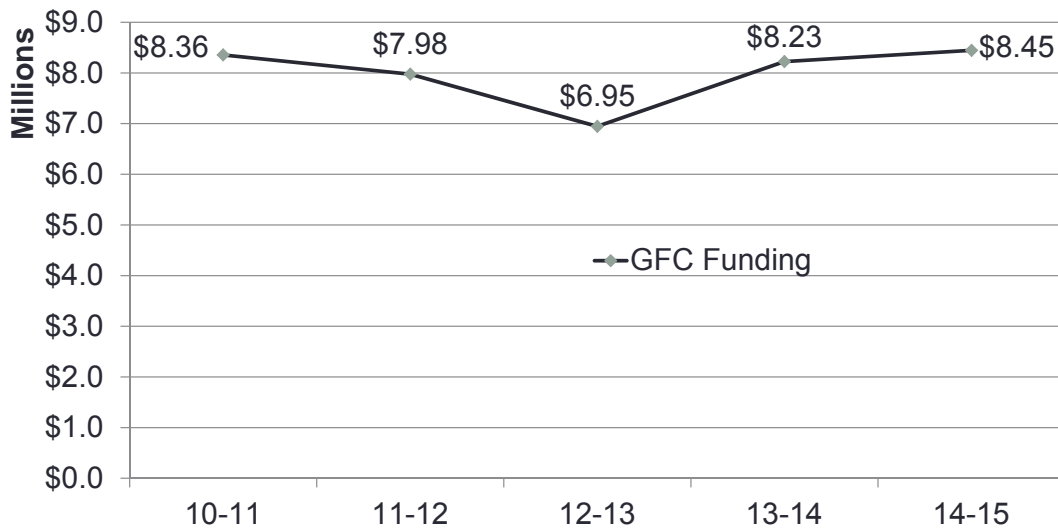
- ∂ Operating \$74,885,044
- ∂ Capital \$115,750
- ∂ General Fund \$8,446,600
- ∂ FTE's 474.66
- ∂ One Time Use of Fund Balance
\$1,192,183
- ∂ Service Level Reductions \$0
- ∂ Expansion Requests \$304,536

Public Health Department

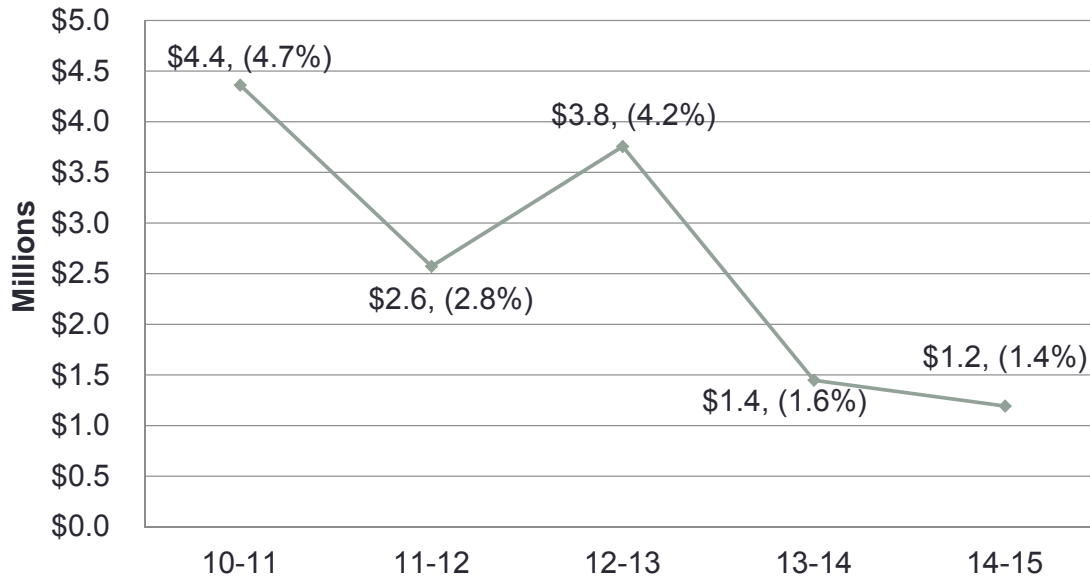


Public Health Department

GFC 5 Year Summary

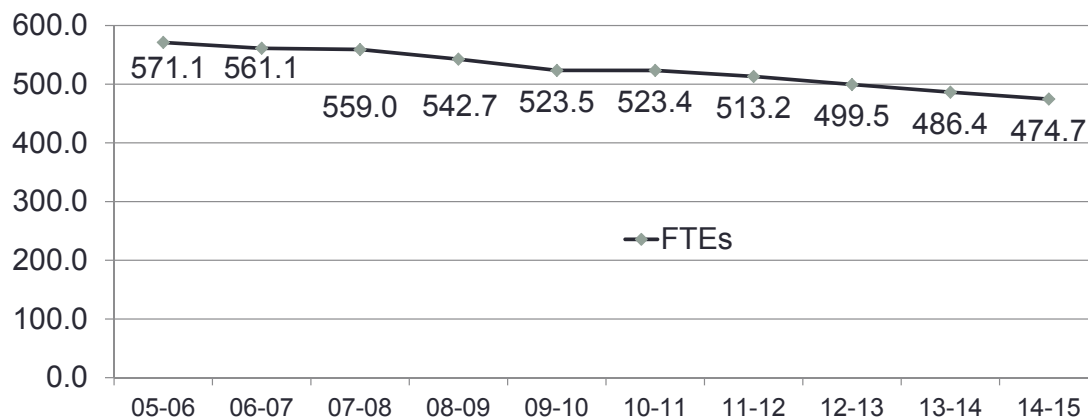


Public Health Department 5 Year Summary Use of One-Time



Public Health Department Staffing Summary

- ∅ 486.4 FTE FY 13-14 Adopted
- ∅ 474.7 FTE FY 14-15 Recommended



Public Health Department

FY 2013-14 Anticipated Accomplishments

- Implemented Affordable Care Act (ACA)
 - Assisted and enrolled patients in health care coverage
 - Collaborated with ADMHS, DSS, and community partners
 - Responded to loss of 1991 Health Realignment
- Developed Benefits and Referral Center
- Published Community Health Status Report
- Expanded Women, Infants, and Children (WIC) program site in Santa Maria

Public Health Department

FY 2013-14 Anticipated Accomplishments

- Integrated Hazardous Materials Program with Environmental Health Services (EHS)
- Activated Medical Shelter Plan
- Developed Compliance Program
- Provided Violence in the Workplace training
- Performed IT Security Risk Assessment

Public Health Department

FY 2014-15 Objectives

- Implement International Classification of Diseases (ICD-10) coding by October 2014
- Enhance behavioral health services within Primary Care
- Transition the Medically Indigent Adult program to a new program for County indigents
- Implement community initiative to prevent tuberculosis
- Implement Electronic Patient Care Medical Record for Emergency Medical Services (EMS)
- Develop EHS reporting system for operations and public information
- Engage community in alternative funding through ACA

Public Health Department

FY 2015-16 Objectives

- Fully implement Patient Centered Medical Home
- Implement Five Year Community Plan for Maternal Child and Adolescent Health (MCAH)
- Analyze pharmacy access for PHD patients
- Collaborate with CenCal to assess and evaluate access to care
- Participate in Health Information Exchange

Public Health Department Performance Measures

Description	2012-13 Actual	FY 13-14 Estimated Actual	FY 14-15 Recommended
% of PHD infants born weighing \geq 5.5 pounds	99%	98%	99%
% of food-borne illness complaints responded to within 1 working day	99%	100%	100%
% of WIC infants exclusively breastfed	34%	34%	34%

Public Health Department Performance Measures Continued

Description	2012-13 Actual	FY 13-14 Estimated Actual	FY 14-15 Recommended
% of PHD diabetic patients achieving A1c levels \leq 9%	72%	76%	77%
# of Medi-Cal eligible members who select a PHD Health Care Center as their medical home	13,537	15,000	15,500
# of dogs licensed	27,094	25,850	27,142

Public Health Department Service Level Reductions

Clinical Laboratory Changes

Public Health Department FY 14-15 Efficiency Changes

- Clinical Laboratory contracting proposal – further information and detail for discussion on subsequent slides at the end of this budget presentation.

Public Health Department

FY 14-15 Efficiency Changes

- Reduction of 0.5 FTE in Epidemiology due to automation of reporting systems by the State (and the State provides data analysis) will save \$77K annually; Other workload will be assumed by other epidemiologist, State epidemiologists and/or Public Health Nurses.

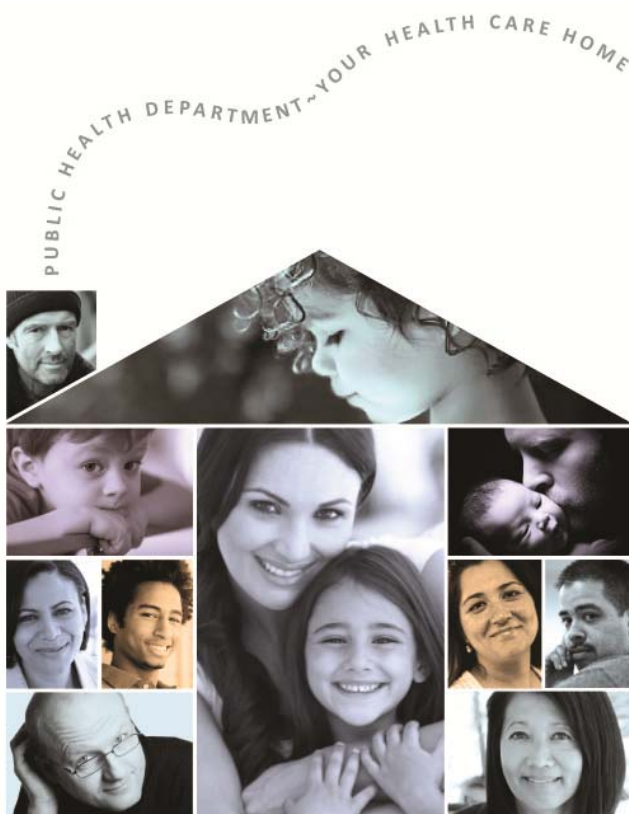
Public Health Department

Key Challenges and Emerging Issues

- *Challenges:* ACA Uncertainties, the enrollment/retention of Medi-Cal patients and management of the residually uninsured population; New and increased IT, regulatory compliance, and documentation requirements.
- *Emerging issues:* Payment Reform; Expenditure increases; Disease outbreaks
- Budget Enhancement Request for:
 - Animal Services: 3.0 FTEs: 1.0 Community Outreach Coordinator (\$94K); 1.0 FTE Animal Welfare Specialist (\$62K); 1.0 FTE Operations Manager (\$130K). These positions will improve customer service, animal care, supervision of staff and coordination of volunteers.
 - Hazardous Materials: (0 FTEs: \$19K) Stand-by for after hours emergency response – previously performed by Fire Department.
 - Positions are essential to meet workload demands and community health, safety, and expectations.

Public Health Department Summary

- The PHD continues to react and respond to a changing health services landscape with both opportunities and challenges brought by the ACA and other changes.
- Through efficiencies and other actions, service levels have been sustained while funding has decreased and the use of general fund resources has not increased materially.



Public Health Department

*Your Health Care
Home*

Public Health Department

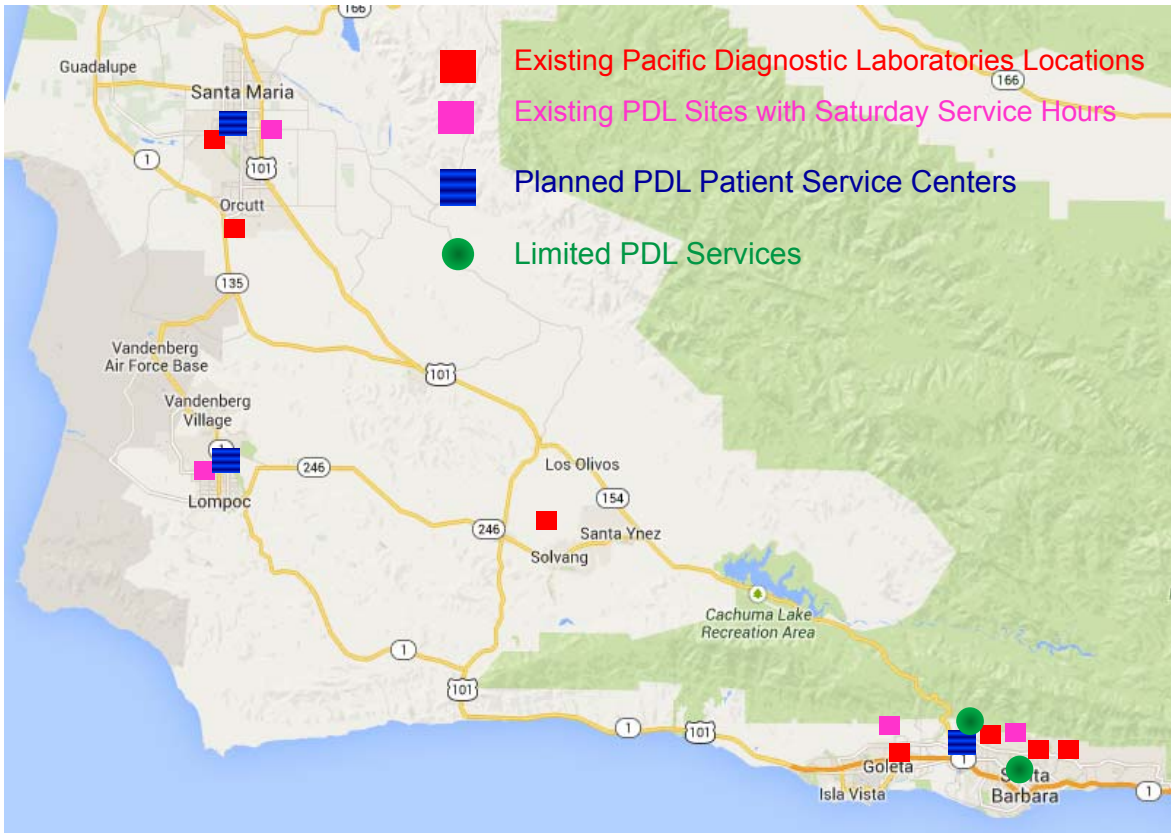
Item Directed to Workshop Discussion

- Clinical Laboratory contracting is integral to PHD mitigation strategy to address \$7.3M reduction in State 1991 Health Realignment funding.
- Contracting out services to Pacific Diagnostics Laboratory (PDL) will save \$1.3M annually and will maintain or enhance current access to services by adding additional service locations in the county, as well as, maintaining existing sites in PHD Health Centers.
- 14 FTEs impacted, many have and are expected to retire, taken or will take other positions within the PHD, have found other positions in the community, or are expected to work with our contracted provider.

Public Health Department

Item Directed to Workshop Discussion

- Maintaining in-house Clinical Laboratory services would result in \$1+ million in general fund contribution or significant reductions in PHD programs such as Specialty Clinics, Disease Control, Maternal, Child, Adolescent Health Nursing, and Children's Medical Services.
- Public Health Laboratory services unaffected. TB, STI, other reportable testing still performed by PHD.
- New electronic interface to EHR will improve ordering and testing accuracy, will reduce risk and improve patient outcomes.
- Partnership with local, established community laboratory that has strong commitment to the patients that we serve and will offer indigent pricing/fees more favorable than PHD fees.



Public Health

PUBLIC HEALTH DEPARTMENT ~ YOUR HEALTH CARE HOME

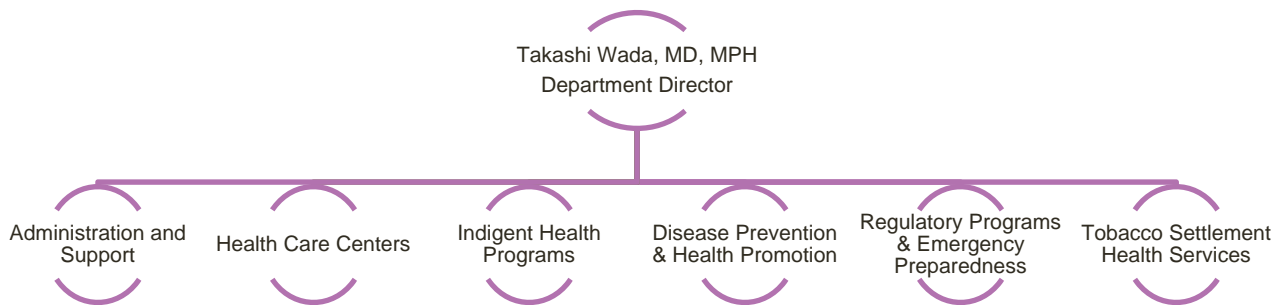


Public Health

Budget & Full-Time Equivalents (FTEs) Summary

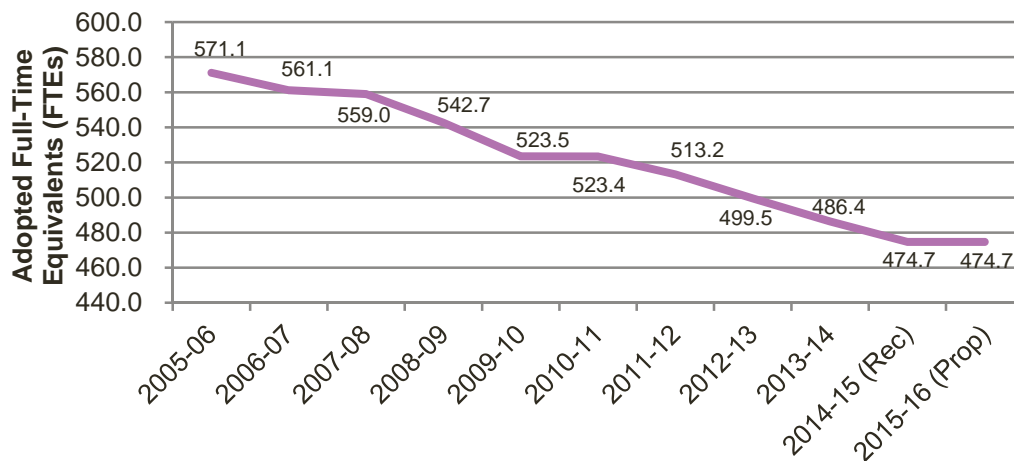
Operating	\$ 74,885,044
Capital	\$ 115,750
FTEs	474.7

Budget Programs Chart



Staffing Trend

The staffing trend values below will differ from prior year budget books in order to show amounts without the impact of any vacancy factors.



Public Health

Mission Statement

The mission of the Public Health Department is to improve the health of our communities by preventing disease, promoting wellness, and ensuring access to needed health care.

Department Description

The Public Health Department (PHD) has six Budget Programs: "Health Care Centers," "Indigent Health Programs," "Disease Prevention and Health Promotion," "Regulatory Programs and Emergency Preparedness," "Administration and Support," and "Tobacco Settlement Health Services."

The PHD provides early healthcare intervention and medical services at five Federally Qualified Health Care Centers and three satellites and ensures access to primary medical care, and assessment for infants, children, teens, and adults.

The PHD works to prevent disease and promote healthy behaviors by monitoring, investigating, and controlling environmental hazards and communicable diseases and informs people about nutrition, maternal child and family health, and chronic diseases.

2013-14 Anticipated Accomplishments

Administration and Support

- Provided Violence in the Workplace training to all Public Health Department (PHD) employees to prepare and train staff on how to handle difficult or unsafe work situations.
- Performed an IT Security Risk Assessment and subsequent mitigation to comply with Meaningful Use and Health Insurance Portability and Accountability Act (HIPAA) mandated requirements.

Health Care Centers

- Developed and implemented a community-wide plan to implement the Affordable Care Act by assisting and enrolling County Health Care Center patients and residents in health care coverage. The Public Health Department became the largest provider of health care enrollment and assistance in the County by certifying over 85 staff and contractors to become state certified health care coverage enrollment counselors.
- Developed a Compliance Program infrastructure, Compliance Plan and Compliance Training for over 400 PHD staff, volunteers, residents and contractors to meet federal regulations, prevent fraud, waste and abuse, and reinforce PHD values and ethics.
- Developed and began implementation of the PHD Benefits and Referral Center to facilitate outreach and retention of PHD patients. The Center acts as a clearinghouse for information on the Affordable Care Act and actively works with patients to acquire and maintain their coverage eligibility. The Center will improve patient outcomes by ensuring they are retained in care.

Indigent Health Programs

- Worked collaboratively with Alcohol, Drug and Mental Health Services (ADMHS), the Department of Social Services (DSS), and community partners to expand healthcare coverage for eligible residents under the Affordable Care Act (ACA).

Disease Prevention & Health Promotion

- Published a Community Health Status Report with a focus on 3 behaviors that contribute to 4 chronic health conditions that account for more than 50% of all deaths in Santa Barbara County.
- Expanded the North Santa Maria Women, Infants, and Children (WIC) service site to better meet the needs of participants.

Public Health

Regulatory Programs & Emergency Preparedness

- Integrated the Hazardous Materials program with Environmental Health Services including filling vacancies, migrating technology and reinvigorating a key technical advisory committee.
- Activated the Medical Emergency Operations Shelter Plan to test our ability to respond in a disaster. This involved providing shelter and medical care for patients in partnership with local healthcare providers and Medical Reserve Corps volunteers.

Tobacco Settlement Health Services

- Responded to loss of 1991 Health Realignment through reprioritization of Tobacco Settlement Allocations.

2014-16 Objectives

Administration and Support

- Implement International Classification of Diseases 10 (ICD-10) diagnosis coding by the mandated federal deadline of October 1, 2014. The project will include software installation, staff training, workflow changes, and testing.
- Participate in a Health Information Exchange program to securely exchange health information among providers for treatment purposes. Continue to meet federal requirements in order to receive Medi-Cal financial incentives.

Health Care Centers

- Fully implement the Patient Centered Medical Home (PCMH) practice model, which is a profound shift in the management of patients, scope of services provided and methods for service delivery. This transition will be ongoing for several years. Initial success will be marked by Level 3 Accreditation of each practice site

(Health Care Center) by the National Committee for Quality Assurance (NCQA).

- Enhance behavioral health services provided within the primary care model in County Health Care Centers in order to improve continuity of care. This is an expectation of the Patient Centered Medical Home practice model and a requirement within the expanded scope of services for persons with Medi-Cal coverage.
- Collaborate with CenCal Health, the Medi-Cal Managed Care Plan, to assess and evaluate the provision of access to the increasing numbers of covered residents in areas of the County where capacity in the private medical community is limited.
- Analyze pharmacy access for all PHD patients as a result of expanded coverage of residents in order to determine if the PHD pharmacies continue to provide a critical service not available within the private community.

Indigent Health Programs

- Fully implement the Indigent Care Program by identifying essential medical services and eligibility requirements for those residents unable to qualify for any healthcare coverage. Identify and secure long-term funding to replace shrinking State and local funding for these services.

Disease Prevention & Health Promotion

- Implement a culturally competent, preventive initiative with community partners to prevent future cases of tuberculosis.
- Implement a five year community plan to improve the medical and psycho-social health and well-being of women of child-bearing age, infants, children and adolescents. Work with community partners on focus areas that will include access to health and dental care and other areas such as gestational diabetes, and perinatal mental health and substance abuse.

Public Health

Regulatory Programs & Emergency Preparedness

- Implement an electronic patient care medical record for Emergency Medical Services that will document, assess and analyze the care provided within the EMS system for 9-1-1 medical emergencies.
- Develop robust data collection and reporting system for the Environmental Health Services to track key performance measures and program effectiveness in order to promote community health and safety.

Tobacco Settlement Health Services

- Engage community partners to evaluate alternatives and opportunities through the Affordable Care Act.

*Changes & Operational Impact:
2013-14 Adopted to 2014-15
Recommended*

Staffing

- Net decrease of 12.0 FTEs
 - Decrease of 14.0 FTEs due to the change of the Clinical Laboratory Program to an area reference laboratory in order to take advantage of economies of scale provided through the contract to increase customer service and lower costs.
 - Decrease of 3.50 FTEs due to efficiencies and reductions in the Medically Indigent Adult (MIA) and Utilization Review programs with the State's implementation of the ACA.
 - Increase of 3.0 FTEs including 2.0 FTE Licensed Clinical Social Workers and support staff for the expansion of behavioral health services in our Health Care Center network.
 - Decrease of 2.0 FTEs in Administration and Support due to business efficiencies and workload changes.

- Increase of 1.5 FTEs with a change to use extra help staff, instead of independent contractors, for education and outreach for the Peer Counseling grant.
- Increase of 1.5 FTEs due to an increase in the capacity of the California Children's Services (CCS) Medical Therapy Units (MTUs) to serve children with developmental disabilities.
- Increase of 1.0 FTE in the Hazardous Materials Program for increased clerical workload.
- Increase of 1.0 FTE in the Communicable Disease program due to the need for more Public Health nursing support for outbreaks and contact follow up.
- Decrease of .50 FTE in the Epidemiology program due to workload reductions and business efficiencies.

Expenditures

- Net Operating decrease of \$5,572,000:
 - -\$5,941,000 decrease in Services and Supplies.
 - -\$2,700,000 decrease due to efficiencies and reductions in the MIA and Utilization Review programs with the State's implementation of the ACA.
 - -\$1,009,000 decrease in Tobacco Settlement allocations to non-county organizations due to new funding opportunities made available under the ACA benefit expansions.
 - -\$900,000 decrease in countywide Cost allocation plan charges.
 - -\$457,000 decrease in laboratory costs for supplies and outside testing, due to contracting of the Clinical Laboratory services.
 - -\$318,000 decrease in costs for services of medical residents, due to a renegotiated contract with Cottage Health System for their Graduate Medical Education program.
 - -\$217,000 decrease in costs for the services of hospitalists and other physicians, due to contract

Public Health

renegotiation and new funding opportunities made available under the ACA benefit expansions.

- -\$190,000 decrease in costs for Environmental Health sewer projects.
- -\$149,000 decrease in professional services costs due to the use of extra help staff for certain grant outreach activities.
- +\$392,000 increase in Salaries and Benefits, due to increases in retirement costs, health insurance costs, workers compensation premiums, and employee salaries, offset by reductions made for program privatization and business efficiencies.
- -\$23,000 decrease in Other Charges.
 - -\$151,000 decrease in premiums for Liability insurance.
 - +\$128,000 increase in premiums for medical malpractice insurance.
- Net non-operating expenditure decrease of \$530,000:
 - -\$246,000 decrease in Other Financing Uses.
 - -\$250,000 decrease in transfers due to a one-time previous year transfer of designated funds with the consolidation of Environmental Health Services and the Hazardous Materials Unit into the general fund.
 - +\$234,000 increase in Tobacco Settlement allocations used to support the PHD Health Care Centers.
 - -\$230,000 decrease in transfers for Environmental Health Services sewer and other projects.
 - -\$194,000 decrease in Increase to Fund Balance due to anticipated reductions in receipts in fees and fines from the Maddy/EMS Fund, due to the sunset of legislation: AB 412 (Williams).
 - -\$90,000 decrease in Capital Assets.
 - -\$175,000 decrease due to the previous year project for Santa Barbara Health Center improvements.
 - \$85,000 increase for an upgrade to the department's Electronic Health

Record in anticipation of the implementation of ICD-10.

These changes result in recommended operating expenditures of \$74,885,000, non-operating expenditures of \$8,185,400 and total expenditures of \$83,070,500. Non-operating expenditures primarily include capital expenditures, transfers to other funds and use of fund balance.

Revenues

- Net operating revenue decrease of \$4,425,000:
 - +\$51,000 increase in Licenses, permits, and franchises due to increased canvassing and animal license fees.
 - +\$55,000 increase in Fines, forfeitures, and penalties in Maddy Fund receipts due to the reauthorization of enabling legislation.
 - +\$17,000 increase in Use of Money and Property due to rented space.
 - -\$7,011,000 decrease in Intergovernmental Revenues.
 - -\$7,621,000 decrease in 1991 Health Realignment due to the State's implementation of the ACA and the redirection of these funds to other State needs.
 - +\$257,000 increase in Health Resources and Services Administration (HRSA) grants due to the ACA.
 - +\$238,000 increase in California Children's Services funding, due to increases in program expenditures.
 - +\$115,000 increase in Maternal Child and Adolescent Health funding, due to increases in program expenditures.
 - +\$2,712,000 increase in Charges for Services.
 - +\$3,344,000 increase in Federally Qualified Health Center (FQHC) Medical revenue due to the conversion of previously uninsured patients to Medical benefits.
 - -\$666,000 decrease in patient services revenue due to privatization of the Clinical Laboratory programs.

Public Health

- +\$187,000 increase due to the reclassification of revenues for services provided to other county departments, less a decrease in those revenues due to Clinical Laboratory privatization.
- -\$153,000 decrease in federal incentives payable for meaningful use of electronic health records due to a reduction in year 2 payments and eligible practitioners that qualify.
- -\$248,000 decrease in Miscellaneous Revenue due to the reclassification of revenues for services provided to other county departments to Charges for Services.
- Net non-operating revenue decrease of \$1,677,000:
 - -\$273,000 decrease in other financing sources due to the reduction of previous year one-time Tobacco Settlement funding.
 - -1,624,000 decrease in the use of departmental fund balances.
 - -\$833,000 decrease due to the payment of a previous year Intergovernmental Transfer (IGT) for the area hospitals from Tobacco Settlement funds.
 - -\$569,000 decrease due to reductions in operating costs made through operating efficiencies.
 - -\$222,000 decrease in Maddy Fund allocations to area hospitals and physicians.
 - +\$222,000 increase in General Fund Contribution.

These changes result in recommended operating revenues of \$65,286,400, non-operating revenues of \$17,784,100 resulting in total revenues of \$83,070,500. Non-operating revenues primarily include General Fund Contribution, transfers and decreases to fund balances.

*Changes & Operational Impact:
2013-14 Recommended to
2015-16 Proposed*

As a result of the State's implementation of the ACA in January of 2014, the Department will continue to respond to the State's redirection of over \$7 Million of annual funding for indigent patients and public health services to other State needs. The focus on cost containment through operating efficiencies will continue, as will the critical effort to perform outreach and enrollment (O&E) in our health centers and the community in order to connect indigent and uninsured patients with one of the health benefit programs made available under the ACA. In FY 2015-16, O&E activities will also incorporate retention efforts in order to help patients maintain their coverage.

In this era of reform, other changes to payment methodologies, practice models, documentation standards, Information Technology requirements and compliance are anticipated. Only those changes that are known, such as the adoption of the ICD-10 code set and the Patient Centered Medical Home model, have been incorporated into the FY 2014-15 Recommended and FY 2015-16 Proposed Budgets.

Increases in Medi-Cal revenues have been included into the FY 2014-15 Recommended and FY 2015-16 Proposed Budgets, however, the impacts of the ACA implementation could take months to years to fully develop. At this time, the Department projects that it will need to use approximately \$1.2 million of restricted fund balance to maintain current service levels.

Projected impacts to expenditures which are included in the FY 2015-16 figures include an approximate \$1.3 million increase to Salaries and Benefits due to retirement rate increases, merit and cost of living increases, and higher premiums for health insurance and worker's compensation.

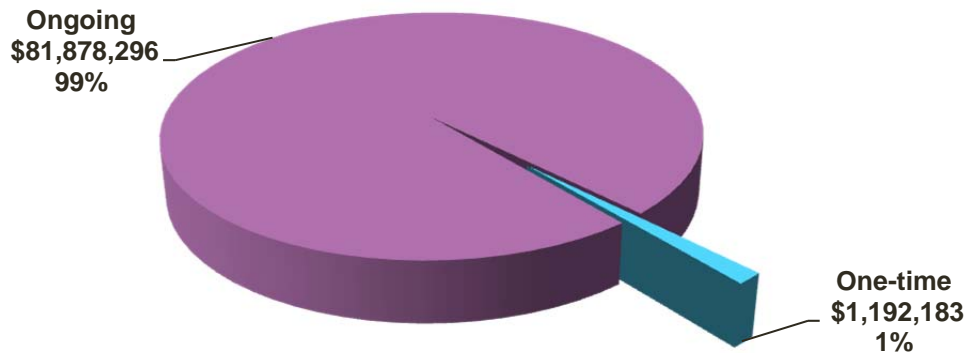
Related Links

For more information on the Public Health Department, refer to the Web site at <http://www.countyofsb.org/phd/>.

Public Health

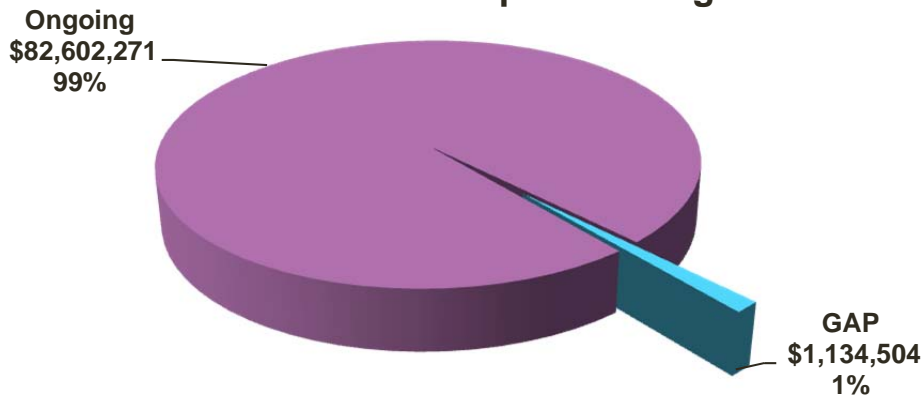
Gap Charts

FY 2014-15 Recommended Budget



The FY 2014-15 Recommended Budget relies on one-time sources of funding of approximately \$1.2 million or 1.0% for ongoing operations. Due to the Governor's implementation of the ACA, over \$7 million of the Department's 1991 Health Realignment funding has been redirected to other State needs. The Department has made changes starting in Fiscal Year 2013-14 to increase efficiencies, lower costs, and enhance revenues, to mitigate the loss. There continues to be unknowns as to the success of the aggressive efforts made regarding outreach and enrollment of indigent patients into the Medi-Cal coverage expansion, thus the Department projects to use approximately \$1.2 million of restricted fund balance to maintain current program service levels.

FY 2015-16 Proposed Budget



The FY 2015-16 Proposed Budget relies on one-time sources of funding of approximately \$1.1 million or 1.0% of the Department's ongoing operations. The Department is working on a marketing plan to advertise its services to the newly- eligible Medi-Cal population and will need to continue to find additional efficiencies and other actions necessary to restore financial stability. The changing health care landscape will continue to bring new challenges and opportunities that will require evolving strategies to ensure fulfillment of the Department's Mission.

Public Health

Performance Measures Continued

<u>Description</u>	<u>FY 2011-12</u> <u>Actual</u>	<u>FY 2012-13</u> <u>Actual</u>	<u>FY 2013-14</u> <u>Est. Actual</u>	<u>FY 2014-15</u> <u>Recommended</u>	<u>FY 2015-16</u> <u>Proposed</u>
Preventing Disease and Injury:					
Percent of PHD patients who give birth to infants at full term weighing 5.5 pounds (2,500 grams) or more to reduce medical and developmental complications.	99% 1,216/1231	99% 967/981	98% 980/1,000	99% 990/1,000	99% 990/1,000
Percent of infected TB contacts that will receive a chest x-ray to rule out active TB disease within 14 days of tuberculin skin or blood test result.	98% 50/51	89% 59/66	90% 45/50	90% 45/50	90% 45/50
Percent of age appropriate women (40-69) that will have a screening mammogram (exceeding the national standard of 50%) at the County Health Care Centers.	62% 205/331	36% 144/405	45% 2,075/4,600	50% 2,300/4,600	55% 2,550/4,600
Promoting Wellness:					
Number of dogs that are currently licensed to improve rabies vaccination rates and return rates for dogs that stray from their owners.	21,606	27,094	25,850	27,142	28,499
Percent of food borne illness complaints that are responded to within one working day to reduce the risk of others becoming ill.	95% 60/63	99% 144/145	100% 50/50	100% 55/50	100% 55/50

Public Health

Performance Measures Continued

<u>Description</u>	<u>FY 2011-12</u> <u>Actual</u>	<u>FY 2012-13</u> <u>Actual</u>	<u>FY 2013-14</u> <u>Est. Actual</u>	<u>FY 2014-15</u> <u>Recommended</u>	<u>FY 2015-16</u> <u>Proposed</u>
Percent of infants in the Women, Infants, and Children (WIC) program each month that will be exclusively breastfed.	31% 1,143/1,143	34% 1,217/3,558	34% 1,210/3,560	34% 1,210/3,560	34% 1,210/3,560
Percent of family cases referred to Maternal Child Adolescent Health with a high risk factor that receive a PHD in-home assessment within 10 working days of initial referral.	90% 902/1,002	88% 814/925	85% 786/925	85% 765/900	85% 765/900
Ensuring Access to Health Care:					
Percent of PHD adult diabetic patients who achieve hemoglobin A1C levels of 9% or lower to improve the health of our diabetic patients.	63% 2,188/3,482	72% 2,298/3,201	76% 2,475/3,250	77% 2,520/3,275	77% 2,520/3,275
Number of Medi-Cal eligible members who select a County Health Care Center as their medical home.	12,959	13,537	15,000	15,500	15,950
Number of California Children's Services patients receiving medical therapy to improve health care access of children with special needs.	410	413	411	415	415

Public Health

Budget Overview

Staffing By Budget Program	2012-13 Actual	2013-14 Adopted	Change from FY13-14 Ado to FY14-15 Rec	2014-15 Recommended	2015-16 Proposed
Administration & Support	61.35	61.36	(2.05)	59.31	59.31
Health Care Centers	227.18	212.19	(10.66)	201.53	201.53
Indigent Health Programs	48.87	42.30	(1.98)	40.31	40.31
Disease Prevention & Health Promotion	88.02	89.34	2.08	91.41	91.41
Regulatory Programs & Emergency Prep	71.16	81.24	0.85	82.09	82.09
Unallocated	1.65	-	-	-	-
Total	498.22	486.43	(11.77)	474.66	474.66
Budget By Budget Program					
Administration & Support	\$ 8,681,823	\$ 8,923,367	\$ 281,736	\$ 9,205,103	\$ 9,133,848
Health Care Centers	37,812,349	36,491,465	(1,738,505)	34,752,960	35,238,797
Indigent Health Programs	10,673,690	9,876,132	(3,316,645)	6,559,487	6,527,895
Disease Prevention & Health Promotion	11,317,648	11,877,799	183,478	12,061,277	12,318,158
Regulatory Programs & Emergency Prep	9,300,316	11,439,797	61,313	11,501,110	11,727,135
Tobacco Settlement Health Services	1,505,825	1,848,879	(1,043,772)	805,107	805,107
Unallocated	(15,930)	-	-	-	-
Total	\$ 79,275,722	\$ 80,457,439	\$(5,572,395)	\$ 74,885,044	\$ 75,750,940
Budget By Categories of Expenditures					
Salaries and Employee Benefits	\$ 54,173,006	\$ 55,972,082	\$ 391,544	\$ 56,363,626	\$ 57,650,477
Services and Supplies	21,572,714	21,114,920	(5,940,497)	15,174,423	14,650,331
Other Charges	3,530,002	3,370,437	(23,442)	3,346,995	3,450,132
Total Operating Expenditures	79,275,722	80,457,439	(5,572,395)	74,885,044	75,750,940
Capital Assets	690,615	205,500	(89,750)	115,750	17,000
Other Financing Uses	4,206,367	3,738,333	(245,917)	3,492,416	3,492,416
Intrafund Expenditure Transfers (+)	38,264	12,976	(172)	12,804	12,804
Increases to Fund Balances	7,021,014	4,758,195	(193,730)	4,564,465	4,463,615
Fund Balance Impact (+)	3	1	(1)	-	-
Total	\$ 91,231,985	\$ 89,172,444	\$(6,101,965)	\$ 83,070,479	\$ 83,736,775
Budget By Categories of Revenues					
Licenses, Permits and Franchises	\$ 889,516	\$ 1,257,216	\$ 50,530	\$ 1,307,746	\$ 1,323,176
Fines, Forfeitures, and Penalties	784,924	635,877	55,157	691,034	578,607
Use of Money and Property	(32,453)	75,208	16,586	91,794	91,794
Intergovernmental Revenue	24,613,435	26,459,189	(7,010,855)	19,448,334	19,316,638
Charges for Services	38,806,167	37,109,783	2,711,675	39,821,458	40,889,239
Miscellaneous Revenue	6,167,921	4,174,235	(248,181)	3,926,054	3,903,304
Total Operating Revenues	71,229,510	69,711,508	(4,425,088)	65,286,420	66,102,758
Other Financing Sources	3,404,772	3,411,102	(272,800)	3,138,302	3,138,302
Intrafund Expenditure Transfers (-)	38,264	23,525	(1,804)	21,721	21,721
Decreases to Fund Balances	9,613,549	7,801,309	(1,623,873)	6,177,436	4,802,290
General Fund Contribution	6,945,890	8,225,000	221,600	8,446,600	8,537,200
Fund Balance Impact (-)	-	-	-	-	1,134,504
Total	\$ 91,231,985	\$ 89,172,444	\$(6,101,965)	\$ 83,070,479	\$ 83,736,775

Public Health

Staffing Detail

Staffing Detail By Budget Program	2012-13 Actual	2013-14 Adopted	Change from FY13-14 Ado to FY14-15 Rec	2014-15 Recommended	2015-16 Proposed
Administration & Support					
PUBLIC HLTH DIR/HLTH OFFCR	1.00	1.00	-	1.00	1.00
DEPUTY DIRECTOR	1.06	1.08	-	1.08	1.08
CHIEF FINANCIAL OFFICER	1.00	1.00	-	1.00	1.00
PROGRAM MANAGER	1.00	1.00	-	1.00	1.00
IT MANAGER	1.00	1.00	-	1.00	1.00
PROJECT MANAGER	1.03	1.05	(1.05)	-	-
EDP OFFICE AUTO SPEC	3.00	2.99	0.01	3.00	3.00
EDP SYS & PROG ANLST SR	1.00	1.00	1.00	2.00	2.00
HR MANAGER	1.00	-	-	-	-
EDP SYS & PROG ANLST	3.42	3.67	0.01	3.68	3.68
COST ANALYST	4.62	4.57	(0.04)	4.53	4.53
PUB HLTH PROGRAM ADMN	0.23	-	-	-	-
ADMIN OFFICE PRO	6.37	6.57	(0.07)	6.50	6.50
FINANCIAL OFFICE PRO	18.86	18.96	(1.16)	17.80	17.80
COMPUTER SYSTEMS SPEC SUPV	-	-	1.00	1.00	1.00
ACCOUNTANT	2.31	2.72	0.20	2.92	2.92
COMPUTER SYSTEMS SPEC	5.63	5.00	(1.00)	4.00	4.00
DEPT BUS SPEC	4.75	4.75	(0.75)	4.00	4.00
HEALTH CARE PROGRAM COORDINATOR	-	-	0.05	0.05	0.05
SAFETY OFFICER-DEPT	-	-	0.75	0.75	0.75
RADIOLOGICAL TECH SUPV	0.03	-	-	-	-
BUILDING MAINT WORKER	1.00	1.00	-	1.00	1.00
STOREKEEPER	1.00	1.00	-	1.00	1.00
UTILITY CLERK-DEPT	1.65	2.00	-	2.00	2.00
EXTRA HELP	0.39	1.00	(1.00)	-	-
Administration & Support Total	61.35	61.36	(2.05)	59.31	59.31
Health Care Centers					
MEDICAL DIRECTOR	0.95	1.00	-	1.00	1.00
STAFF PHYSICIAN SUPV	3.12	3.06	0.94	4.00	4.00
STAFF PHYSICIAN	16.27	16.44	(2.04)	14.40	14.40
PHARMACIST SUPV	1.00	1.00	-	1.00	1.00
PHARMACIST-IN-CHARGE	2.96	3.00	-	3.00	3.00
DEPUTY DIRECTOR	1.00	1.00	-	1.00	1.00
PROGRAM MANAGER	0.01	-	-	-	-
PROJECT MANAGER	1.00	1.00	-	1.00	1.00
HEALTH CARE PRACTITIONER	8.92	8.95	0.05	9.00	9.00
REGIONAL CLINIC MANAGER	3.58	3.00	1.00	4.00	4.00
HEALTH SERVICES LAB SUPV	1.00	1.00	(1.00)	-	-
PROGRAM/BUS LDR-GEN	-	1.00	(1.00)	-	-
PH PERFORM IMPROVE COORD	1.00	1.00	-	1.00	1.00
PUBLIC HEALTH NURSE SUPV	0.05	0.08	(0.01)	0.07	0.07
STAFF NURSE SUPV	7.63	8.00	-	8.00	8.00
EDP SYS & PROG ANLST	-	-	-	-	-
PUB HLTH PROGRAM ADMN	1.00	1.00	-	1.00	1.00
STAFF NURSE SR	0.09	0.05	0.95	1.00	1.00
FINANCIAL OFFICE PRO	26.15	26.00	(1.00)	25.00	25.00
ADMIN OFFICE PRO	39.10	34.00	1.00	35.00	35.00
NUTRITION SERVICES SUPV	0.01	-	-	-	-
PUBLIC HEALTH NURSE	3.62	3.57	0.18	3.75	3.75

Public Health

Staffing Detail Continued

Staffing Detail By Budget Program	2012-13 Actual	2013-14 Adopted	Change from FY13-14 Ado to FY14-15 Rec	2014-15 Recommended	2015-16 Proposed
CLINICAL LAB SCIENTIST SR	4.00	4.00	(4.00)	-	-
ADMINISTRATIVE LDR-GEN	0.42	-	-	-	-
STAFF NURSE	17.27	17.19	0.06	17.25	17.25
NUTRITION SITE SUPV	0.17	-	0.10	0.10	0.10
PH PROGRAM COORDINATOR	-	1.00	(1.00)	-	-
HEALTH CARE PROGRAM COORDINATOR	-	-	1.00	1.00	1.00
CLINICAL LAB SCIENTIST	1.00	1.00	(1.00)	-	-
ADMHS PRACTITIONER	-	-	2.00	2.00	2.00
NUTRITIONIST	1.53	1.75	(0.29)	1.46	1.46
RADIOLOGICAL TECH	0.20	-	-	-	-
RADIOLOGICAL TECH SUPV	0.21	-	-	-	-
LICENSED VOCATIONAL NURSE	1.65	2.00	-	2.00	2.00
HEALTH EDUC ASSOC	1.50	1.50	-	1.50	1.50
PHARMACY TECHNICIAN	8.00	8.00	-	8.00	8.00
MEDICAL ASSISTANT	49.80	51.38	0.88	52.25	52.25
HEALTH SERVICES AIDE SR	1.30	1.43	(0.19)	1.24	1.24
LABORATORY ASSISTANT	7.00	7.00	(7.00)	-	-
HEALTH SERVICES AIDE	1.00	1.00	-	1.00	1.00
EXTRA HELP	13.64	0.80	(0.30)	0.50	0.50
Health Care Centers Total	227.18	212.19	(10.66)	201.53	201.53
Indigent Health Programs					
STAFF PHYSICIAN SUPV	0.38	0.44	(0.44)	-	-
STAFF PHYSICIAN	0.52	0.52	0.02	0.54	0.54
PROGRAM MANAGER	1.00	1.00	-	1.00	1.00
EDP OFFICE AUTO SPEC	-	0.01	(0.01)	-	-
CCS SUPERVISING THERAPIST	4.00	4.00	-	4.00	4.00
EDP SYS & PROG ANLST	0.02	0.04	(0.04)	-	-
COST ANALYST	0.06	0.09	(0.01)	0.08	0.08
PUB HLTH PROGRAM ADMN	0.78	-	-	-	-
STAFF NURSE SR	1.52	1.45	(1.45)	-	-
CCS OCC/PHYS THERAPIST	8.36	7.75	1.25	9.00	9.00
ADMIN OFFICE PRO	7.76	7.43	0.57	8.00	8.00
FINANCIAL OFFICE PRO	0.76	0.82	(0.72)	0.10	0.10
PUBLIC HEALTH NURSE	4.23	5.53	(2.03)	3.50	3.50
STAFF NURSE	-	-	2.00	2.00	2.00
COMPUTER SYSTEMS SPEC	-	-	-	-	-
HEALTH CARE PROGRAM COORDINATOR	-	-	0.95	0.95	0.95
SR SERVICES SUPERVISOR	0.54	0.50	(0.50)	-	-
MEDICAL SOCIAL SERV SUPV	1.00	0.50	(0.50)	-	-
NUTRITIONIST	-	0.01	(0.01)	-	-
MEDICAL SOC SVC PRACT	1.75	1.25	(0.25)	1.00	1.00
MEDICAL SOC SVC WKR SR	0.54	0.50	0.25	0.75	0.75
CCS CASEWORKER	5.00	5.46	0.54	6.00	6.00
MEDICAL SERVICES REP	5.00	2.50	(2.50)	-	-
THERAPY ATTENDANT	2.50	2.50	-	2.50	2.50
EXTRA HELP	3.16	-	0.90	0.90	0.90
Indigent Health Programs Total	48.87	42.30	(1.98)	40.31	40.31
Disease Prevention & Health Promotion					
MEDICAL DIRECTOR	0.05	-	-	-	-

Public Health

Staffing Detail Continued

Staffing Detail By Budget Program	2012-13 Actual	2013-14 Adopted	Change from FY13-14 Ado to FY14-15 Rec	2014-15 Recommended	2015-16 Proposed
HEALTH OFFICER	-	-	0.88	0.88	0.88
STAFF PHYSICIAN	0.68	0.73	(0.57)	0.16	0.16
DEPUTY DIRECTOR	0.91	0.92	-	0.92	0.92
PROGRAM MANAGER	3.93	3.00	-	3.00	3.00
PROJECT MANAGER	0.92	0.95	0.05	1.00	1.00
PUBLIC HEALTH LAB SUPV	1.00	1.00	-	1.00	1.00
EDP SYS & PROG ANLST SR	-	-	-	-	-
PUBLIC HEALTH NURSE SUPV	3.91	3.92	0.01	3.93	3.93
EPIDEMIOLOGIST SR	0.56	0.50	(0.50)	-	-
EDP SYS & PROG ANLST	0.06	0.02	-	0.02	0.02
COST ANALYST	0.05	-	-	0.01	0.01
PUB HLTH PROGRAM ADMN	2.00	2.00	-	2.00	2.00
ADMIN OFFICE PRO	9.87	9.75	(0.25)	9.50	9.50
FINANCIAL OFFICE PRO	0.02	0.03	-	0.02	0.02
PUBLIC HEALTH NURSE	12.59	13.15	0.85	14.00	14.00
NUTRITION SERVICES SUPV	0.99	1.00	-	1.00	1.00
PUBLIC HEALTH MICROB SR	2.00	2.00	-	2.00	2.00
COMMUNITY HEALTH NURSE	-	0.60	-	0.60	0.60
STAFF NURSE	0.03	0.06	(0.06)	-	-
ACCOUNTANT	0.22	0.28	(0.20)	0.08	0.08
COMPUTER SYSTEMS SPEC	0.06	-	-	-	-
DEPT BUS SPEC	1.00	1.00	-	1.00	1.00
EPIDEMIOLOGIST/BIOSTAT	0.53	0.50	-	0.50	0.50
NUTRITION SITE SUPV	3.83	4.00	(0.10)	3.90	3.90
PH PROGRAM COORDINATOR	0.90	1.90	(1.90)	-	-
HEALTH CARE PROGRAM COORDINATO	-	-	1.90	1.90	1.90
HEALTH EDUCATOR	3.92	3.50	-	3.50	3.50
PUBLIC HEALTH MICROB	1.56	1.63	(0.03)	1.60	1.60
NUTRITIONIST	4.47	5.24	0.12	5.36	5.36
LACTATION CONSULTANT	1.60	1.60	-	1.60	1.60
MEDICAL SOC SVC PRACT	0.50	0.50	-	0.50	0.50
HEALTH EDUC ASSOC	1.00	1.00	-	1.00	1.00
MEDICAL ASSISTANT	1.03	1.00	-	1.00	1.00
HEALTH EDUCATION ASST SR	6.00	6.00	-	6.00	6.00
HEALTH SERVICES AIDE SR	5.20	5.07	0.19	5.26	5.26
HEALTH EDUCATION ASST	11.96	13.00	(1.00)	12.00	12.00
LABORATORY ASSISTANT	0.38	1.00	-	1.00	1.00
EXTRA HELP	4.26	2.48	2.70	5.18	5.18
Disease Prevention & Health					
Promotion Total	88.02	89.34	2.08	91.41	91.41
Regulatory Programs & Emergency Preparedness					
DEPUTY DIRECTOR	0.02	-	-	-	-
PROGRAM MANAGER	1.77	2.00	-	2.00	2.00
PROJECT MANAGER	0.05	-	-	-	-
EDP OFFICE AUTO SPEC	-	-	-	-	-
ANIMAL HEALTH & REG DIR	1.00	1.00	-	1.00	1.00
PH PERFORM IMPROVE COORD	2.00	2.00	-	2.00	2.00
GEOLOGIST REGISTERED	-	1.00	-	1.00	1.00
HAZARD MATERIALS SUPV	-	2.00	-	2.00	2.00
ENVIRON HEALTH SPEC SUPV	3.00	3.00	-	3.00	3.00
EDP SYS & PROG ANLST	0.27	0.27	0.03	0.30	0.30

Public Health

Staffing Detail Continued

Staffing Detail By Budget Program	2012-13 Actual	2013-14 Adopted	Change from FY13-14 Ado to FY14-15 Rec	2014-15 Recommended	2015-16 Proposed
COST ANALYST	0.26	0.18	-	0.18	0.18
PUB HLTH PROGRAM ADMN	1.00	1.00	-	1.00	1.00
FINANCIAL OFFICE PRO	2.82	2.00	-	2.00	2.00
ADMIN OFFICE PRO	9.76	12.00	1.00	13.00	13.00
ENVIRON HEALTH SPEC SR	6.00	6.00	-	6.00	6.00
ACCOUNTANT	0.47	-	-	-	-
COMPUTER SYSTEMS SPEC	-	-	-	-	-
DEPT BUS SPEC	-	1.00	(0.50)	0.50	0.50
HAZ MATERIALS SPEC SR	-	4.00	(1.19)	2.81	2.81
EPIDEMIOLOGIST/BIOSTAT	0.47	0.50	-	0.50	0.50
ENVIRON HEALTH SPEC	9.00	10.00	-	10.00	10.00
COMM OUTRCH CRD ANML HLTH	1.00	1.00	-	1.00	1.00
ANIMAL CONTROL OFF SUPV	4.00	4.00	-	4.00	4.00
PUBLIC HEALTH MICROB	0.44	0.37	0.03	0.40	0.40
HAZ MATERIALS SPEC	-	5.00	1.00	6.00	6.00
PUBLIC INFO ASSISTANT	0.65	1.00	-	1.00	1.00
RADIOLOGICAL TECH	0.18	-	-	-	-
EMERG SVCS PLANNER	-	-	2.00	2.00	2.00
ANIMAL CONTROL OFF	7.69	8.00	-	8.00	8.00
REGISTERED VET TECH	0.69	1.00	-	1.00	1.00
ENVIRON HEALTH SPEC TR	1.00	-	-	-	-
HEALTH EDUC ASSOC	0.65	1.00	-	1.00	1.00
ANIMAL SHELTER ATTENDANT	7.23	8.00	-	8.00	8.00
CONTRACTOR	2.19	2.60	(2.00)	0.60	0.60
EXTRA HELP	7.53	1.32	0.48	1.80	1.80
Regulatory Programs & Emergency Preparedness Total	71.16	81.24	0.85	82.09	82.09
Unallocated					
ADMIN OFFICE PRO	1.58	-	-	-	-
PUBLIC HEALTH NURSE	0.04	-	-	-	-
REGISTERED VET TECH	0.04	-	-	-	-
Unallocated Total	1.65	-	-	-	-
Department Total	498.22	486.43	(11.77)	474.66	474.66

2014-2016 BUDGET WORKSHOP

AUDITOR-CONTROLLER

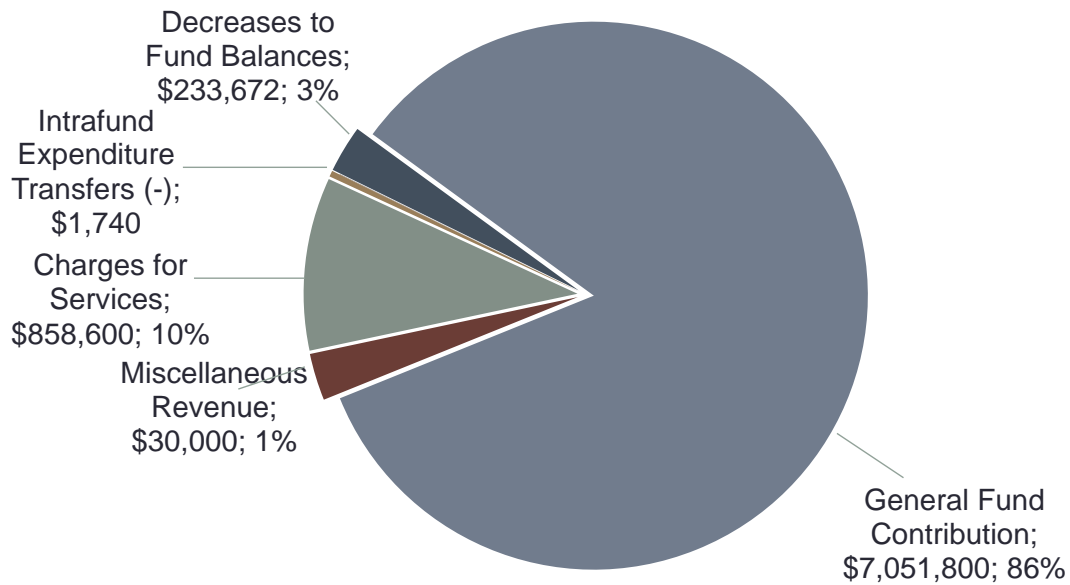


Auditor-Controller Summary

- ∂ Total Budget
 - ∂ Operating: \$8,097,577
 - ∂ Capital: \$10,000
 - ∂ General Fund Contribution: \$7,051,800
 - ∂ FTE's: 48.2
 - ∂ One-time Use of Fund Balance: \$233,672
 - ∂ No Service Level Impacts
 - ∂ Restoration Expansion Request: \$180,062

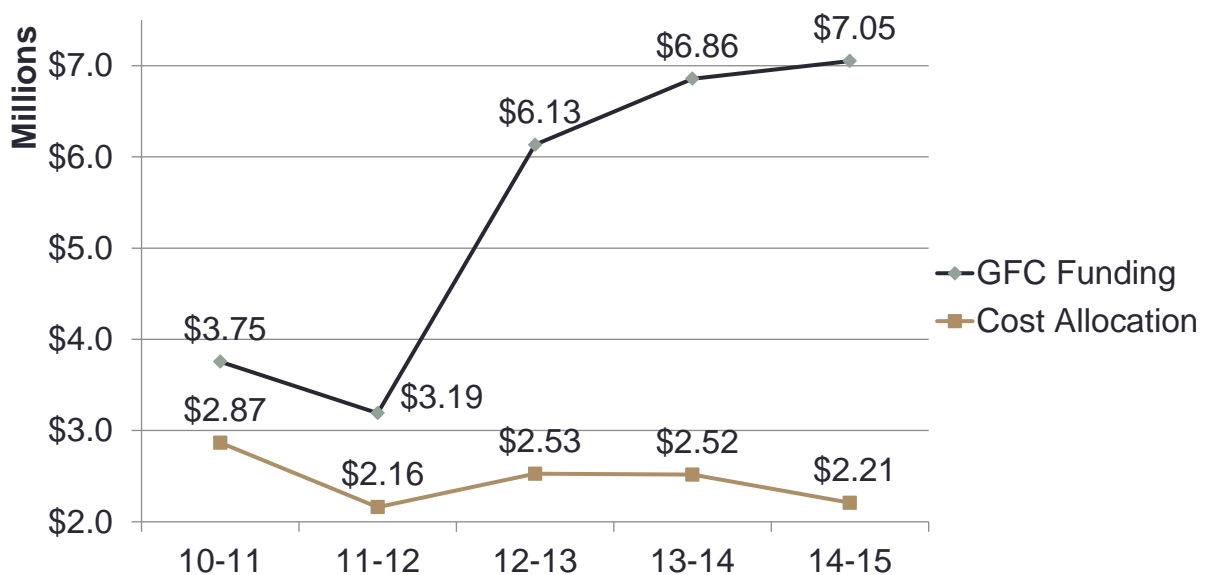
Auditor-Controller

FY 14-15 Source of Funds



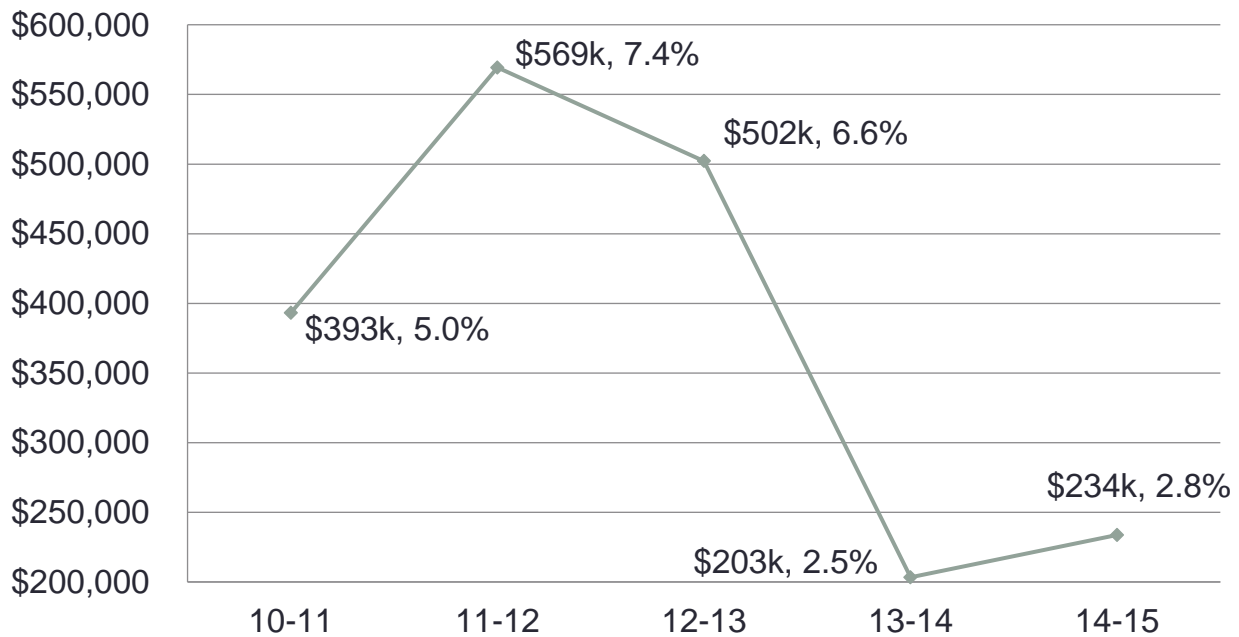
Auditor-Controller

GFC 5 Year Summary



Auditor-Controller

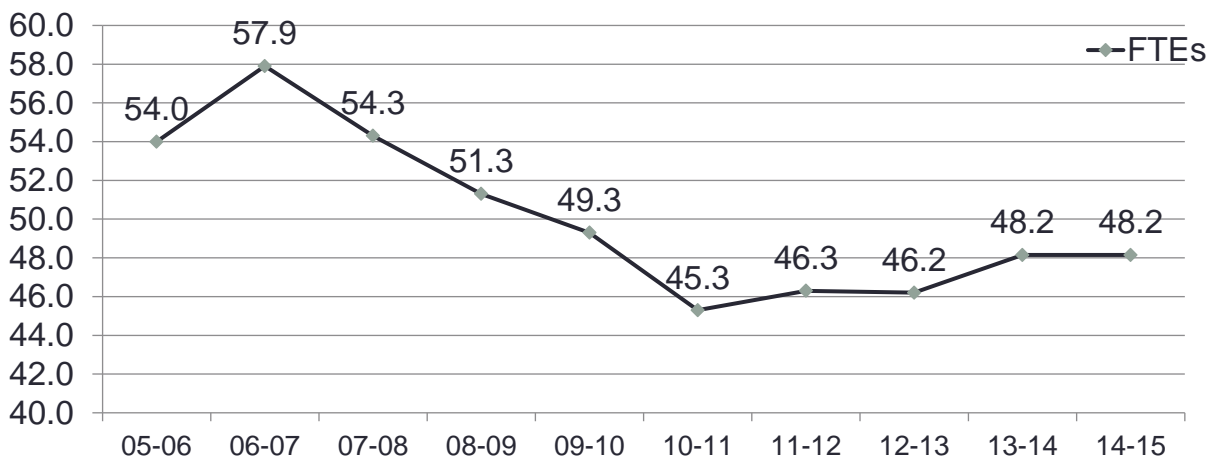
5 Year Summary Use of One-Time



Auditor-Controller

Staffing Summary

- o # FTE FY 13-14 Adopted
- o # FTE FY 14-15 Recommended



Auditor-Controller

FY 2013-14 Anticipated Accomplishments

- Worked jointly with the Treasurer Tax Collector to complete the last phases of implementation of a new vendor purchased property tax system (Aumentum) scheduled to go live in early FY 2014-15.
- Completed a housing loan project to establish loan values of \$40 Million and document procedures for monitoring residual receipts.
- Provided additional budget development and reporting functionality to FIN Web allowing for an advanced process to load and analyze the County budget.

Auditor-Controller

FY 2013-14 Anticipated Accomplishments

- Initiated the development of a replacement for the aging time capture system along with upgrades to web based technology for the Employee Self-Service application and Department Employee Network system.
- Continued to work on the review of county wide compliance of the Fair Labor Standards Act overtime laws.
- Continued enhanced reporting to the Board of Supervisors with reports on External Monitoring of County Departments, Lost Property, and Vendors paid amounts greater than \$100,000.

Auditor-Controller

FY 2014-15 Objectives

Administration and Support:

Manage the A-C office effectively by submission of timely budgets that:

- Recruit and hire well qualified staff
- Conduct a recruitment for a new class of Accountant-Auditors for the new Auditor Training and Development Program
- Encourage staff performance

Audit Services:

- Focus on completing mandated audits, training staff, and continuing to provide enhanced reporting to the Board of Supervisors.
- Complete projects to assist departments in improving operational processes.

Auditor-Controller

FY 2014-15 Objectives

Accounting Services:

- Maintain and enhance the 65 applications in the A-C that serve multiple departments and county agencies.
- Distribute an estimated \$768 million in property taxes to local agencies.
- Go-live on new property tax system (Aumentum) and implement necessary subsystems needed to supplement the new system.
- Assist with the design and implementation of accounting policies, and reporting structure for the North County Jail capital grant.

Financial Reporting:

- Prepare timely and accurate financial documents that include the County's Comprehensive Annual Financial Report, County Budget, Cost Allocation Plan, and a variety of financial reporting and compliance documents to State Agencies.
- Provide the Board of Supervisors, CEO, and management with the financial information necessary to make decisions that impact services to the community.

Auditor-Controller

FY 2015-16 Objectives

- Provide ongoing accounting support/training, grant compliance, and review of the Northern Branch Jail project.
- Assist departments and agencies in the complex allocations of inter-agency revenues and taxes.
- Go-live on new property tax system (Aumentum) and implement necessary subsystems needed to supplement the new system.
- Prepare timely and accurate financial documents that include the County's Comprehensive Annual Financial Report, County Budget, Cost Allocation Plan, and a variety of financial reporting and compliance documents to State Agencies.

Auditor-Controller

Performance Measures

Description	2012-13 Actual	FY 13-14 Estimated Actual	FY 14-15 Recommended
Percentage of A-C mandatory audits completed by due date	85%	100%	100%
Number of revenue allocations made legally, accurately and timely:			
• Distribution of Property Taxes to all taxing entities	36	36	36
• Specialty and Advanced Accounting	307	340	349

Auditor-Controller

Performance Measures Continued

Description	2012-13 Actual	FY 13-14 Estimated Actual	FY 14-15 Recommended
The number of financial reports viewable by interested parties (public/County employees) that will increase transparency of the County's fiscal position and availability of financial information	65	68	68
Number of popular financial highlight reports produced timely	5	5	6
Percentage of staff with one or more professional licenses or designations	Not used in prior years	45%	50%

Auditor-Controller

Service Level Reductions

- Auditor-Controller does not have any Service Level Reductions for FY 14-15.

Auditor-Controller

Key Challenges and Emerging Issues

Budget Enhancement Request: 2 FTE; \$180,062, Accountant-Auditor I's

- We are requesting to restore funding for two Accountant-Auditor I positions in order to hire new college graduates to enter into our Auditor Training and Development program and restore staffing lost in the economic downturn.
- Our new Auditors join the New Auditor-Training and Development program where they immediately pick-up workload and rotate throughout our divisions. This program is our training program to staff senior accounting and finance positions throughout the County.
- Within two years, approximately 50% of the cost of these positions will be recovered by the County through the cost allocation plan and fees for service. Therefore the general fund cost of the \$180,000 request is eventually reduced to \$90,000.
- Although not included with this years Auditor request, we believe to get to optimal staffing of 52.2 FTE's, we would need to hire another Financial Accounting Analyst and senior Accountant in addition to the two FTE's requested above.

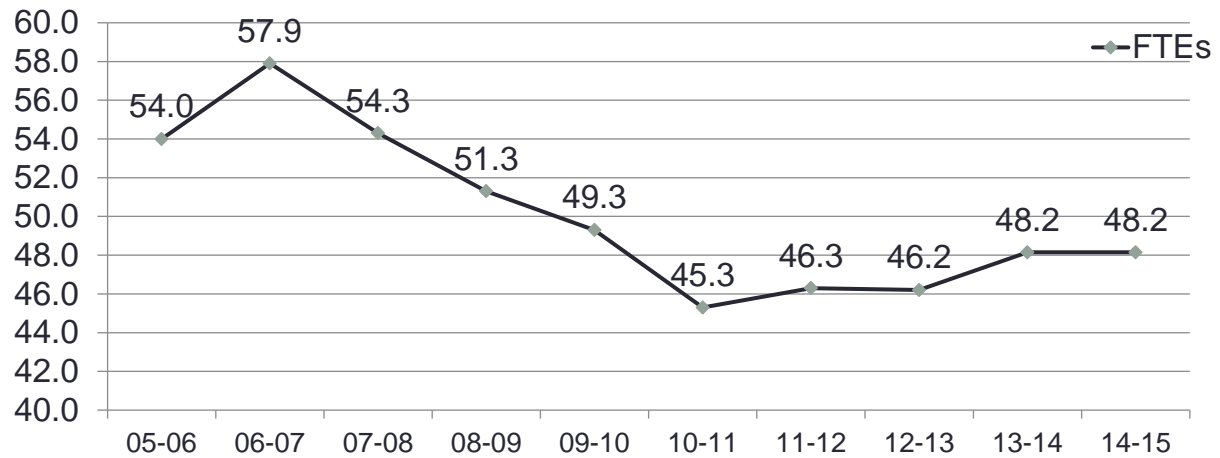
Auditor-Controller

Summary

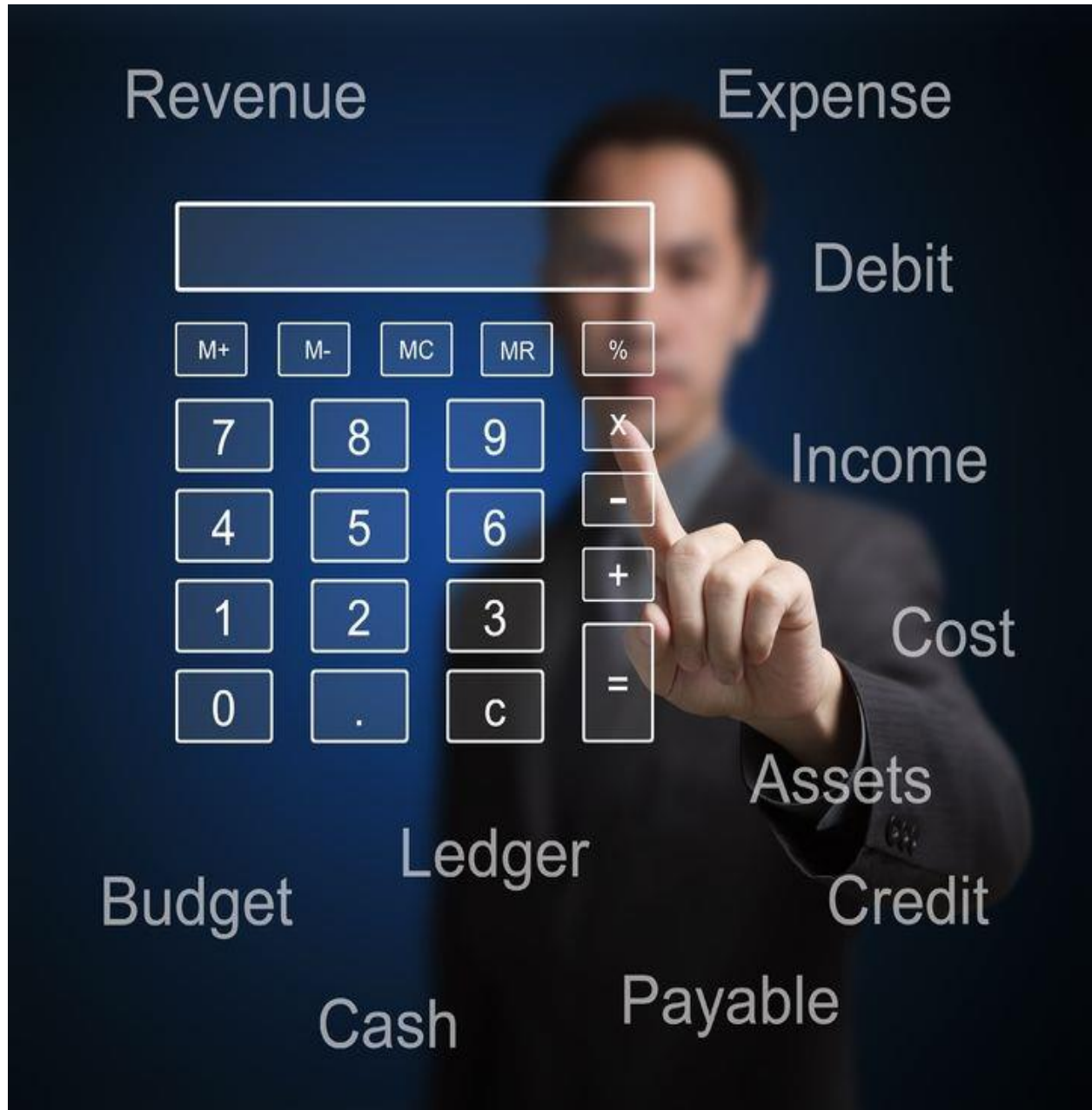
- As a result of the economic downturn, the Auditor-Controller has dropped its budgeted staffing level over the last six years from 57.9 FTE in FY 07-08 to a proposed staffing level of 48.2 FTE in FY 14-15. Each of the past seven years the Department has held positions vacant, returned funds to the general fund balance at year end, and reduced positions in the subsequent budget cycle to offset increases in salary, retirement, and benefit costs. This has resulted in the reduction of 9.7 FTEs or a 17% decrease in positions since FY 07-08.
- The recommended staffing level only maintains the same reduced service level as the prior year. The Department has submitted budget expansion requests to fund two Accountant-Auditor I's. Approval would increase our staffing level to 50.2.

Auditor-Controller Staffing Summary

- o # FTE FY 13-14 Adopted
- o # FTE FY 14-15 Recommended



Auditor-Controller

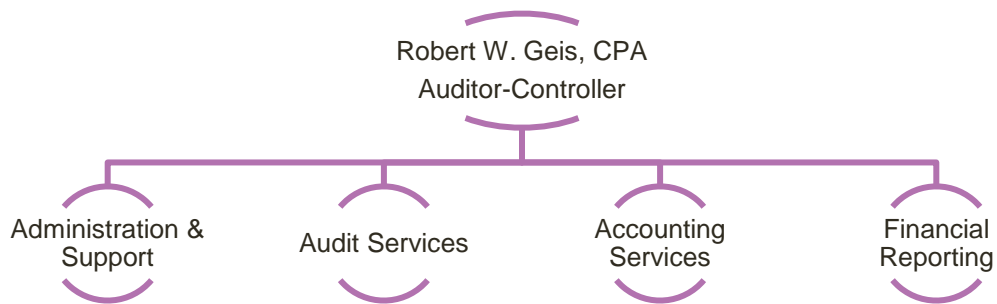


Auditor-Controller

Budget & Full-Time Equivalent (FTEs) Summary

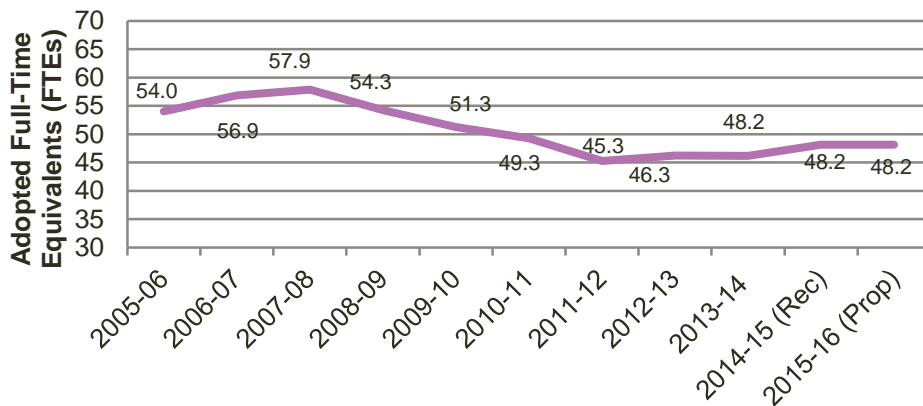
Operating \$ 8,097,577
 Capital \$ 10,000
 FTEs 48.2

Budget Programs Chart



Staffing Trend

The staffing trend values will differ from prior year budget books in order to show amounts without the impact of any vacancy factors.



Auditor-Controller

Mission Statement

To ensure the financial integrity of the County of Santa Barbara by providing superior financial services, maintaining the public trust, and promoting governmental efficiency, effectiveness, and accountability.

Department Description

The Department is the leading financial management resource of the County and its long term vision includes a well-run, financially sound County, an informed public, and a model County Department with a knowledgeable and effective staff. Governed by the overriding principles of fiscal integrity, objectivity, customer service, and continuous improvement, the Auditor-Controller's Department:

- Maintains accounts and records of the financial transactions for all departments and agencies whose funds are kept in the County Treasury in accordance with California Statutes and Generally Accepted Accounting Principles (GAAP).
- Provides reports and systems necessary to manage the County's financial operations utilizing modern financial applications as part of the Controller function.
- Levies, apportions, and distributes property taxes to the County, Schools, Cities, Special Districts, and Redevelopment Successor Agencies as part of the Auditor function.
- Furnishes customer focused financial decision support to the Board of Supervisors, the County Executive Officer, and Department Directors to advance the strategic goals and principles of the organization.
- Provides independent, objective, and cost-effective audit services.
- Performs advanced and specialty accounting services to departments, schools, and special districts.

2013-14 Anticipated Accomplishments

Administration & Support

The Auditor-Controller's (A-C) Department successfully recruited and hired five new employees, a Financial Systems Analyst Sr. and a Financial Systems Analyst I in the Systems Development division, a Financial Accounting Analyst Payroll Supervisor, and a Division Chief and Accountant-Auditor I in the FACS division. These employees replaced well trained employees who accepted promotions in other county departments and other local government agencies.

Audit Services

- Completed mandated audits of Special Districts, the County Treasury, and assisted the external auditors in completing the Single Audit.
- Performed internal control investigations of departments reporting lost or stolen property to the Auditor-Controller's Office as required under the Fraud Policy.
- Completed a housing loan project to establish loan values and document procedures for monitoring residual receipts.
- Performed departmental cash counts to increase Auditor presence and to test internal controls as theft deterrence measures.
- Continued enhanced reporting to the Board of Supervisors with reports on External Monitoring of County Departments, Lost Property, and Vendors paid amounts greater than \$100,000.

Accounting Services

Applications Development and Systems

- Initiated the development of a replacement for the aging time capture system along with upgrades to web based technology for the Employee Self-Service application and Department Employee Network system.

Auditor-Controller

- Maintained 65 departmental and countywide financial applications and related support hardware.
 - Completed User Acceptance Testing for the new Property Tax System;
 - Deployed and supported the hardware infrastructure required for the Property Tax system;
 - Upgraded the Auditor Controller's office to Windows 7;
 - Provided additional budget development and reporting functionality to the Financial Information Network (FIN) Web allowing for an advanced process to load and analyze the County budget.

Property Tax Administration

- Administered the distribution of \$741 million in taxes to 8 cities, the county, 24 schools, 49 special districts, and 7 RDA successor agencies.
- Continued the long-term implementation of the *Redevelopment Dissolution Act* that dissolves Redevelopment Agencies (RDA), pays down their outstanding debt obligations, and reallocates property tax dollars to other local tax agencies.
- Implemented the multi-year tax exchange agreement between the County and the Fire Protection District.
- Worked jointly with the Treasurer Tax Collector to complete the last phases of implementation of a new vendor purchased property tax system (Aumentum) scheduled to go live in early FY 2014-15. Five FTE systems development staff are dedicated to this effort. The A-C applications within this vendor system will have to be supplemented with additional subsystem components or require further development within Aumentum outside the scope of the current project.

Payroll Operations

- Successfully processed all scheduled County payrolls on time and accurately, and

implemented all Federal and State mandatory changes in payroll related laws.

- Continue to work on the review of countywide compliance of the Fair Labor Standards Act overtime laws. As part of the project, Payroll developed mandatory Designated Work Week forms for all employees, and are in the final stages of collecting and scanning all of the completed forms. Each employee will have their individual work schedule linked to their personnel record. Ongoing review for compliance will continue, with a shift in focus towards identifying areas where further education & training are needed. Some training videos have been created with the assistance of the Human Resources department, and are in use today.

Financial Accounting and Customer Support

- Validated and recorded 122,000 transactional documents, which included claim payments, general ledger accounting transactions, budget entries, deposit entries, and journal entries.
- Implemented enhancements to the Budget Journal Entry eform in FIN Web.
- Provided full time customer support to both internal and external customers through the Auditor Help Desk, assisting with a wide range of system, claim and reporting related questions.

Advanced and Specialty Accounting

- Managed a variety of complex revenue and tax distributions throughout the year including the new *Public Safety Realignment 2011*.
- Implemented new workflow and internal control enhancements and processes for reviewing Board Letters, Grants, Contracts, and Leases for A-C concurrence prior to submission for Board action.
- Continued with the complex accounting and reporting for the dissolution of the County's Isla Vista Redevelopment Agency and transferred assets to the Successor Agency and County Housing Successor Agency.

Auditor-Controller

- Assisted with the design and implementation of accounting policies, and reporting structure for the North County Jail capital grant.

Financial Reporting

- Earned the twenty third consecutive Government Finance Officers' Association (GFOA) Award for Excellence in Financial Reporting for the County's Comprehensive Annual Financial Report (CAFR) and the nineteenth consecutive GFOA Award for Outstanding Achievement for the County's Annual Financial Highlights publication.
- Maintained a commitment to keep the public informed on matters concerning public finances by publishing and distributing the following concise, reader-friendly publications:
 - Financial Highlights
 - Annual Retail Sales & Use Tax Report
 - Annual Transient Occupancy Tax Report
 - Property Tax Highlights
 - Special District Annual Compliance Report
 - Received GFOA award for redesigned presentation of County budget
 - Continued working with the CEO on making improvements to budget development processes, tools, and policies.

2014-16 Objectives

Administration & Support

- Manage the A-C office effectively by submission of timely budgets that:
 - Include the resources necessary to carry out the duties of the office;
 - Recruit and hire well qualified staff;
 - Conduct a recruitment for a new class of Accountant-Auditors for the new Auditor Training and Development Program;
 - Encourage staff performance;
 - Support staff training;
 - Provide modern technology;
 - Promote employee health, wellness, and quality of life.

Audit Services

- Focus on completing mandated audits, training staff, and continue to provide enhanced reporting to the Board of Supervisors.
- Complete projects to assist departments in improving processes.
- As resources exist, perform audits to increase contractor monitoring.

Accounting Services

Applications Development and Systems

- Implementation of the Property Tax System will be the division's top priority.
- Maintain and enhance the 65 applications in the A-C that serve multiple departments and county agencies.
- Deploy a web based countywide time capture system.

Property Tax Administration

- Distribute an estimated \$768 million in property taxes to local agencies.
- Complete implementation of the RDA dissolution process.
- Go-live on new property tax system (Aumentum) and implement necessary subsystems needed to supplement the new system.

Payroll Operations

- Payroll will continue to work with Human Resources, Benefits division in reviewing the evolving requirements of the Affordable Care Act, and are working on implementing methods of tracking and reporting of the statistical data that is required.
 - Payroll will work with the Auditor Controller Systems Division on developing a more efficient method of scanning payroll documents that are completed and submitted by county employees to make changes to their paychecks. Optical Character Recognition (OCR) technology is being used to recognize employee

Auditor-Controller

identification numbers, as well as type of form, which eliminates the need for payroll staff to manually scan and name each document.

Financial Accounting and Customer Support

- Continue to seek out improved efficiencies and controls in the processing of claims and general ledger transactions.
- Validate, process, and record all annual general ledger accounting transactions including a high volume of deposit entries, journal entries, and claim payments.
- Respond to customer service requests in a timely and efficient manner.

Advanced and Specialty Accounting

- Provide accounting support/training, grant compliance, and review of the Northern Branch Jail project.
- Support and enhance the County's contract review process.
- Assist departments and agencies in the complex allocations of inter-agency revenues and taxes.
- Research and establish new allocation procedures related to Affordable Care Act/AB85.
- Report timely and accurate information on Sales Tax, TOT, and financial information to the State for Special Districts.

Financial Reporting

- Prepare timely and accurate financial documents that include the County's Comprehensive Annual Financial Report, County Budget, Cost Allocation Plan, and a variety of financial reporting and compliance documents to State Agencies.
- Provide the Board of Supervisors, CEO, and management with the financial information necessary to make decisions that impact services to the community.
- Implement significant new GASB reporting pronouncements.

- Continue to transform the budget process with the CEO to include:
 - budget workshops
 - a five year financial forecast
 - a two year operational plan
 - a single year legally required adopted budget

Changes & Operational Impact: 2013-14 Adopted to 2014-15 Recommended

Staffing

- There are no FTEs changes from 2013-14 Adopted to 2014-15 Recommended, however we are requesting two additional positions as a budget restoration.
- The Department has a current projected staff of 48.2 employees. The Department has centralized operations in Santa Barbara and one satellite office in Santa Maria.

As a result of the economic downturn, the Auditor-Controller has dropped its budgeted staffing level over the last six years from 57.9 FTE in FY 07-08 to a proposed staffing level of 48.2 FTE in FY 14-15. Each of the past seven years the Department has held positions vacant, returned funds to the general fund balance at year end, and reduced positions in the subsequent budget cycle to offset increases in salary, retirement, and benefit costs. This has resulted in the reduction of 9.7 FTEs or a 17% decrease in positions since FY 07-08.

The recommended staffing level only maintains the same reduced service level as the prior year. The Department has submitted budget expansion requests to fund two Accountant-Auditor I's. Approval would increase our staffing level to 50.2.

Although not included in the recommended or proposed budget, for optimal long-term staffing, the office requires 52.2 FTEs which includes the restoration of the following positions:

- Financial Accounting Analyst for the Advanced and Specialty Accounting Division.

Auditor-Controller

- Senior Accountant for the Financial Accounting and Customer Support Division.
- Two Accountant-Auditor I's for New Auditor Training and Development Program (NATD).

Expenditures

- Net operating expenditure increase of \$87,700 due to:
 - +\$43,700 increase in Salaries and Employee Benefits due to increases in retirement costs, health insurance costs, workers compensation premiums, and employee salaries;
 - +\$22,000 increase in Services and Supplies due to:
 - +\$50,000 increase in Professional & Special Services for systems consulting services;
 - -\$20,000 decrease in Office Expense;
 - -\$5,000 decrease in IT Software Maintenance;
 - -\$5,000 decrease in Postage;
 - +\$22,000 increase in Other Charges due to increases in utilities and Data Processing Fees;
- Net non-operating expenditure increase of \$4,700:
 - +\$4,700 increase in Intrafund Transfers for increased Treasurer Tax Collector services.

These changes result in recommended operating expenditures of \$8,097,600, non-operating expenditures of \$126,800 and total expenditures of \$8,224,400. Non-operating expenditures primarily include capital assets and transfers.

Revenues

- Net operating revenue decrease of \$112,500 due to:
 - -\$83,500, decrease in Property Tax Admin, Collection, Redemption and other Fees;

- -\$29,000 decrease in Other Services which includes FIN billing to Special Districts;
- Net non-operating revenue increase of \$204,900 due to:
 - -\$10,000 decrease for Audit Services to Elections;
 - +\$20,400 decrease in the use of one-time Fund Balance;
 - +\$194,500 increase in General Fund Contribution.

Although not reflected in the Auditor-Controller department budget, cost allocation for Auditor services recorded as general revenues are budgeted to be \$2.2 million in FY 2014-15.

These changes result in recommended operating revenues of \$937,200, non-operating revenues of \$7,287,200 and total revenues of \$8,224,400. Non-operating revenues primarily include General Fund Contribution, transfers and increases to fund balances.

Changes & Operational Impact: 2014-15 Recommended to 2015-16 Proposed

The FY 2015-16 proposed expenditures reflect a \$92,400 increase over the FY 2014-15 recommended budget that is primarily the result of:

- +\$82,400 increase in salaries, retirement contributions and other benefits;
- +\$10,000 increase in Other Charges.

Related Links

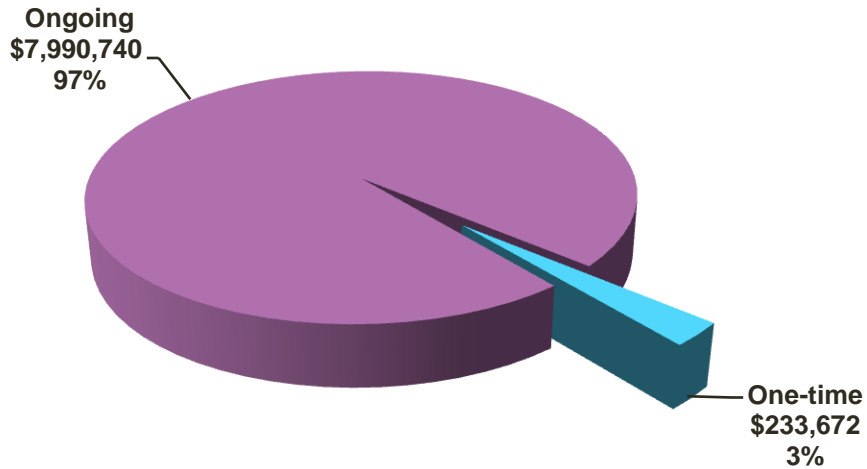
For more information on the Auditor-Controller's Office, refer to the Web site at <http://www.countyofsb.org/auditor/default.aspx?id>

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Auditor-Controller

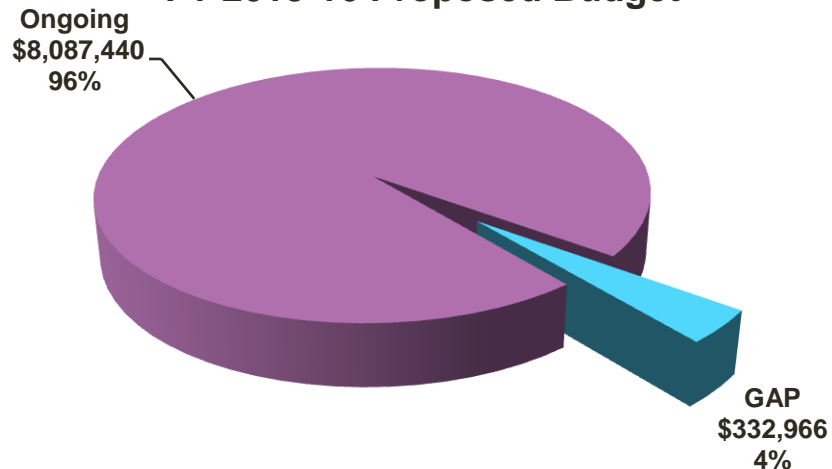
Gap Charts

FY 2014-15 Recommended Budget



The FY 2014-15 Recommended Budget relies on one-time sources of \$233,672 to fund 3% of the Department's ongoing operations. These funds allow the Department to maintain a higher level of service than would otherwise have been possible; however, because these funds are one-time in nature, they will not be available to fund operations in FY 2015-16.

FY 2015-16 Proposed Budget



The FY 2015-16 Proposed Budget has a projected shortfall of \$332,966.

Auditor-Controller

Performance Measures

<u>Description</u>	<u>FY 2011-12 Actual</u>	<u>FY 2012-13 Actual</u>	<u>FY 2013-14 Est. Actual</u>	<u>FY 2014-15 Recommended</u>	<u>FY 2015-16 Proposed</u>
A Well-Run County: with goals of maintaining independence and objectivity, and constantly improving processes.					
Percentage of A-C mandatory audits completed by legal due date	91%	85%	100%	100%	100%
Number of revenue allocations made legally, accurately and timely.					
<ul style="list-style-type: none"> Distribution of Property Taxes to all taxing entities 	36	36	22	36	36
<ul style="list-style-type: none"> Specialty & Advanced Accounting 	268	307	185	349	349
A Financially Sound County: with goals of providing high-quality financial services and support of the County's financial infrastructure.					
Complete the County's Comprehensive Annual Financial Report within 60 days and receive the GFOA Certificate of Excellence in Financial Reporting	Yes	Yes	Yes	Yes	Yes
Percentage of annual disbursements to County vendors through direct deposit (ACH)	39%	53%	54%	55%	60%

Auditor-Controller

Performance Measures Continued

<u>Description</u>	<u>FY 2011-12 Actual</u>	<u>FY 2012-13 Actual</u>	<u>FY 2013-14 Est. Actual</u>	<u>FY 2014-15 Recommended</u>	<u>FY 2015-16 Proposed</u>
An Informed Public: with goals of providing useful and timely information and increase access and awareness.					
The number of financial reports viewable by interested parties (Public/County employees) that will increase transparency of the County's fiscal position and availability of financial information.	64	65	68	68	68
Number of popular annual financial highlight reports produced timely	5	5	5	6	6
Knowledgeable and Effective Staff: with the goal of investing in our employees.					
Percentage of department budget expended on training	1%	1%	1%	1.5%	2%
Percentage of staff with one or more professional licenses or designations	Not used in prior years	Not used in prior years	45%	50%	55%
Model County Department: with the goal of managing the Auditor-Controller's office effectively.					
Percentage of Computer Service Requests (CSR's) completed within the FY requested	96%	94%	83%	90%	90%
Percentage of Employee Performance Evaluations completed by scheduled date	47 100%	46 100%	46 100%	48 100%	50 100%
Percentage of technical disaster recovery plans for mission critical systems updated per year	100%	100%	100%	100%	100%

Auditor-Controller

Budget Overview

Staffing By Budget Program	2012-13 Actual	2013-14 Adopted	Change from FY13-14 Ado to FY14-15 Rec	2014-15 Recommended	2015-16 Proposed
Administration & Support	3.52	2.33	0.01	2.34	2.34
Audit Services	5.30	6.05	(0.79)	5.26	5.01
Accounting Services	33.20	32.63	2.35	34.98	35.23
Financial Reporting	6.21	7.15	(1.58)	5.57	5.57
Total	<u>48.23</u>	<u>48.15</u>	<u>0.00</u>	<u>48.15</u>	<u>48.15</u>
Budget By Budget Program					
Administration & Support	\$ 672,668	\$ 709,751	\$ (48,794)	\$ 660,957	\$ 678,029
Audit Services	802,531	962,491	(137,431)	825,060	827,230
Accounting Services	4,819,458	5,273,616	363,270	5,636,886	5,786,036
Financial Reporting	905,909	1,064,028	(89,354)	974,674	1,002,276
Unallocated	443	-	-	-	-
Total	<u>\$ 7,201,009</u>	<u>\$ 8,009,886</u>	<u>\$ 87,691</u>	<u>\$ 8,097,577</u>	<u>\$ 8,293,571</u>
Budget By Categories of Expenditures					
Salaries and Employee Benefits	\$ 6,448,691	\$ 7,123,713	\$ 43,728	\$ 7,167,441	\$ 7,353,471
Services and Supplies	533,386	648,000	22,000	670,000	670,000
Other Charges	218,931	238,173	21,963	260,136	270,100
Total Operating Expenditures	<u>7,201,009</u>	<u>8,009,886</u>	<u>87,691</u>	<u>8,097,577</u>	<u>8,293,571</u>
Capital Assets	-	10,000	-	10,000	10,000
Intrafund Expenditure Transfers (+)	108,537	112,115	4,720	116,835	116,835
Increases to Fund Balances	235,000	-	-	-	-
Fund Balance Impact (+)	3,957	-	-	-	-
Total	<u>\$ 7,548,503</u>	<u>\$ 8,132,001</u>	<u>\$ 92,411</u>	<u>\$ 8,224,412</u>	<u>\$ 8,420,406</u>
Budget By Categories of Revenues					
Intergovernmental Revenue	\$ 44,430	\$ 48,599	\$ 1	\$ 48,600	\$ 48,600
Charges for Services	1,294,140	970,100	(111,500)	858,600	858,600
Miscellaneous Revenue	73,468	31,000	(1,000)	30,000	30,000
Total Operating Revenues	<u>1,412,038</u>	<u>1,049,699</u>	<u>(112,499)</u>	<u>937,200</u>	<u>937,200</u>
Intrafund Expenditure Transfers (-)	1,740	11,740	(10,000)	1,740	1,740
Decreases to Fund Balances	-	213,262	20,410	233,672	-
General Fund Contribution	6,134,725	6,857,300	194,500	7,051,800	7,148,500
Fund Balance Impact (-)	-	-	-	-	332,966
Total	<u>\$ 7,548,503</u>	<u>\$ 8,132,001</u>	<u>\$ 92,411</u>	<u>\$ 8,224,412</u>	<u>\$ 8,420,406</u>

Auditor-Controller

Staffing Detail

Staffing Detail By Budget Program	2012-13 Actual	2013-14 Adopted	Change from FY13-14 Ado to FY14-15 Rec	2014-15 Recommended	2015-16 Proposed
Administration & Support					
AUDITOR-CONTROLLER	1.00	1.00	-	1.00	1.00
ASST DIRECTOR	0.32	0.33	0.01	0.34	0.34
FINANCIAL OFFICE PRO	1.00	1.00	-	1.00	1.00
EXTRA HELP	1.19	-	-	-	-
Administration & Support Total	3.52	2.33	0.01	2.34	2.34
Audit Services					
ASST DIRECTOR	0.01	-	0.01	0.01	0.01
AUDIT MANAGER	1.00	1.00	-	1.00	1.00
AUDIT SUPERVISOR	1.50	1.00	-	1.00	1.00
FINANCIAL SYS ANALYST	0.79	1.04	(1.04)	-	-
FINANCIAL ACCT ANALYST	-	1.00	(1.00)	-	-
ACCOUNTANT-AUDITOR	2.00	2.00	1.25	3.25	3.00
EXTRA HELP	0.01	-	-	-	-
Audit Services Total	5.30	6.05	(0.79)	5.26	5.01
Accounting Services					
ASST DIRECTOR	0.55	0.55	0.03	0.58	0.58
CHIEF DEPUTY CONTROLLER	0.75	0.75	-	0.75	0.75
DIVISION CHIEF	5.60	5.64	1.11	6.75	6.75
FINANCIAL SYS ANALYST SR-R	4.23	7.00	(1.00)	6.00	6.00
EDP OFFICE AUTO SPEC	0.50	1.00	(1.00)	-	-
FINANCIAL SYS ANALYST	1.20	1.14	1.76	2.90	2.90
FINANCIAL SYS ANALYST	2.77	1.00	-	1.00	1.00
FINANCIAL ACCT ANALYST	2.02	2.03	0.97	3.00	3.00
COST ANALYST	1.25	1.35	0.65	2.00	2.00
FINANCIAL ACCT ANALYST-R	1.00	1.00	(1.00)	-	-
FINANCIAL OFFICE PRO	5.00	5.00	-	5.00	5.00
EDP OFFICE AUTO COORD SR	1.00	1.00	-	1.00	1.00
ACCOUNTANT-AUDITOR	5.00	5.18	0.82	6.00	6.25
EXTRA HELP	2.33	-	-	-	-
Accounting Services Total	33.20	32.63	2.35	34.98	35.23
Financial Reporting					
ASST DIRECTOR	0.12	0.12	(0.05)	0.07	0.07
DIVISION CHIEF	1.40	2.36	(1.36)	1.00	1.00
AUDIT SUPERVISOR	-	-	0.50	0.50	0.50
FINANCIAL SYS ANALYST	0.37	0.21	0.29	0.50	0.50
FINANCIAL ACCT ANALYST	0.98	0.97	0.53	1.50	1.50
COST ANALYST	1.13	1.65	(0.65)	1.00	1.00
ACCOUNTANT-AUDITOR	1.84	1.82	(0.82)	1.00	1.00
EXTRA HELP	0.36	-	-	-	-
Financial Reporting Total	6.21	7.15	(1.58)	5.57	5.57
Department Total	48.23	48.15	-	48.15	48.15

2014-2016 BUDGET WORKSHOP

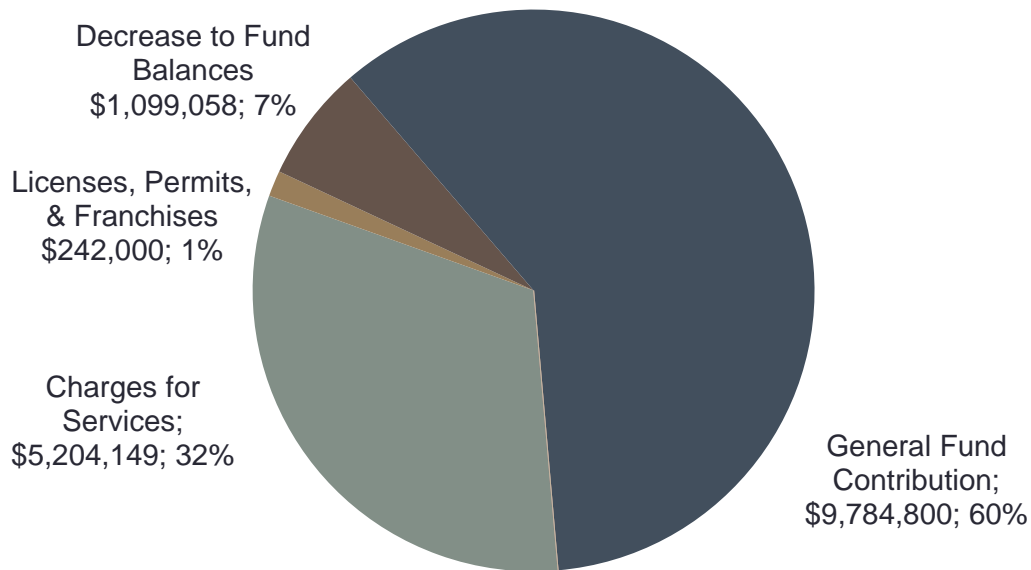
Clerk-Recorder-Assessor

Clerk-Recorder-Assessor Summary

- ∂ Total Budget
 - Operating: \$15,665,398
 - Capital: \$160,000
- ∂ General Fund Contribution
 - \$9,784,800 (60% of Total Sources)
- ∂ Budget FTEs
 - 95.4
- ∂ One-time Use of Fund Balance
 - \$546,000
- ∂ Service Level Reductions
 - None (from prior year)
- ∂ Restoration Expansion Requests
 - \$441,052 (Restore 3.5 FTEs & \$100,000 of Litigation Fund Balance)

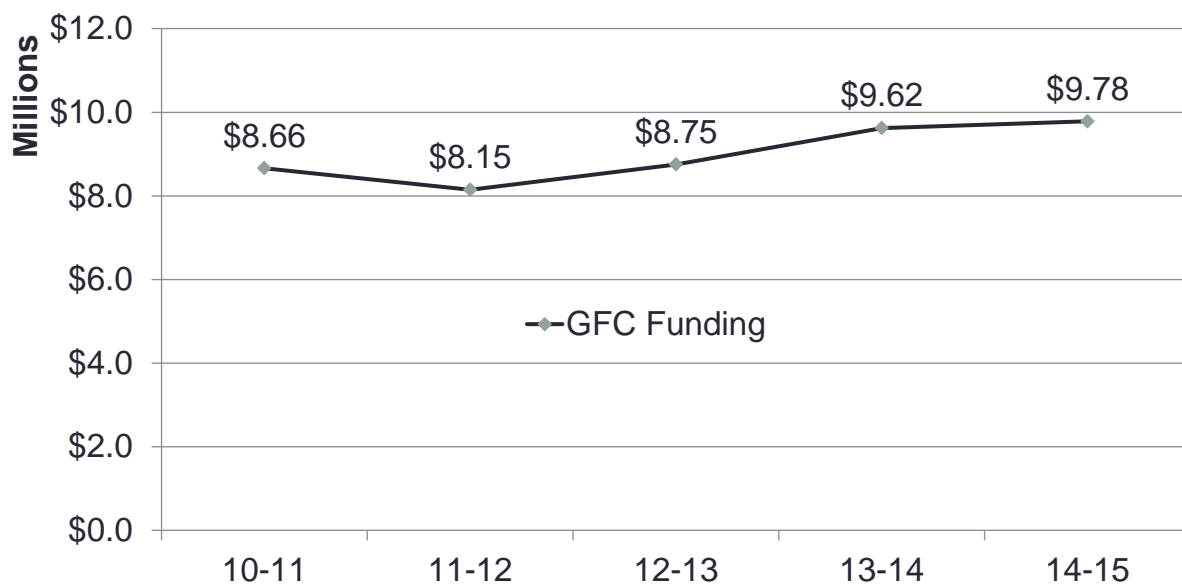
Clerk-Recorder-Assessor

FY 14-15 Source of Funds



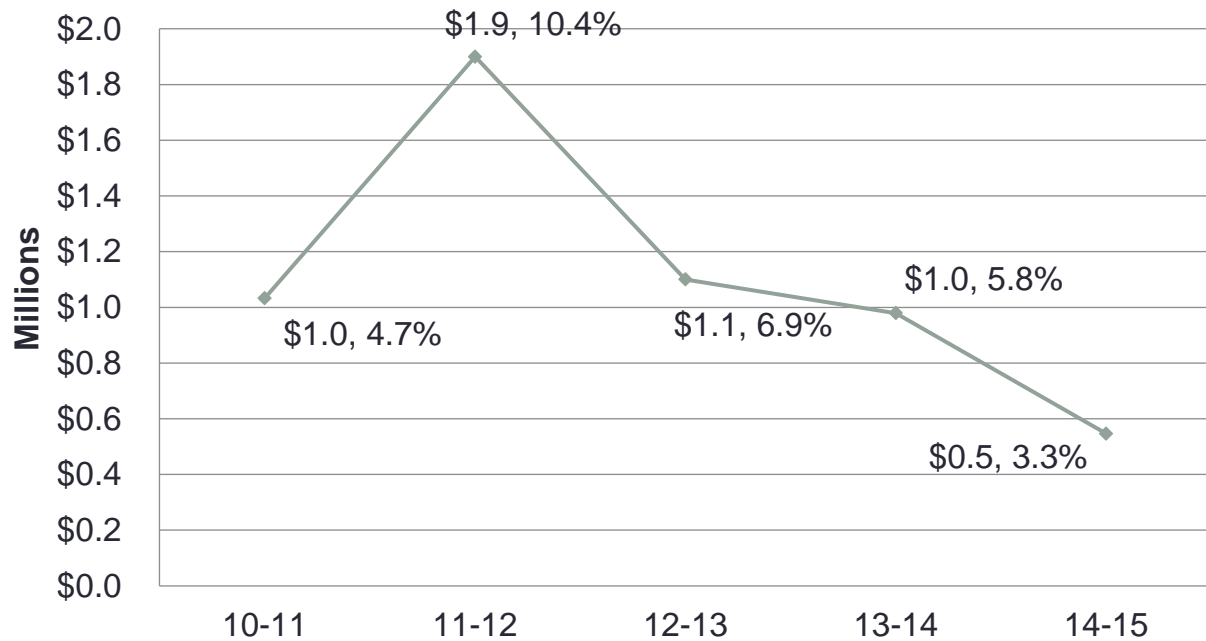
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GFC 5 Year Summary



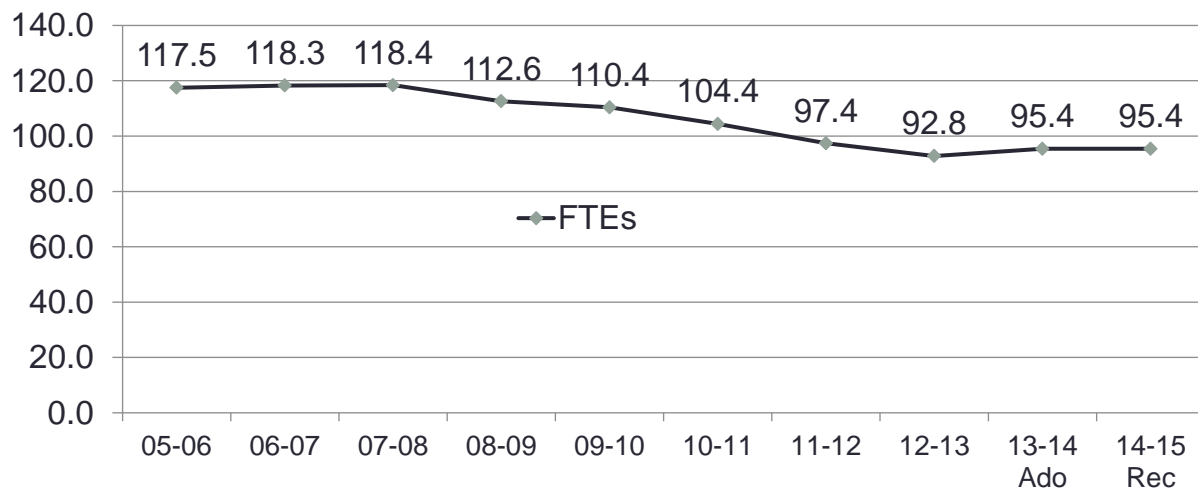
Clerk-Recorder-Assessor

5 Year Summary Use of One-Time



Clerk-Recorder-Assessor

Staffing Summary



Clerk-Recorder-Assessor

FY 2013-14 Anticipated Accomplishments

- **Elections Program** conducted the election canvass and certified the results by the 28th day following the June 10, 2014 Primary Election. Materially maintained the voter turnout rate, through voter outreach and support, related to the last comparable election.
- **Clerk-Recorder Program** remodeled an underutilized area in the historic County Courthouse Hall of Records to offer a more appealing location for marriage ceremony services. The number of wedding ceremonies performed this year compared to prior years increased considerably, and the improvements to the wedding area are expected to further increase demand.
- **Assessor Program** completed 97% of all secured and unsecured assessment work items (54,000) by close of the annual tax roll (July 1) to create the assessment roll, which becomes the base upon which local property taxes are levied, collected and distributed to cities, schools, County and special districts to fund government services.

Clerk-Recorder-Assessor

FY 2014-16 Objectives

- **Elections Program** conduct the November 2014 General Election, completing the canvass and certifying the results by the 28th day following the election, and materially maintain the voter turnout rate related to the last comparable election.
- **Clerk-Recorder Program** complete an assessment of archived records, maps, and microfilm to identify items in need of restoration. As the custodian of records, the Clerk-Recorder is responsible for archiving and preserving document recordings and vital records.
- **Assessor Program** complete all secured and unsecured assessment work items by close of the annual tax roll (July 1) to create the assessment roll.

Clerk-Recorder-Assessor Performance Measures

<u>Description</u>	<u>FY 2012-13 Actual</u>	<u>FY 2013-14 Estimated</u>	<u>FY 2014-15 Recommended</u>
Number of marriage licenses issued.	3,379	3,811	4,100
Percent of marriage ceremonies performed by County Deputy Marriage Commissioners compared to the total marriage licenses issued.	24%	28%	28%
Retention Rate of property values under appeal. (Target = >90%)	87%	90%	90%
Percentage of registered voters that voted in statewide elections for the Fiscal Year.	81%	44%	67%

Clerk-Recorder-Assessor FY 2014-15 Financial Changes & Related Service Level Reductions

- There are no anticipated Service Level Reductions from the prior year.

Clerk-Recorder-Assessor

Key Challenges and Emerging Issues

- **Continued Ongoing Structural Imbalance**
- **Revenue Gap in Primary Election Years**
- **Diminishing Reserves (Committed Fund Balances)**
- **Staffing Challenges**

Clerk-Recorder-Assessor

Key Challenges and Emerging Issues Cont.

- * **Budget Enhancement Requests :**
 - * **3.5 FTE's**
 - * Funding for 1.5 Admin Office Professionals (\$122,084); within Elections Program, will limit the risk of liability to the County associated with continuing to have critical election functions understaffed and/or staffed with un-experienced seasonal employees.
 - * 1 Appraiser (\$94,771); within Assessor Program, will assist with property appraisals and timely development of the County's annual property tax roll.
 - * 1 Mapping/GIS Analyst (\$124,197); within Assessor & Elections Programs, will support mapping/GIS functions to support increased workload and create better service delivery.

Clerk-Recorder-Assessor

Key Challenges and Emerging Issues

Cont.

- * **Budget Enhancement Requests Cont. :**
 - * **Litigation Committed Fund Balance** (\$100,000); provides for expert appraisal and engineering consulting services to assist the County Assessor in addressing the complex Breitburn oil and gas assessment appeal case.

Clerk-Recorder-Assessor

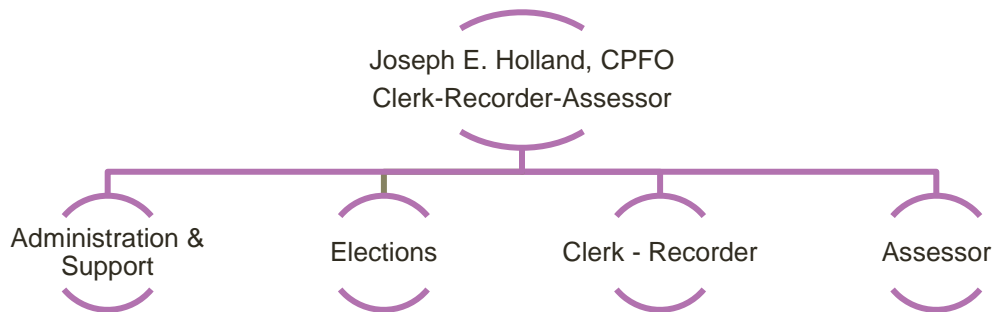


Clerk-Recorder-Assessor

Budget & Full-Time Equivalent (FTEs) Summary

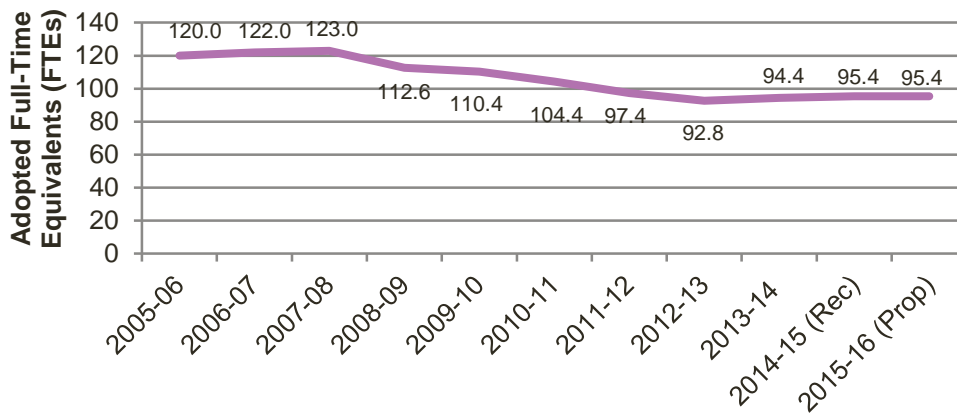
Operating	\$ 15,665,398
Capital	\$ 160,000
FTEs	95.4

Budget Programs Chart



Staffing Trend

The staffing trend values will differ from prior year budget books in order to show amounts without the impact of any vacancy factors.



Clerk-Recorder-Assessor

Mission Statement

To honor the public's trust by assuring honest and open elections, recording, maintaining and preserving property and vital records, setting fair and impartial values for tax purposes, and providing courteous and professional service at a reasonable cost.

Department Description

The Clerk-Recorder-Assessor Department has three direct service budget programs: Assessor, Clerk-Recorder, and Elections.

Within the official duties as prescribed by the Revenue and Taxation Code, the Assessor Program is responsible for fairly, timely, and accurately assessing the value on all taxable property and creating the annual assessment roll which is the basis for the funding of public services.

In accordance with various sections of the California Government Code, the Clerk-Recorder Program records all official documents for the County, registers and issues copies of vital records (births, deaths, and marriages), and serves as the custodian for those records. In addition, the Clerk function of the Clerk-Recorder provides for filing of domestic partnerships, fictitious business names, notary bonds, and other miscellaneous filings and services.

In accordance with the official duties prescribed by the Election Code, the Elections Program primarily is responsible for registering voters, maintaining a current voter file and ensuring that voters of the County have the tools they need, the equipment they trust, the information and access they deserve, and the right they value in order to participate in the election process.

The Administration and Support Program serves as support functions to the Department's direct service programs by providing leadership and direction in support of the Department's overall mission and goals.

2013-14 Anticipated Accomplishments

Elections

- Conducted the election canvass and certified the results by the 28th day following the June 3, 2014 Primary Election. Materially maintained the voter turnout rate, through voter outreach and support, related to the last comparable election.
- Implemented electronic submittal of Fair Political Practices Commission Statements of Economic Interest Filings, allowing filers to access and modify previous year filings for the current year, and creating efficiencies for the Department in processing the filings.
- Acquired and implemented a new vote by mail processing system for use in the June 2014 Primary Election.
- Completed a review of district boundaries and voting precincts, resulting in a decrease of 8 vote centers and 23 precincts. This provided cost savings to the County by reducing the number of Election Officers required to staff precincts, quantity of supplies, and the number of ballots ordered. Additionally, it reduces the number of potential ballot types at each precinct, minimizing the risk of voters being issued an incorrect ballot.

Clerk-Recorder

- Implemented a new automated telephone system that improved business call flow and allows the ability to monitor call information to better understand customer needs.
- Remodeled an underutilized area in the historic Hall of Records (a national landmark) to offer a more appealing location for marriage ceremony services. The number of wedding ceremonies performed this year compared to prior years increased considerably, and the improvements to the wedding area is expected to increase it further.

Clerk-Recorder-Assessor

- Implemented new security measures to mitigate the risk of fraud related to vital record certificates (birth, death, and marriage). These certified records issued by our office are key to creating a false identity and thus carry great risk if not properly safeguarded and protected from alteration.

Assessor

- Completed 97% of all secured and unsecured assessment work items (54,000) by close of the annual tax roll (July 1) to create the assessment roll, which becomes the base upon which local property taxes are levied, collected and distributed to the cities, County and special districts to fund government services.
- Increased the rate of Business Property Statement E-Filings to 50%. E-Filing enhances processing efficiencies by reducing the number of paper statements mailed and returned, eliminates the need to scan these statements, and allows faster processing time. Benefits to the public include ease of filing and access to previously filed statements.
- Completed review on 100% of 20,000 parcels as required by Section 51 of the Revenue and Taxation Code which requires property values to be enrolled at the lesser of factored base value or market value as of lien date, by June 30th as part of the assessment roll.

2014-16 Objectives

Elections

- Conduct the election canvass and certify the election results by the 28th day following the November 2014 General Election. Through voter outreach and support, materially maintain or increase the voter turnout rate related to the last comparable election.
- Increase service levels by expanding and improving information available on the Elections website, such as providing redacted copies of Campaign Financial Disclosure filings.
- Maintain or increase the number of participants in the Student Poll Worker Program by performing community outreach to local high schools with the goal of maintaining or increasing the number of participants related to

the last comparable election. The Student Poll Worker Program promotes civic awareness and educates high school students about the election process by allowing them to serve as poll workers on Election Day.

Clerk-Recorder

- Increase the number of users that submit documents for recordation using the electronic recording delivery system known as SECURE (Statewide Electronic Courier Universal Recording Environment), creating cost and processing efficiencies to both users and the County. E-recording documents through this system reduces courier and postage costs to the submitters while also allowing for faster notification that documents submitted have been recorded or rejected. Benefits to the County include automation of the cashiering, scanning and return mail functions, while also creating the ability to better measure productivity at each stage of the recording process.
- Increase the number of customers paying for daily recording fees through the use of the County's online payment collection system. Customer benefits include flexibility for payment from multiple bank accounts, access to accounting data, and the ability to generate custom reports. It also creates efficiencies for the County by eliminating the need to handle and tender paper check payments.
- Complete an assessment of archived records, maps, and microfilm, to identify items in need of restoration. As the custodian of records, the Clerk-Recorder is responsible for archiving and preserving document recordings and vital records. This assessment will review records dating back to 1850, and identify those in need of restoration.

Clerk-Recorder-Assessor

Assessor

- Complete 100% of all secured and unsecured assessment work items by close of the annual tax roll (July 1) to create the assessment roll, which becomes the base upon which local property taxes are levied, collected and distributed to the cities, County and special districts to fund government services.
- Perform timely resolution of assessment appeals within the statutory timeframe while adequately defending the disputed roll value at risk.
- Complete review of all parcels subject to Section 51 of the Revenue and Taxation Code, which require property values to be enrolled at the lesser of factored base value or market value as of the January 1st tax lien date, by June 30th as part of the assessment roll.

Changes & Operational Impact: 2013-14 Adopted to 2014-15 Recommended

Staffing

- Staffing remains constant at 95.4 FTEs.

The Department's budgeted staff has decreased by 28 FTE's since FY 2007-08. Over this period of time, workload in some programs decreased, reducing the level of staff needed. However, other staff reductions were necessary to absorb the impact of decreasing revenues, increasing costs and County implemented budget reductions. This challenge has been compounded in recent years by the loss of several staff in the Assessor's office creating several funded yet vacant positions. During FY 2013-14 all vacancies have been filled; however, a significant amount of training is needed. This issue, combined with the sub-optimal FY 2014-15 recommended staffing level continues to impact service delivery of the Department, specifically in the Assessor and Election Programs. Without optimal long-term staffing, the Assessor's ability to timely and accurately assess the value on all taxable property will continue to be impacted and the Assessor will continue to experience increase in assessment work backlog. Inadequate staff level in the Elections Program creates inefficiencies

and increases risk of errors associated with understaffing critical election functions.

The Department has and will continue to make budget expansion requests for incremental staff increases until an optimal staffing level is achieved.

Expenditures

- Net operating expenditure increase of \$435,000:
 - +\$299,000 net increase in Salaries and Employee Benefit costs primarily due to 1% employee COLA effective the first pay period of FY 2014-15.
 - +\$114,000 net increase in Services and Supplies primarily due to:
 - +\$219,000 increase in Election related services and supplies for the cost of the FY 2014-15 General Election.
 - +\$43,000 increase in services and supplies for the Clerk-Recorder Program. Includes increase in consulting service costs for special projects and increase in software maintenance cost for the Recorder's Management Information System.
 - -\$155,000 decrease in system maintenance costs on the Property Tax System due to termination of the project.
 - +\$22,000 increase in Other Charges for utilities costs related to additional building square footage partially offset by a decrease in IT data service charges due to the establishment of a cost reducing hardware virtual network environment.
- Net non-operating expenditure decrease of \$863,000:
 - -\$702,000 decrease to the Clerk-Recorder's restricted Fund Balances from recording fees, due to a decrease in the number of document recordings.
 - -\$132,000 decrease in debt payments for the last payment due on the Clerk-Recorder's COP debt.
 - -\$24,000 net decrease for capital asset costs from termination of the new property tax system development project, offset by increase in hardware replacement costs for the Department.

Clerk-Recorder-Assessor

These changes result in recommended operating expenditures of \$15,665,000, non-operating expenditures of \$665,000 and total expenditures of \$16,330,000. Non-operating expenditures primarily include capital assets, transfers and increases to fund balance components.

Revenues

- Net operating revenue decrease of \$252,000:
 - +\$22,000 increase in Licenses, Permits, and Fees for annual fluctuations in the number of estimated marriage licenses issued.
 - -\$272,000 net decrease in Charges for Services, primarily due to:
 - +441,000 increase in recoverable election costs from local agencies due to FY 2014-15 being a General Election with local agency consolidation.
 - +\$62,000 increase in property tax and supplemental administration fees (Assessor's Program).
 - -\$875,000 decrease in Clerk-Recorder recording fees to reflect the actual decrease in the number of FY 2013-14 document recordings, a trend expected to continue in FY 2014-15.
- Net non-operating revenue decrease of \$175,000:
 - +\$235,000 increase in use of Clerk-Recorder restricted fund balances to fund annual fluctuations in program expenditures.
 - +\$162,000 increase in General Fund Contribution.
 - -\$280,000 decrease for one-time additional revenue from the General Fund help mitigate the structural imbalance in the Assessor Program.
 - -\$153,000 decrease in use of departmental fund balances required to fund ongoing operations in the Assessor Program.
 - -\$68,000 decrease in use of Departmental restricted fund balance for reduction in costs for the development of a new property tax system.
 - -\$47,000 decrease in use of the County's Litigation fund balance to fund appeal litigation costs related to a major property assessment appeal.

These changes result in recommended operating revenue of \$5,446,000; non-operating revenues of \$10,884,000 and total sources of \$16,330,000.
General Government & Support Services

Non-operating revenues primarily include General Fund Contribution, transfers and decreases to fund balance components.

Changes & Operational Impact: 2014-15 Recommended to 2015-16 Proposed

Expenditures

The FY 2015-16 Proposed Budget includes no changes in staffing from the FY 2014-15 Recommended Budget; however, there will be a \$255,000 increase in the cost of salary and benefits for funding the same level of staff. The Department's General Fund Contribution is anticipated to increase by \$107,000 to partially fund the increase in staffing costs.

Revenues

Departmental net operating revenue is expected to decrease by \$154,000 in FY 2015-16. A decrease of \$440,000 is anticipated and related to the loss of charges for election services to local agencies due to less recoverable costs in the FY 2015-16 Primary Election. In the Assessor Program, property tax administration fees are expected to increase by \$284,000.

2015-16 Budget Gap

To maintain FY 2014-15 service levels, \$16,491,000 of funding will be required in FY 2015-16. Of this amount, \$15,633,000 will be funded by departmental revenues and the General Fund, leaving an \$858,000 structural imbalance. The increase in the cost of salary and benefits, decrease in departmental revenues, and loss of one-time funding sources used in FY 2014-15, results in an ongoing structural imbalance, primarily impacting the Assessor Budget Program.

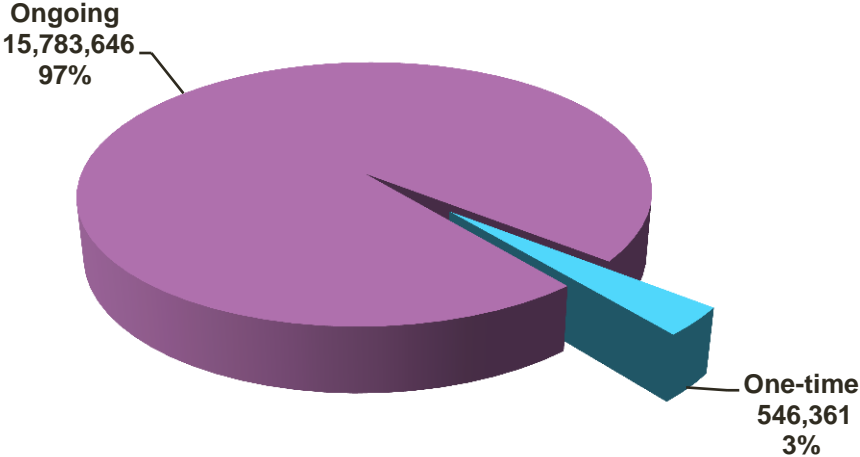
Related Links

For more information on the Clerk-Recorder-Assessor's Department refer to their website at <http://sbcassessor.com/ClerkRecorder/ClerkRecorder.aspx>

Clerk-Recorder-Assessor

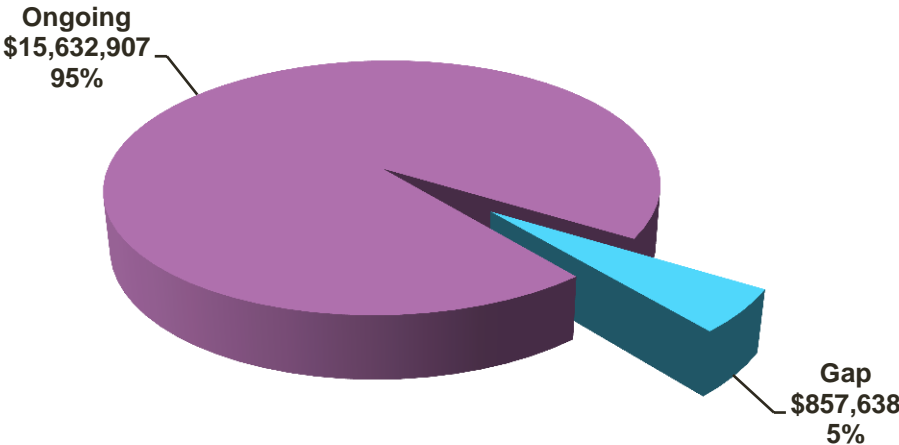
Gap Charts

FY 2014-15 Recommended Budget



Three percent of the FY 2014-15 Recommended Budget is comprised of one-time sources, including General Fund and departmental fund balances, used to fund ongoing operations in the Assessor Program. The \$546,361 of one-time funding is critical to funding the minimum level of services needed to maintain the County’s property tax roll which becomes the base upon which local property taxes are levied, collected and distributed to the cities, County and special districts to fund government services.

FY 2015-16 Proposed Budget



To maintain FY 2014-15 service levels, it’s estimated that \$16,491,000 of funding will be required in FY 2015-16. \$15,633,000 is available from departmental revenues and the General Fund, leaving a budget gap of \$858,000. The \$858,000 budget gap is \$312,000 more than the gap in 2014-15, primarily due to a decrease of Elections revenue in 2015-16. A funding source will need to be identified to backfill the FY 2015-16 Department gap in order to maintain the minimum service levels needed to create the County’s property tax roll.

Clerk-Recorder-Assessor

Performance Measures Continued

Description	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Estimated	FY 2014-15 Recommended	FY 2015-16 Proposed
Elections:					
Number of registration transactions (adds, deletes, and changes) processed for the Fiscal Year.	110,368	156,004	100,000	105,000	110,000
Number of Federal, State and Local Elections conducted in the Fiscal Year.	1	1	2	3	2
Number and Percentage of Permanent Vote By Mail Voters.	102,324 54%	111,342 55%	112,695 56%	113,500 57%	114,500 56%
Percentage of registered voters that voted in statewide elections for the Fiscal Year.	45%	81%	44%	67%	60%
Clerk-Recorder:					
Percentage of official documents recorded within two business days.	100%	100%	100%	100%	100%
Percent of documents recorded electronically (E-Recorded).	26%	32%	32%	33%	34%
Number of marriage licenses issued.	3,437	3,379	3,811	4,100	4,200
Percent of marriage ceremonies performed by County Deputy Marriage Commissioners compared to the total marriage licenses issued.	28%	24%	28%	28%	30%
Assessor:					
Percentage of required property tax assessments completed by July 1st each year to provide basis for tax distribution to all property tax receiving entities.	100%	100%	95%	97%	100%
Retention Rate of property values under appeal.	90%	87%	90%	90%	90%

Clerk-Recorder-Assessor

Budget Overview

	2012-13 Actual	2013-14 Adopted	Change from FY13-14 Ado to FY14-15 Rec	2014-15 Recommended	2015-16 Proposed
Staffing By Budget Program					
Administration & Support	5.69	7.00	(0.05)	6.95	6.95
Elections	14.81	9.06	-	9.06	9.06
Clerk-Recorder	18.12	17.94	-	17.94	17.94
Assessor	53.92	61.38	0.05	61.43	61.43
Unallocated	0.15	-	-	-	-
Total	<u>92.69</u>	<u>95.38</u>	<u>(0.00)</u>	<u>95.38</u>	<u>95.38</u>
Budget By Budget Program					
Administration & Support	\$ 1,189,599	\$ 1,363,735	\$ (68,015)	\$ 1,295,720	\$ 1,321,074
Elections	3,003,412	3,228,148	188,977	3,417,125	3,406,976
Clerk-Recorder	2,120,918	2,462,710	244,748	2,707,458	2,764,529
Assessor	6,854,133	8,175,612	69,483	8,245,095	8,429,176
Unallocated	13,097	-	-	-	-
Total	<u>\$ 13,181,158</u>	<u>\$ 15,230,205</u>	<u>\$ 435,193</u>	<u>\$ 15,665,398</u>	<u>\$ 15,921,755</u>
Budget By Categories of Expenditures					
Salaries and Employee Benefits	\$ 10,258,556	\$ 11,693,461	\$ 298,956	\$ 11,992,417	\$ 12,247,513
Services and Supplies	2,332,392	2,780,896	113,983	2,894,879	2,881,890
Other Charges	590,210	755,848	22,254	778,102	792,352
Total Operating Expenditures	<u>13,181,158</u>	<u>15,230,205</u>	<u>435,193</u>	<u>15,665,398</u>	<u>15,921,755</u>
Capital Assets	90,472	183,745	(23,745)	160,000	160,000
Other Financing Uses	406,253	409,162	(131,594)	277,568	207,966
Intrafund Expenditure Transfers (+)	13,092	25,000	(5,000)	20,000	21,000
Increases to Fund Balances	1,184,747	909,253	(702,212)	207,041	179,824
Fund Balance Impact (+)	349,861	-	-	-	-
Total	<u>\$ 15,225,584</u>	<u>\$ 16,757,365</u>	<u>\$ (427,358)</u>	<u>\$ 16,330,007</u>	<u>\$ 16,490,545</u>
Budget By Categories of Revenues					
Licenses, Permits and Franchises	\$ 219,221	\$ 220,000	\$ 22,000	\$ 242,000	\$ 242,000
Fines, Forfeitures, and Penalties	11,300	12,000	-	12,000	12,000
Use of Money and Property	2	-	-	-	-
Intergovernmental Revenue	35,876	15,000	-	15,000	15,000
Charges for Services	5,836,244	5,443,560	(272,411)	5,171,149	5,016,751
Miscellaneous Revenue	9,116	8,000	(2,000)	6,000	6,000
Total Operating Revenues	<u>6,111,759</u>	<u>5,698,560</u>	<u>(252,411)</u>	<u>5,446,149</u>	<u>5,291,751</u>
Decreases to Fund Balances	361,179	1,435,505	(336,447)	1,099,058	449,756
General Fund Contribution	8,752,646	9,623,300	161,500	9,784,800	9,891,400
Fund Balance Impact (-)	-	-	-	-	857,638
Total	<u>\$ 15,225,584</u>	<u>\$ 16,757,365</u>	<u>\$ (427,358)</u>	<u>\$ 16,330,007</u>	<u>\$ 16,490,545</u>

Clerk-Recorder-Assessor

Staffing Detail

Staffing Detail By Budget Program	2012-13 Actual	2013-14 Adopted	Change from FY13-14 Ado to FY14-15 Rec	2014-15 Recommended	2015-16 Proposed
Administration & Support					
COUNTY CLK-REC-ASSESSOR	1.00	1.00	-	1.00	1.00
ASST DIRECTOR	0.71	1.00	(1.00)	-	-
FISCAL MANAGER	0.99	1.00	(1.00)	-	-
BUSINESS MANAGER	0.15	-	0.20	0.20	0.20
EDP OFFICE AUTO SPEC	0.86	2.00	-	2.00	2.00
FINANCIAL SYS ANALYST SR	0.01	-	-	-	-
DIVISION MANAGER	1.00	1.00	1.00	2.00	2.00
FINANCIAL OFFICE PRO	0.92	1.00	-	1.00	1.00
HR MANAGER	-	-	-	-	-
DEPT BUS SPEC	-	-	0.75	0.75	0.75
EXTRA HELP	0.05	-	-	-	-
Administration & Support Total	5.69	7.00	(0.05)	6.95	6.95
Elections					
ASST DIRECTOR	1.00	1.00	-	1.00	1.00
PROJECT MANAGER	0.01	-	-	-	-
FISCAL MANAGER	-	-	-	-	-
BUSINESS MANAGER	0.03	0.03	(0.03)	-	-
EDP OFFICE AUTO SPEC	0.08	-	-	-	-
DIVISION MANAGER	-	-	-	-	-
PROGRAM MANAGER	-	1.00	(1.00)	-	-
EDP SYS & PROG ANLST	0.57	0.43	0.03	0.46	0.46
MAPPING/GIS ANALYST SUPV	0.02	-	-	-	-
ASSESSMENT SUPERVISOR	0.01	-	-	-	-
ADMIN OFFICE PRO	6.81	6.60	-	6.60	6.60
FINANCIAL OFFICE PRO	0.01	-	-	-	-
HR MANAGER	0.42	-	1.00	1.00	1.00
MAPPING/GIS ANALYST	0.19	-	-	-	-
APPRAISER	0.02	-	-	-	-
AUDITOR-APPRAISER	0.01	-	-	-	-
EXTRA HELP	5.63	-	-	-	-
Elections Total	14.81	9.06	-	9.06	9.06
Clerk-Recorder					
ASST DIRECTOR	0.17	-	1.00	1.00	1.00
FISCAL MANAGER	-	-	1.00	1.00	1.00
BUSINESS MANAGER	0.60	0.97	(0.97)	-	-
EDP OFFICE AUTO SPEC	0.06	-	-	-	-
DIVISION MANAGER	1.00	1.00	-	1.00	1.00
EDP SYS & PROG ANLST	0.43	0.57	(0.03)	0.54	0.54
FINANCIAL OFFICE PRO	1.08	1.00	-	1.00	1.00
ADMIN OFFICE PRO	13.24	14.40	(1.00)	13.40	13.40
EXTRA HELP	1.54	-	-	-	-
Clerk-Recorder Total	18.12	17.94	-	17.94	17.94
Assessor					
ASST DIRECTOR	-	-	-	-	-
CHIEF APPRAISER	1.00	1.00	-	1.00	1.00
PROJECT MANAGER	0.03	1.00	-	1.00	1.00

Clerk-Recorder-Assessor

Staffing Detail Continued

Staffing Detail By Budget Program	2012-13 Actual	2013-14 Adopted	Change from FY13-14 Ado to FY14-15 Rec	2014-15 Recommended	2015-16 Proposed
FINANCIAL SYS ANALYST SR	1.76	2.00	-	2.00	2.00
DIVISION MANAGER	3.00	3.00	(1.00)	2.00	2.00
EDP SYS & PROG ANLST SR	3.00	3.00	-	3.00	3.00
EDP SYS & PROG ANLST	1.00	1.00	-	1.00	1.00
MAPPING/GIS ANALYST SUPV	0.98	1.00	-	1.00	1.00
ASSESSMENT SUPERVISOR	5.57	6.00	-	6.00	6.00
ADMIN OFFICE PRO	15.46	17.62	-	17.62	17.62
MAPPING/GIS ANALYST	2.81	3.00	-	3.00	3.00
APPRAISER	14.03	17.75	0.25	18.00	18.00
AUDITOR-APPRAISER	4.68	5.00	-	5.00	5.00
EXTRA HELP	0.55	-	-	-	-
Assessor Total	53.92	61.38	0.05	61.42	61.42
Unallocated					
APPRAISER	0.15	-	-	-	-
Unallocated Total	0.15	-	-	-	-
Department Total	92.69	95.38	-	95.38	95.38

TAX RATE AREA NUMBER		TAX RATE PERCENT	PRIOR YEARS TAXES	FIRST INSTALLMENT	SECOND INSTALLMENT	TOTAL
02-001		1.03969	NONE	\$1,134.93	\$1,134.93	\$2,269.86
			DELINQUENT	DUE NOV. 1, 2012 DELINQUENT AFTER DEC. 10, 2012	DUE FEB. 1, 2013 DELINQUENT AFTER APRIL 10, 2013	TAXES DUE

TAX AMOUNTS	
BASIC PROPERTY TAX	2,184.65
SPECIAL DISTRICTS	0.00
FIXED CHARGES	85.21
TOTAL TAX	2,269.86

2014-2016

TREASURER-TAX COLLECTOR BUDGET WORKSHOP

Treasurer-Tax Collector- Public Administrator



Treasurer-Tax Collector Summary

- ∂ Operating \$7,133,207
- ∂ Capital \$1,075,625
- ∂ General Fund \$3,392,900
- ∂ FTE's 43
- ∂ One Time Use of Fund Balance \$150k
- ∂ No Service Level Reductions
- ∂ No Expansion Requests

Treasurer-Tax Collector Summary

∂ Capital Major Projects

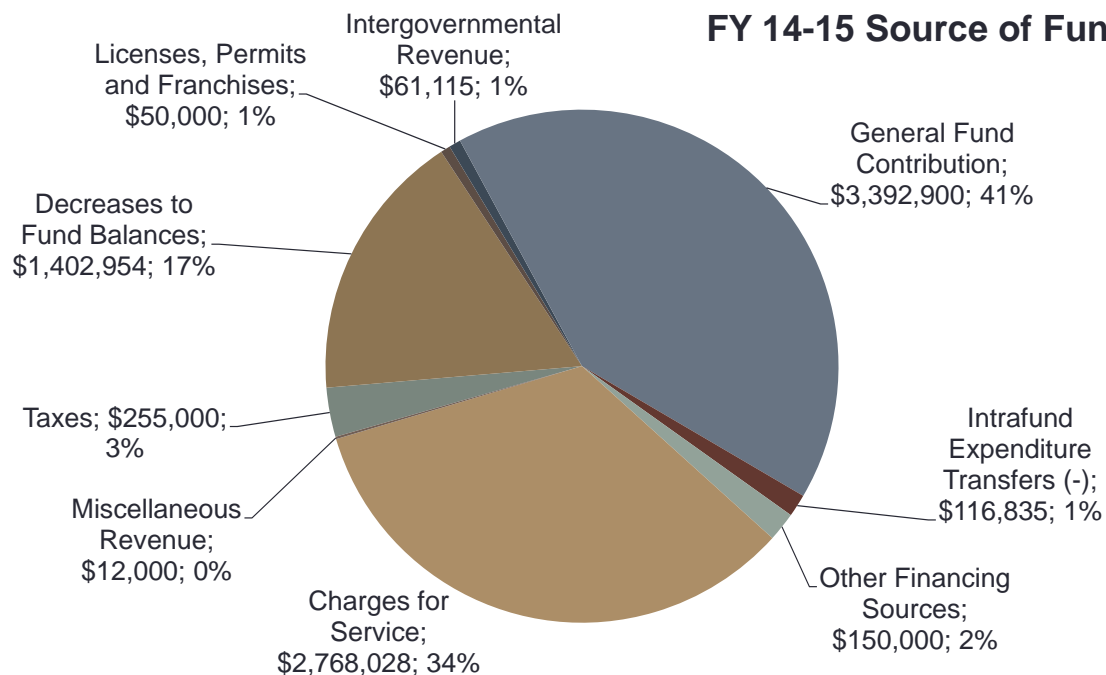
∂ Aumentum Property Tax System

∂ \$1,075,625 cost for FY 14-15.

∂ Joint Tax Collector/Auditor-Controller project replaces the current mainframe system.

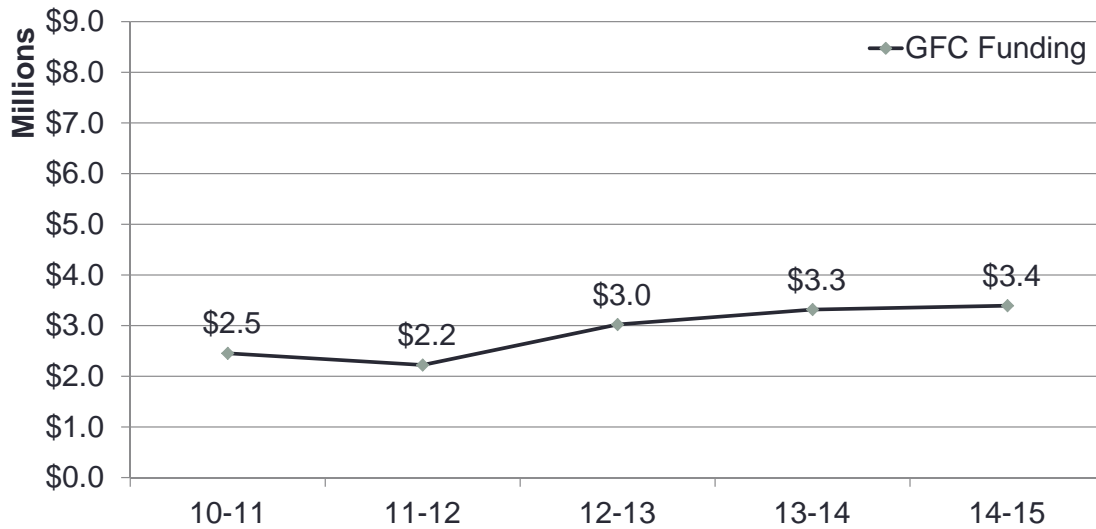
Treasurer-Tax Collector

FY 14-15 Source of Funds



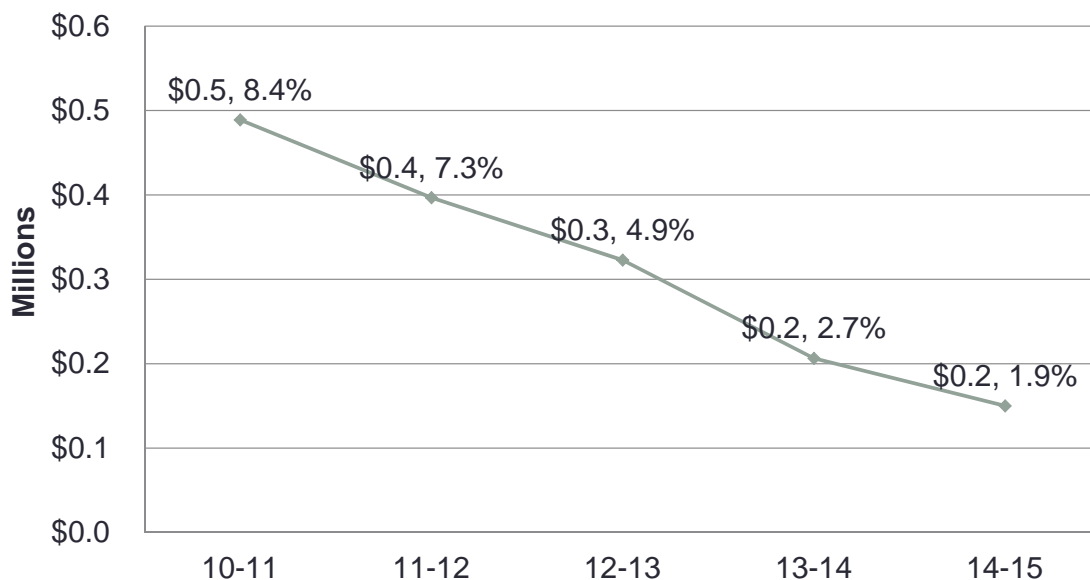
Treasurer-Tax Collector

GFC 5 Year Summary



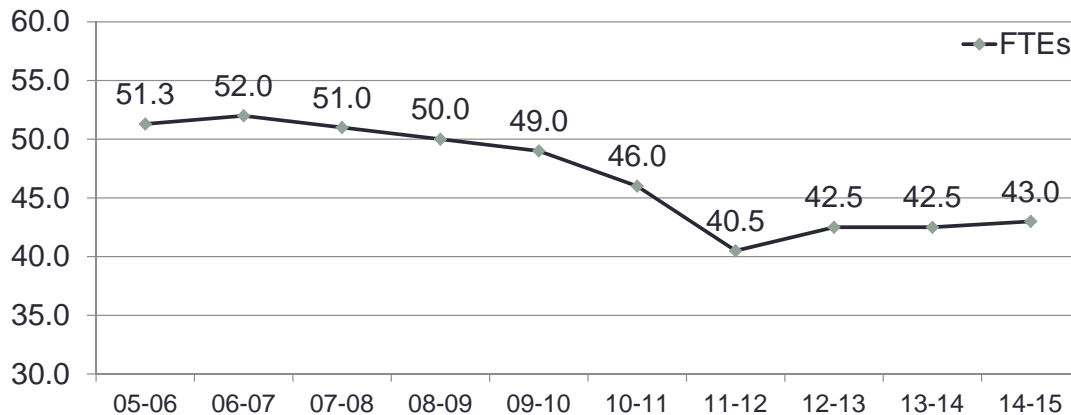
Treasurer-Tax Collector

5 Year Summary Use of One-Time



Treasurer-Tax Collector Staffing Summary

- ∂ 43 FTE FY 13-14 Adopted
- ∂ 43 FTE FY 14-15 Recommended



Treasurer-Tax Collector FY 2013-14 Anticipated Accomplishments

- Completed go-live planning, data conversion, and testing for implementation of the new property tax system in August 2014
- Secured tax collections were in the top 5 for the State
- TOT from vacation rentals accounted for over \$1 million in revenue annually – grown from \$22k in FY 07-08
- Enhanced service to Veterans by implementing a new Veterans' Identification Card Program

Treasurer-Tax Collector

FY 2013-14 Anticipated Accomplishments

- Received over \$650,000 in interest subsidies from the IRS to offset debt service interest payments
- Standard and Poor's reaffirmed rating of AA+ for the County's long term debt
- Filed 1,925 Veterans' benefits claims
- Public Guardian record keeping procedures to be used as a model

Treasurer-Tax Collector

FY 2014-15 Objectives

- Implement the new property tax system
 - Aumentum
 - Website
 - Cashiering

Treasurer-Tax Collector FY 2015-16 Objectives

- Continue to integrate subsidiary systems into the new property tax system.

Treasurer-Tax Collector Performance Measures

Description	2012-13 Actual	FY 13-14 Estimated Actual	FY 14-15 Recommended
Percent of annual secured taxes collected.	99.1	98.5	97.5
Amount of vacation rental Transient Occupancy Tax (TOT) collected.	\$889,000	\$1,000,000	\$1,000,000
Amount of monies processed through the County Treasury.	\$7.5 Billion	\$7.6 Billion	\$7.6 Billion
Number of veterans benefit claims filed.	1,677	1,925	1,925

Treasurer-Tax Collector

Service Level Reductions

NONE

Treasurer-Tax Collector

Key Challenges and Emerging Issues

- New property tax system
 - Currently on antiquated mainframe system of 35+ years
 - Responsible for billing, collecting and enforcement on behalf of the County, cities, schools and special districts

Treasurer-Tax Collector Summary

- New property tax system
- Veterans' Services Program enhancements
- Increased TOT collection efforts
- Ranked 3rd and 6th statewide, respectively, for secured and unsecured property tax collections

Treasurer-Tax Collector-Public Adm.

 HARRY E. HAGEN, CPA TREASURER-TAX COLLECTOR COUNTY OF SANTA BARBARA FEDERAL TAX ID# 95-8002833		P.O. BOX 579 SANTA BARBARA, CA 93102-0579 (805)568-2920 SANTA BARBARA (805)346-8330 SANTA MARIA		2012-2013 SECURED TAX STATEMENT FOR THE FISCAL YEAR JUL 1, 2012 TO JUNE 30, 2013	
PARCEL NUMBER	ASSESSMENT ON JANUARY 1, 2012	CORTAC SUBSCRIBER	LOAN NUMBER		
12345678-90-1	PUBLIC JOHN Q				
ADDRESS OF PROPERTY			ASSESSED VALUE		
1234 MAIN STREET SANTA BARBARA CA 93101			LAND/NEURAL RIGHTS 83,924		
MAIL TO			IMPROVEMENTS 126,202		
PUBLIC JOHN Q 1234 MAIN STREET SANTA BARBARA CA 93101			PERSONAL PROPERTY 0		
			GROSS TOTAL 210,126		
			HOMEOWNER'S EXEMPTION 0		
			OTHER EXEMPTIONS 0		
			NET TOTAL 210,126		
			TAX AMOUNTS		
			BASIC PROPERTY TAX 2,194.65		
			SPECIAL DISTRICTS 0.00		
			FIXED CHARGES 88.21		
			TOTAL TAX 2,282.86		
TAX RATE AREA NUMBER	TAX RATE PERCENT	PRIOR YEARS TAXES	FIRST INSTALLMENT	SECOND INSTALLMENT	TOTAL
02-001	1.03969	NONE	\$1,134.93	\$1,134.93	\$2,269.86
		DELINQUENT	DUE NOV. 1, 2012 DELINQUENT AFTER DEC. 31, 2012	DUE FEB. 1, 2013 DELINQUENT AFTER APRIL 15, 2013	TAXES DUE

TREASURER-TAX COLLECTOR



PUBLIC ADMINISTRATION



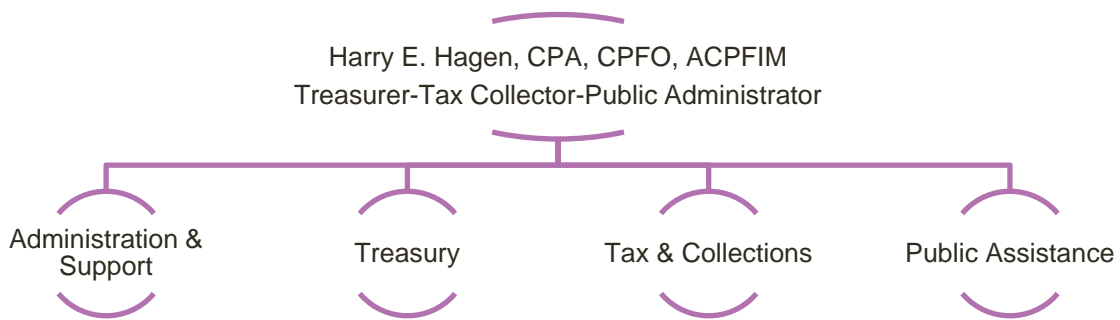
VETERANS SERVICES

Treasurer-Tax Collector-Public Adm.

Budget & Full-Time Equivalents (FTEs) Summary

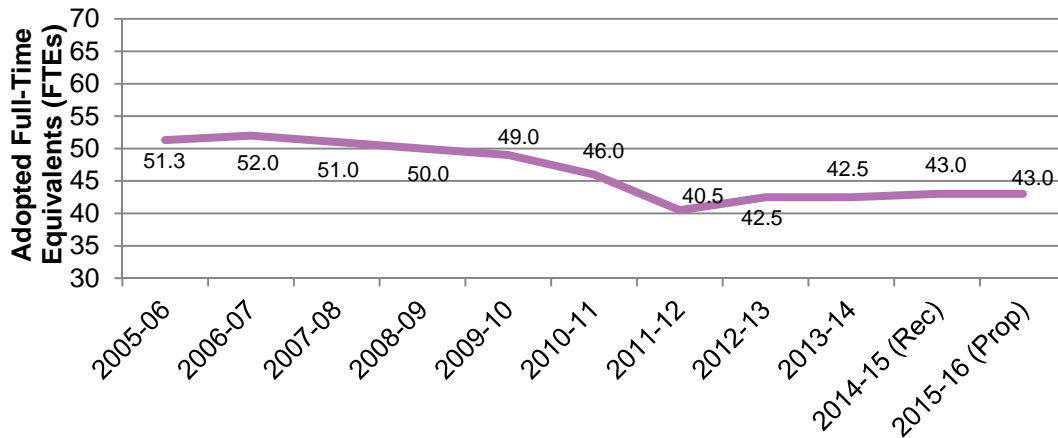
Operating	\$ 7,132,207
Capital	\$ 1,075,625
FTEs	43.0

Budget Programs Chart



Staffing Trend

The staffing trend values will differ from prior year budget books in order to show amounts without the impact of any vacancy factors.



Treasurer-Tax Collector-Public Adm.

Mission Statement

Bill and collect all property taxation, process all payments, provide banking services, invest revenue received by the County, Special Districts and Schools, administer the County's debt program, deferred compensation plan, decedents' estates, public conservatorships, and veterans' services.

Department Description

The budget programs of the Treasurer-Tax Collector-Public Administrator Department (TTCPA) are Administration & Support, Treasury, Tax & Collections, and Public Assistance. The TTCPA has staff that provides services in Santa Barbara, Santa Maria, and Lompoc.

The focus of the TTCPA is the continuation and enhancement of the following services: tax collection, banking services, investing public funds with the primary objective of preservation of principal, administering the County's debt program, administering the County's deferred compensation plan, administering decedent estates and conservatorships, and assisting County veterans in obtaining State and Federal benefits. Within each of the basic services provided, the TTCPA delivers programs that specifically address the County's Strategic Plan through actions required by law or by routine business necessity.

2013-14 Anticipated Accomplishments

Administration & Support

The Information Technology division is working jointly with the Auditor-Controller to implement a new property tax system, Aumentum, to replace the County's mainframe legacy system. The division has four systems development staff dedicated to this effort.

Filed six Return for Credit Payments to Issuers of Qualified Bonds which enabled the County to receive over \$650,000 in interest subsidies from the Internal Revenue Service.

Treasury

The County Treasury processes over \$7 billion annually. To ensure accurate processing of all funds, a comprehensive review of all cash handling procedures was initiated and is being reviewed

The Information Technology Division successfully configured the TTCPA cashiering system to properly integrate with the new property tax system.

Tax & Collections

Beginning in Fiscal Year 2008-09, the TTCPA began actively searching for vacation rental properties and Transient Occupancy Tax (TOT) is now being collected. In that time the TTCPA has collected over \$3.5 million in TOT for the County solely from vacation rentals. Annual TOT revenues total over \$1.0 million on 271 vacation rental properties.

TTCPA maintained a high secured tax collection ratio of 98.5%, which places Santa Barbara County in the top five for tax collection among all of the 58 California counties.

Public Assistance

The Public Guardian's Division served over 124 Lanterman Petris Short (LPS) mental health conservatorship, 249 representative payee and 46 probate clients this fiscal year, providing investigation and case management for individuals unable to satisfy their own basic needs. During the course of the bi-annual audit, the Division was informed by Social Security Administration that Santa Barbara County's record keeping procedures will be used as a model for other jurisdictions to follow.

The Veterans' Services Program assists County veterans and their families in obtaining benefits. County veterans received approximately \$8.3

Treasurer-Tax Collector-Public Adm.

million in new and retroactive benefits, lump sum awards, college fee waivers, and prior awards. In addition, approximately \$1.2 million was brought into the County for GI Bill students and Aid & Attendance assistance.

2014-16 Objectives

Administration & Support

The TTCPA will continue to analyze the feasibility of refunding prior year debt issuances. Potential savings from this refinancing would be achieved through lower interest rates.

Treasury

County revenues are currently processed utilizing paper deposit tickets which are manually entered into the TTCPA cashing system. A file is then created and uploaded to the Auditor-Controller financial system. The Treasury Program will evaluate and analyze the cost/benefit of developing an electronic deposit ticket. This enhancement will serve County departments and agencies. It will also facilitate the recording of revenue into the County's financial system in a timelier manner.

Tax & Collections

In early FY 2014-15, the TTCPA will implement the new property tax system including: data conversion, systems interfaces, functional design and user testing. It will take a significantly longer period for full system implementation to maximize the efficiencies and outcomes of the new system.

Public Assistance

A detailed study of the operating costs of the Public Guardian will be performed to evaluate and revise base fees as appropriate. Compensation for the Public Guardian is based on reasonableness commensurate with the value of the service

provided which include: the costs of referral, investigation and assessment, charges for conservatorship of the person and conservatorship of the estate.

Changes & Operational Impact: 2013-14 Adopted to 2014-15 Recommended

Staffing

- Increase of 0.5 FTE.

In FY 2013-14, changes were initiated to more accurately charge employees work effort to the appropriate programs. This effort reallocates FTEs between programs and is reflected in the Department "Staffing by Budget Program." The increase of 1.0 FTE, reflects a new Financial Office Professional supporting Treasury and Tax Collection functions, partially offset by the reduction of a 0.5 Extra Help FTE.

The TTCPA has a projected staff of 43.0 employees with centralized operations in Santa Barbara and satellite operations in Santa Maria and Lompoc. As a result of the economic downturn, the TTCPA has reduced its budgeted staffing level resulting in the reduction and defunding of 9.0 FTE's or a 17.3% decrease in positions since FY 2006-07.

Expenditures

Net operating expenditure increase of \$259,000:

- Salaries and Benefits – increase of \$251,000 due to the addition of 1.0 Financial Office Professional; and, also increases in departmental retirement costs, health insurance costs, workers' compensation premiums, and employee salaries;
- Services and Supplies – decrease of \$17,000 due to a reduction of one-time costs related to the new property tax system conversion project;

Treasurer-Tax Collector-Public Adm.

- Other Charges – increase of \$26,000, primarily due to an increase in utility costs;
- Capital Assets – the decrease of \$146,000, from \$1,221,000 to \$1,076,000 reflects approximately \$890,000 of planned FY 2013-14 implementation costs of the new property tax system conversion project moving to FY 2014-15.

These changes result in recommended operating expenditures of \$7,132,000, non-operating expenditures of \$1,077,000, for total expenditures of \$8,209,000. Non-operating expenditures are primarily capital assets.

Revenues

Net Operating Revenue increase of \$120,000:

- Taxes – decrease of \$33,000 due to lower number of tax penalties.
- Intergovernmental Revenue – decrease of \$5,900 due to the transfer of State grant from the County to the vendor who supplies Veteran Services software program.
- Charges for Services – increase of \$154,000 due to the addition of 1 FTE in the Treasury Division and a higher projected indirect cost rate.

These changes result in recommended operating revenues of \$3,146,000, non-operating revenues of \$5,062,000, resulting in total revenues of \$8,209,000. Non-operating revenues primarily include General Fund Contribution, transfers, and decreases to fund balances.

Changes & Operational Impact: 2014-15 Recommended to 2015-16 Proposed

The FY 2015-16 proposed expenditures reflect a \$1,120,000 decrease from the FY 2014-15 recommended budget is primarily the result of:

- -\$1,075,600 – decrease in capital assets due to the completion of the new property tax system conversion project;
- -\$117,000 – decrease in one-time crossover costs and professional services related to implementation of the new property tax system.
- +\$29,100 – increase in health insurance and retiree medical premiums;
- +28,700 – increase in salaries

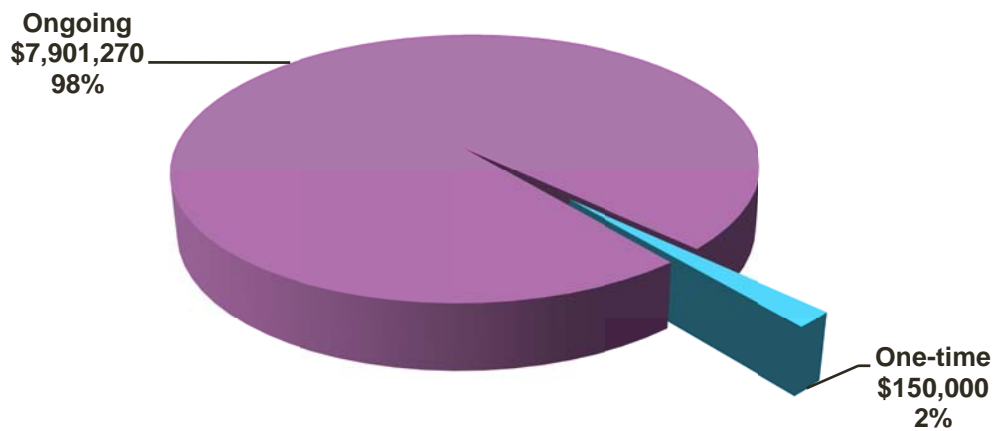
Related Links

For more information on the Treasurer-Tax Collector – Public Administrator, refer to the website at <http://www.countyofsb.org/ttcpapg/index.asp>.

Treasurer-Tax Collector-Public Adm.

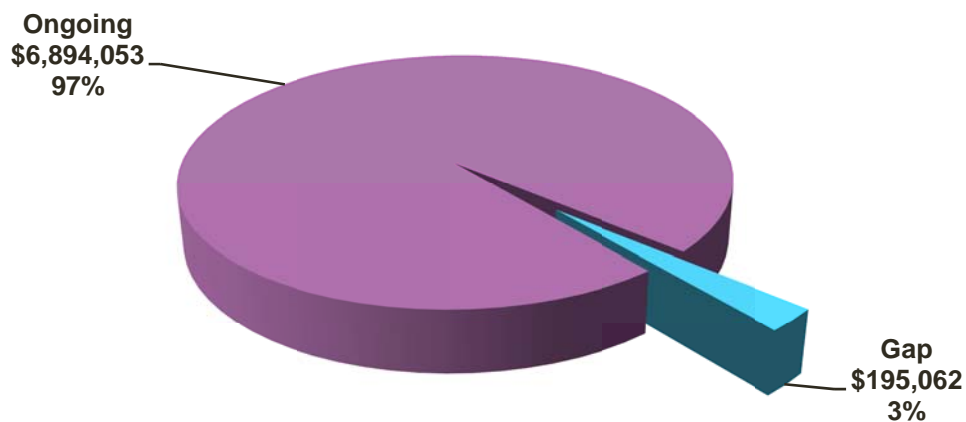
Gap Charts

FY 2014-15 Recommended Budget



The FY 2014-15 Recommended Budget relies on one-time sources to fund 2% of the Department's ongoing operations. The one-time source of \$150,000 is additional general fund contribution. These funds allow the Department to maintain a higher level of service than would otherwise have been possible; however, because these funds are one-time in nature, they will not be available to fund operations in FY 2015-16.

FY 2015-16 Proposed Budget



The FY 2015-16 Proposed Budget relies on one-time sources to fund less than 3% of the Department's ongoing operations. These funds allow the Department to maintain a higher level of service than would otherwise be possible; however, because these funds are one-time in nature, they will not be available to fund operations in FY 2016-17.

Treasurer-Tax Collector-Public Adm.

Performance Measures

<u>Description</u>	<u>FY 2011-12 Actual</u>	<u>FY 2012-13 Actual</u>	<u>FY 2013-14 YTD Actual</u>	<u>FY 2014-15 Recommended</u>	<u>FY 2015-16 Proposed</u>
Administration and Support					
Amount of Transient Occupancy Tax (TOT) Collected.	\$7,089,000	\$5,891,000	\$7,077,000	\$7,077,000	\$7,077,000
Amount of Vacation Rental - Transient Occupancy Tax (TOT) Collected	\$686,000	\$889,000	\$1,000,000	\$1,000,000	\$1,000,000
Number of participants in County Deferred Compensation Plan.	3,581	3,607	3,595	3,600	3,600
Number of debt, trustee and arbitrage payments made on behalf of County Departments and School Districts.	69	99	125	125	125
Treasury					
Amount of monies processed through the County Treasury.	\$7.4 Billion	\$7.5 Billion	\$7.6 Billion	\$7.6 Billion	\$7.6 Billion
Monitor and project liquidity requirements as evidenced by zero securities sold at a loss to meet the cash flow needs of pool participants.	Zero	Zero	Zero	Zero	Zero
Percent compliance with the Government Code and the Treasurer's Investment Policy	100%	100%	100%	100%	100%

Treasurer-Tax Collector-Public Adm.

Performance Measures Continued

<u>Description</u>	<u>FY 2011-12 Actual</u>	<u>FY 2012-13 Actual</u>	<u>FY 2013-14 YTD Actual</u>	<u>FY 2014-15 Recommended</u>	<u>FY 2015-16 Proposed</u>
Tax and Collections					
Percent of annual secured taxes collected.	98.8%	99.1%	98.5%	97.5%	97.5%
Percent of annual unsecured taxes collected.	98.4%	98.8%	97.6%	97.5%	97.5%
Public Assistance					
Percent of probate conservatives visited in the past twelve months.	100%	100%	100%	100%	100%
	178	190	180	180	180
Number of Veterans Benefit Claims filed.	1,722	1,677	1,925	1,925	1,925

Treasurer-Tax Collector-Public Adm.

Budget Overview

	2012-13 Actual	2013-14 Adopted	Change from FY13-14 Ado to FY14-15 Rec	2014-15 Recommended	2015-16 Proposed
Staffing By Budget Program					
Administration & Support	5.28	6.59	(0.18)	6.41	6.41
Treasury	8.61	8.04	0.33	8.36	8.36
Tax & Collections	11.84	12.58	0.32	12.90	12.90
Public Assistance	13.56	15.30	0.03	15.33	15.33
Unallocated	0.04	-	-	-	-
Total	<u>39.33</u>	<u>42.50</u>	<u>0.50</u>	<u>43.00</u>	<u>43.00</u>
Budget By Budget Program					
Administration & Support	\$ 1,113,663	\$ 1,276,157	\$ 184,408	\$ 1,460,565	\$ 1,484,515
Treasury	1,636,779	1,765,817	(75,148)	1,690,669	1,693,616
Tax & Collections	1,870,989	2,178,760	86,081	2,264,841	2,171,068
Public Assistance	1,447,684	1,652,657	63,475	1,716,132	1,738,916
Unallocated	7,466	-	-	-	-
Total	<u>\$ 6,076,581</u>	<u>\$ 6,873,391</u>	<u>\$ 258,816</u>	<u>\$ 7,132,207</u>	<u>\$ 7,088,115</u>
Budget By Categories of Expenditures					
Salaries and Employee Benefits	\$ 4,602,185	\$ 5,093,228	\$ 250,518	\$ 5,343,746	\$ 5,415,319
Services and Supplies	1,175,913	1,533,245	(17,000)	1,516,245	1,390,157
Other Charges	298,484	246,918	25,298	272,216	282,639
Total Operating Expenditures	<u>6,076,581</u>	<u>6,873,391</u>	<u>258,816</u>	<u>7,132,207</u>	<u>7,088,115</u>
Capital Assets	50,045	1,221,128	(145,503)	1,075,625	-
Intrafund Expenditure Transfers (+)	800	1,000	-	1,000	1,000
Increases to Fund Balances	750	-	-	-	-
Fund Balance Impact (+)	17	-	-	-	-
Total	<u>\$ 6,128,193</u>	<u>\$ 8,095,519</u>	<u>\$ 113,313</u>	<u>\$ 8,208,832</u>	<u>\$ 7,089,115</u>
Budget By Categories of Revenues					
Taxes	\$ 292,441	\$ 288,000	\$ (33,000)	\$ 255,000	\$ 255,000
Licenses, Permits and Franchises	57,189	50,000	-	50,000	50,000
Intergovernmental Revenue	65,927	66,981	(5,866)	61,115	61,115
Charges for Services	2,131,071	2,613,893	154,135	2,768,028	2,822,403
Miscellaneous Revenue	23,501	7,000	5,000	12,000	12,000
Total Operating Revenues	<u>2,570,129</u>	<u>3,025,874</u>	<u>120,269</u>	<u>3,146,143</u>	<u>3,200,518</u>
Other Financing Sources	-	150,000	-	150,000	150,000
Intrafund Expenditure Transfers (-)	100,963	107,115	9,720	116,835	116,835
Decreases to Fund Balances	435,164	1,494,930	(91,976)	1,402,954	-
General Fund Contribution	3,021,937	3,317,600	75,300	3,392,900	3,426,700
Fund Balance Impact (-)	-	-	-	-	195,062
Total	<u>\$ 6,128,193</u>	<u>\$ 8,095,519</u>	<u>\$ 113,313</u>	<u>\$ 8,208,832</u>	<u>\$ 7,089,115</u>

Treasurer-Tax Collector-Public Adm.

Staffing Detail

Staffing Detail By Budget Program	2012-13 Actual	2013-14 Adopted	Change from FY13-14 Ado to FY14-15 Rec	2014-15 Recommended	2015-16 Proposed
Administration & Support					
TREAS/TAX COLL/PUB ADMIN	0.42	0.50	-	0.50	0.50
INVESTMENT MANAGER	0.42	0.55	(0.25)	0.30	0.30
ASST DIRECTOR	0.42	0.37	0.13	0.50	0.50
FINANCE CHIEF	0.93	0.94	0.01	0.95	0.95
IT MANAGER	-	-	0.08	0.08	0.08
OPERATIONS MANAGER	0.14	0.26	(0.25)	0.01	0.01
EDP SYS PROGRAMMER	0.26	0.29	(0.11)	0.18	0.18
FINANCIAL SYS ANALYST	1.12	1.16	0.14	1.30	1.30
FINANCIAL OFFICE PRO	0.02	0.03	(0.01)	0.02	0.02
ACCOUNTANT	-	1.00	-	1.00	1.00
BUSINESS MANAGER	0.59	0.52	0.05	0.57	0.57
EXECUTIVE SECRETARY	0.95	0.97	0.03	1.00	1.00
Administration & Support Total	5.28	6.59	(0.18)	6.41	6.41
Treasury					
TREAS/TAX COLL/PUB ADMIN	0.33	0.25	-	0.25	0.25
INVESTMENT MANAGER	0.39	0.45	0.25	0.70	0.70
ASST DIRECTOR	0.13	0.08	0.17	0.25	0.25
FINANCE CHIEF	0.05	0.05	-	0.05	0.05
IT MANAGER	-	-	0.05	0.05	0.05
OPERATIONS MANAGER	0.30	0.22	0.07	0.29	0.29
EDP SYS PROGRAMMER	0.03	0.02	0.06	0.09	0.09
FINANCIAL SYS ANALYST	0.19	0.10	(0.02)	0.08	0.08
ADMIN OFFICE PRO	0.02	-	-	-	-
FINANCIAL OFFICE PRO	5.19	5.27	(0.31)	4.96	4.96
ACCOUNTANT	1.89	1.53	0.10	1.63	1.63
PUBLIC ADMIN/CONS VETS MANAGER	0.03	-	-	-	-
BUSINESS MANAGER	0.02	0.02	(0.01)	0.01	0.01
EXECUTIVE SECRETARY	0.05	0.03	(0.03)	-	-
PUBLIC ADM/CONSERVATOR	-	-	-	-	-
Treasury Total	8.61	8.04	0.33	8.36	8.36
Tax & Collections					
TREAS/TAX COLL/PUB ADMIN	0.25	0.25	-	0.25	0.25
ASST DIRECTOR	0.41	0.55	(0.30)	0.25	0.25
FINANCE CHIEF	0.02	0.01	(0.01)	-	-
IT MANAGER	-	1.00	(0.13)	0.87	0.87
OPERATIONS MANAGER	0.56	0.52	0.19	0.70	0.70
EDP SYS PROGRAMMER	0.70	0.68	0.05	0.73	0.73
FINANCIAL SYS ANALYST	2.38	1.74	(0.13)	1.62	1.62
FINANCIAL OFFICE PRO	5.52	5.70	1.32	7.02	7.02
ACCOUNTANT	1.16	1.17	0.14	1.31	1.31
BUSINESS MANAGER	0.39	0.46	(0.31)	0.15	0.15
EXTRA HELP	0.44	0.50	(0.50)	-	-
Tax & Collections Total	11.84	12.58	0.32	12.90	12.90
Public Assistance					
FINANCIAL SYS ANALYST	-	-	-	-	-
FINANCIAL OFFICE PRO	2.89	3.00	-	3.00	3.00
ADMIN OFFICE PRO	2.36	3.00	-	3.00	3.00

Treasurer-Tax Collector-Public Adm.

Staffing Detail Continued

Staffing Detail By Budget Program	2012-13 Actual	2013-14 Adopted	Change from FY13-14 Ado to FY14-15 Rec	2014-15 Recommended	2015-16 Proposed
ACCOUNTANT	0.33	0.30	(0.24)	0.06	0.06
PUBLIC ADMIN/CONS VETS MANAGER	0.97	1.00	-	1.00	1.00
BUSINESS MANAGER	-	-	0.27	0.27	0.27
PUBLIC ADM/CON VETS SUPV	2.00	2.00	-	2.00	2.00
PUBLIC ADM/CONSERVATOR	5.00	6.00	-	6.00	6.00
Public Assistance Total	13.56	15.30	0.03	15.33	15.33
Unallocated					
ADMIN OFFICE PRO	0.04	-	-	-	-
Unallocated Total	0.04	-	-	-	-
Department Total	39.33	42.50	0.50	43.00	43.00

Debt Service

CALLE REAL SOLAR PROJECT



Debt Service

Department Description

Debt Service payments, both principal and interest, which are budgeted in various departments for Certificates of Participation (COPs) and other authorized long-term debt instruments, are consolidated here for oversight and payment by the Treasurer-Tax Collector-Public Administrator Department. Internal Service Funds and Enterprise Funds are separate accounting entities that budget their debt directly in their own funds. The Debt Service budget also includes short-term Tax and Revenue Anticipation Notes (TRAN) debt payments.

Changes & Operational Impact: 2013-14 Adopted to 2014-15 Recommended

Expenditures

- Net operating expenditure decrease of \$130,000:
 - -\$130,000 – decrease in annual interest payments on long term debt.
- Net non-operating expenditure decrease of \$356,000:
 - -\$323,000 decrease in principal payments.
 - -\$27,000 decrease in the amount transferred to fund balance based on available interest earnings.

These changes result in recommended operating expenditures of \$3,370,000, non-operating expenditures of \$4,112,000, for total expenditures of \$7,482,000. Non-operating expenditures primarily include long term debt - principal repayment.

Revenues

- Net operating revenue decrease of \$35,000: The FY 2014-15 recommended departmental revenues decreased by \$35,000 to \$1,406,000 from the Fiscal Year 2013-14 Adopted Budget

of \$1,441,000. This decrease is primarily the result of:

- -\$31,000 – decrease in interest earnings on Certificate of Participation (COP) reserve funds held with Trustee.
- Net non-operating revenue decrease of \$452,000:
 - -\$581,000 reflects decreased revenue, transferred from other departments for debt service payments as payments decline.
 - +\$131,000 use of restricted fund balance for Clerk-Recorder debt service.

These changes result in recommended operating revenues of \$1,406,000, non-operating revenues of \$6,076,000, resulting in total revenues of \$7,482,000. Non-operating revenues primarily include General Fund Contribution and transfers from Special Revenue Funds for debt service obligations.

Financial Reconciliation of Long Term Debt

The table on the following page, “Long Term Debt Payment Schedule by Project/Fund” provides detail of principal and interest payments by Project. Information shown includes the beginning “Total Debt Service” due, scheduled “Payments in FY 2014-15” and the “Remaining Debt Service” balance. A reconciliation of this detail Long Term Debt schedule (line “Subtotal General and Operating Funds) to the Budget Overview Schedule (line Total Expenditures) is provided below.

Total Debt Service Expenditures	\$7,482,244
Less TRAN Interest and Cost	(884,000)
Less LTD Cost & Fees	(16,929)
Less ADMHS and CRA Leases	(485,396)
Less Increase to Fund Balance	(24,252)
Net Government Funds Principal and Interest Payments	\$6,071,667

Debt Service

Related Links

For more information on Debt Service, visit the Treasurer-Tax Collector-Public Administrator's website at <http://www.countyofsb.org/ttcpapg/index.asp>

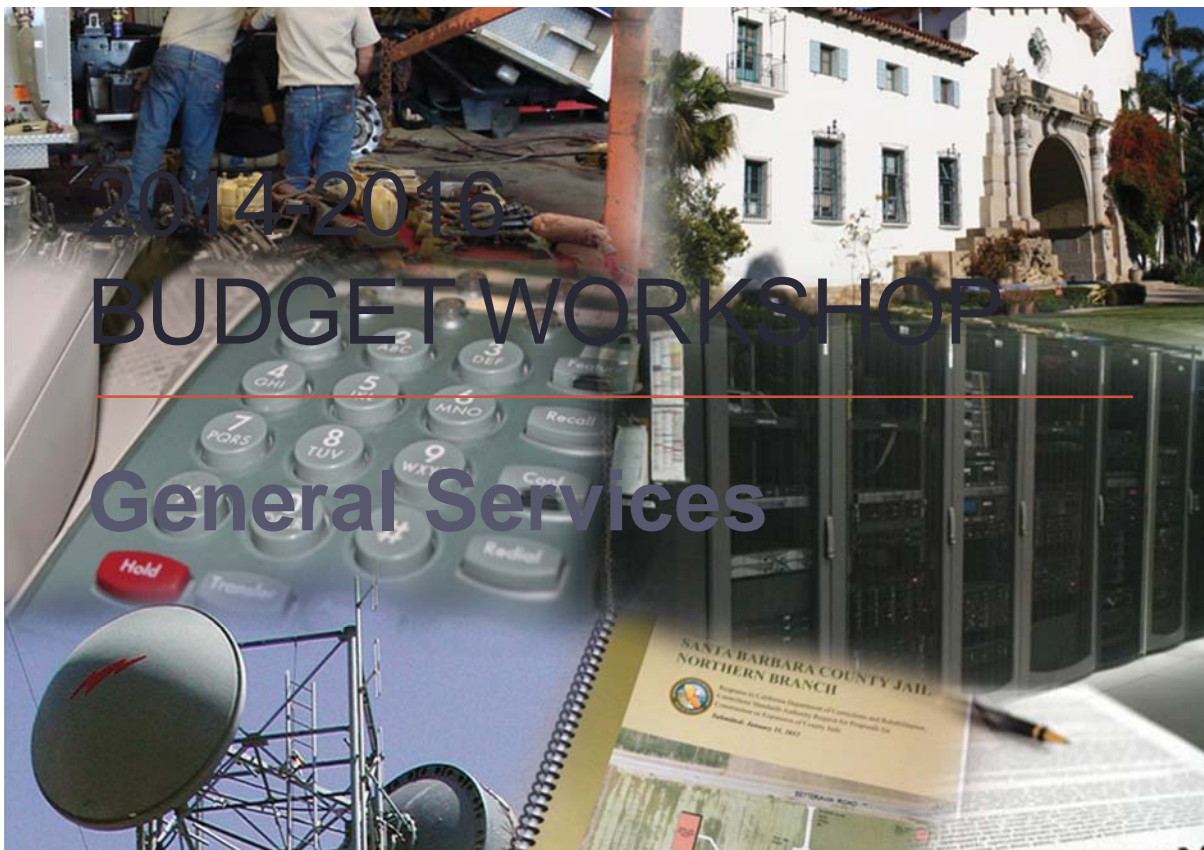
*Santa Barbara County
Long-term Debt Payment Schedule by Project/Fund
June 30, 2014*

DESCRIPTION	FUND	DEPT	TOTAL DEBT SERVICE	NET RENTAL PAYMENTS	PAYMENTS FY 14-15	REMAINING DEBT SERVICE
<u>GENERAL AND OPERATING FUNDS</u>						
<u>2010 COP</u>						
PUBLIC DEFENDER REMODEL	0001	990	13,696,004	9,991,523	435,615	9,555,908
BETTERAVIA ADMINISTRATION	0001	990	4,966,440	3,669,168	167,959	3,501,209
EMERGENCY OPERATIONS CENTER	0001	990	13,502,465	9,866,180	445,568	9,420,612
SUBTOTAL			32,164,909	23,526,871	1,049,142	22,477,729
<u>2008 COP</u>						
REDEVELOPMENT AGENCY	3120	725	20,587,174	19,156,694	1,377,183	17,779,511
<u>2005 COP</u>						
HALL OF RECORDS - CLERK-RECORDER	0001	062	93,600	93,600	93,600	0
ELECTIONS STORAGE - CLERK-RECORDER	0001	062	106,080	106,080	106,080	0
LOMPOC SUBSTATION - FIRE	0001	031	3,016,550	2,726,927	274,782	2,452,145
LOMPOC SUBSTATION - SHERIFF	0001	032	1,884,070	1,703,486	170,943	1,532,544
ISLA VISTA FOOT PATROL - SHERIFF	0001	032	4,039,347	3,651,243	366,948	3,284,295
TECHNICAL BUILDING - SHERIFF	0001	032	3,627,196	3,278,913	330,179	2,948,734
CHILDREN'S SERVICES BLDG - MENTAL HEALTH	0044	043	1,367,342	1,235,318	125,703	1,109,615
SUBTOTAL			14,134,185	12,795,567	1,468,234	11,327,333
<u>2011 PP</u>						
CASA NUEVA - GENERAL SERVICES	0001	063	2,316,873	2,316,873	292,220	2,024,653
CASA NUEVA - SOCIAL SERVICES	0001	990	939,449	939,449	118,490	820,959
CHILDRENS' SERVICES BLDG - MENTAL HEALTH	0044	043	1,086,710	1,086,710	137,292	949,418
JUVENILE HALL	0070	990	2,778,414	2,778,414	350,780	2,427,633
JUVENILE COURT - EXPANSION	0071	990	816,399	816,399	103,048	713,350
JUVENILE COURT - ATTORNEYS	0070	990	597,378	597,378	75,635	521,743
DISTRICT ATTORNEY	0070	990	3,499,312	3,499,312	441,659	3,057,654
SHERIFF - HVAC	0070	990	114,129	114,129	14,476	99,653
SB1732 - COURTHOUSE CONSTRUCTION	0071	990	1,252,450	1,252,450	643,507	608,943
SUBTOTAL			13,401,114	13,401,114	2,177,108	11,224,006
SUBTOTAL GENERAL AND OPERATING FUNDS			80,287,382	68,880,246	6,071,667	62,808,580
<u>2008 COP ENTERPRISE FUND</u>						
TAJIGUAS LANDFILL LINER	1930	054	5,769,935	5,214,572	577,760	4,636,812
<u>2010 COP ENTERPRISE FUND</u>						
TAJIGUAS LANDFILL LINER	1930	054	2,235,362	2,004,173	374,359	1,629,814
<u>2011 PP ENTERPRISE FUND</u>						
LAGUNA SANITATION SOLAR PROJECT	2870	054	4,600,641	3,831,757	437,026	3,394,731
<u>2011 PP INTERNAL SERVICE FUND</u>						
CALLE REAL SOLAR PROJECT	1920	063	5,832,149	4,863,431	515,615	4,347,816
TOTAL COP DEBT			\$98,725,468	\$84,794,179	\$7,976,426	\$76,817,753

Debt Service

Budget Overview

	2012-13 Actual	2013-14 Adopted	Change from FY13-14 Ado to FY14-15 Rec	2014-15 Recommended	2015-16 Proposed
Staffing By Budget Program					
Total	-	-	-	-	-
Budget By Budget Program					
Tax & Revenue Anticipation Notes	\$ 857,510	\$ 884,000	\$ -	\$ 884,000	\$ 884,000
Long Term Debt	2,750,339	2,616,282	(130,179)	2,486,103	2,357,221
Total	<u>\$ 3,607,849</u>	<u>\$ 3,500,282</u>	<u>\$ (130,179)</u>	<u>\$ 3,370,103</u>	<u>\$ 3,241,221</u>
Budget By Categories of Expenditures					
Services and Supplies	\$ 96,128	\$ 86,601	\$ 293	\$ 86,894	\$ 86,890
Other Charges	3,511,721	3,413,681	(130,472)	3,283,209	3,154,331
Total Operating Expenditures	3,607,849	3,500,282	(130,179)	3,370,103	3,241,221
Other Financing Uses	4,111,554	4,411,189	(323,300)	4,087,889	3,708,119
Increases to Fund Balances	19,154	51,371	(27,119)	24,252	24,250
Fund Balance Impact (+)	12,490	5,946	(5,946)	-	-
Total	<u>\$ 7,751,048</u>	<u>\$ 7,968,788</u>	<u>\$ (486,544)</u>	<u>\$ 7,482,244</u>	<u>\$ 6,973,590</u>
Budget By Categories of Revenues					
Use of Money and Property	\$ (16,169)	\$ 55,946	\$ (30,946)	\$ 25,000	\$ 25,000
Intergovernmental Revenue	1,376,137	1,384,687	(3,900)	1,380,787	1,380,787
Miscellaneous Revenue	236	-	-	-	-
Total Operating Revenues	1,360,204	1,440,633	(34,846)	1,405,787	1,405,787
Other Financing Sources	5,442,651	5,642,034	(580,193)	5,061,841	4,683,803
Decreases to Fund Balances	57,974	-	130,616	130,616	-
General Fund Contribution	870,000	884,000	-	884,000	884,000
Fund Balance Impact (-)	20,218	2,121	(2,121)	-	-
Total	<u>\$ 7,751,048</u>	<u>\$ 7,968,788</u>	<u>\$ (486,544)</u>	<u>\$ 7,482,244</u>	<u>\$ 6,973,590</u>



2014-2016 BUDGET WORKSHOP

General Services

General Services Summary

- ∂ Total Budget
 - ∂ Operating \$41,362,748
 - ∂ Capital Assets \$10,521,232
 - ∂ General Fund Contribution \$8,384,100
 - ∂ FTE's 113.0
 - ∂ One-Time Use of Fund Balance \$240k
 - ∂ Expansions \$8.1M
 - ∂ No Service Level Reductions

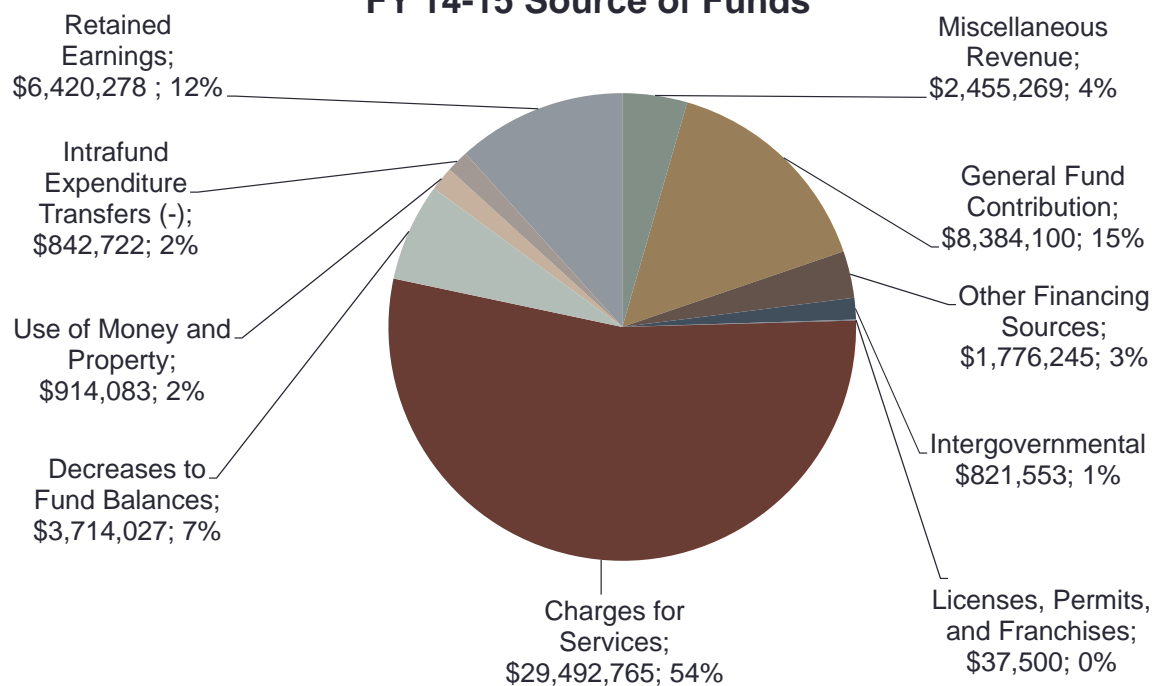
General Services Capital

∂ Major Projects

- ∂ Northern Branch Jail \$96.1M
- ∂ New Cuyama Pool Project at \$1.5M
- ∂ Main Jail Sewer and Kitchen at \$1.1M

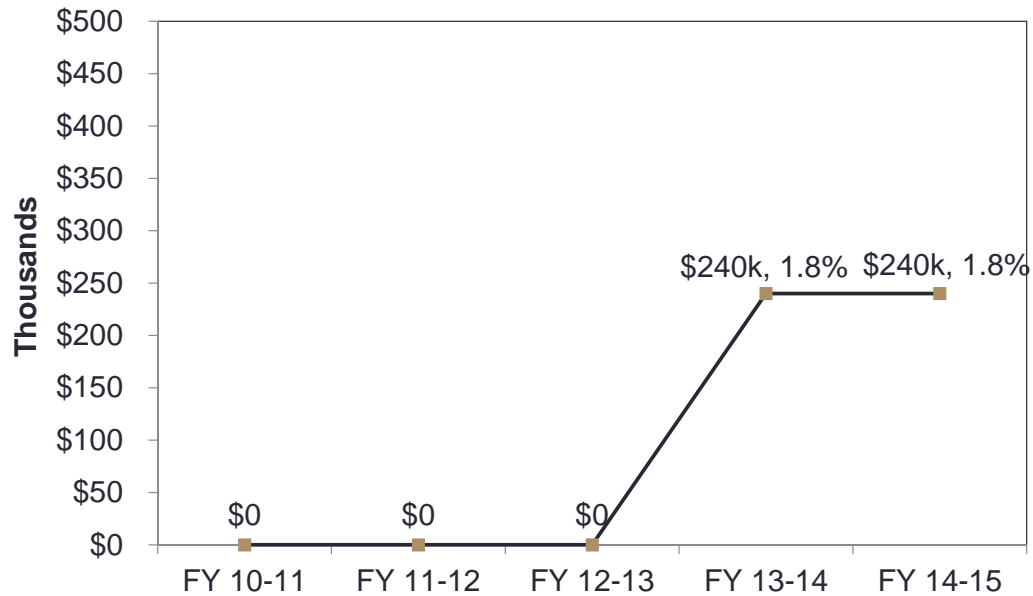
General Services

FY 14-15 Source of Funds



General Services

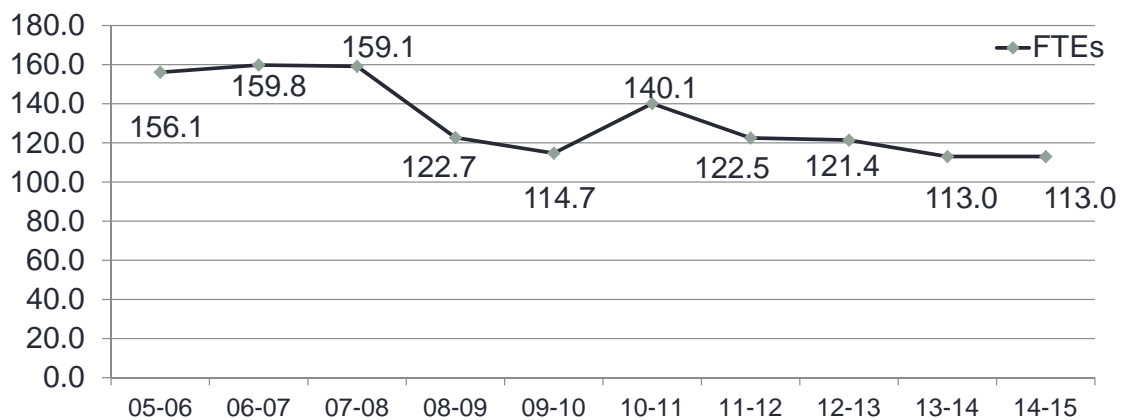
5 Year Summary Use of One-Time



General Services

Staffing Summary

- ∅ 113.0 FTE FY 13-14 Adopted
- ∅ 113.0 FTE FY 14-15 Recommended



General Services

FY 2013-14 Anticipated Accomplishments

- The Northern Branch Jail milestones included facilitating design workshops and State acceptance of the schematic designs.
- Provided assistance with the proposed SB1022 application including project alignment with the AB900 funded facility.
- Assisted with countywide facility condition assessment.
- Completion of countywide Sustainability Progress Report.
- Completed the upgrade of nine major campus PBX phone systems to Voice over Internet Protocol (VoIP) capable technologies.
- Implemented MS Lync 2013 to facilitate countywide communication.

General Services

FY 2014-15 Objectives

- Northern Branch Jail (AB900) – During 2014-15, we will conduct construction bids and break ground on site.
- Successfully integrate the Facilities Condition Index Report from the consultant into our deferred maintenance and capital project planning.
- Plan implementation of replacement of outdated and inefficient countywide purchasing system.
- Initiate countywide strategic plan for the public safety microwave radio communications network.

General Services

FY 2014-15 Objectives

(continued)

- Update countywide IT Strategic Plan with a comprehensive review of security and wireless services.
- Complete the replacement of our core computer infrastructure including antiquated hardware and software.
- Stabilization of management structure by seeking permanent appointments for three temporarily filled (interim) managers.
- Increase local vendor participation for County procurements.

General Services

FY 2015-16 Objectives

- Continue construction of the Northern Branch Jail.
- Continue to look at identifying and maximizing funding for deferred maintenance.
- Continue analysis and evaluation of County-wide purchasing system upgrade to ensure integration with County's financial system and reporting requirements.
- Begin implementation of County-wide technology upgrade of the public safety microwave radio communications network to replace antiquated infrastructure.
- Continue upgrading of IT system as outlined in the County-wide Technology Plan.

General Services

Performance Measures

Description	2012-13 Actual	FY 13-14 Estimated Actual	FY 14-15 Recommended
Percentage of customers satisfied or highly satisfied with services provided by the Department	92	92	92
Percentage of dollars spent annually with County local vendors	61	60	60
Percentage of time that a fleet vehicle is immediately available	N/A	97	97
Percentage reduction on network outages (computer, telephone, microwave, radio or internet) from the previous year	159 outages (2012-2013 – initial year of measurement)	5 (151 outages)	5 (144 outages)
Percentage of uptime for Countyofsb.org website (ensures security and public access)	N/A	99.5	99.9

General Services

FY 14-15 Efficiency Changes

- MS Lync software upgrade will support countywide efficiencies including audio and video conferencing.

General Services

Key Challenges and Emerging Issues

- What are primary challenges facing the department next year?
 - Risk of failing infrastructure in County facilities due to lack of full funding of deferred maintenance requirements.
 - Three management positions currently filled with “Temporary Assignment” employees creates a risk to ongoing operations :
 - Capital Projects Northern Branch Jail Manager
 - Capital Projects Manager
 - Purchasing Manager
- What issues are on the horizon for the department?
 - Outdated and inefficient purchasing system software.
 - Continue to develop ICT services including enhanced security and vulnerability assessments in accordance with the IT Strategic Plan.
 - Replace antiquated public safety microwave radio communications network.
 - Achieving County-wide sustainability planning.

General Services

Key Challenges and Emerging Issues

(continued)

- Budget Enhancement Requests
 - Additional funds for deferred maintenance (\$7.1 M)
 - NBJP Cost Analyst/Accountant - for accounting set up and billing (One FTE - \$129k)
 - Transition of Santa Barbara Veterans Memorial Building to County management (\$90k)
 - Purchasing Manager– previous budget reduction (One FTE - \$143k)
 - Purchasing system software (\$250k)
 - New Construction Inspector (One FTE \$106k – first year only – then build into fees)
 - Achieving sustainability planning - \$150k annually
- Describe how Budget Enhancement Requests are an investment in the County’s future:
 - Ability to address deferred maintenance issues earlier prevents even larger expenditure of County funds as buildings continue to deteriorate.
 - Ability to mitigate risks to the County by providing funding for key positions (NBJP Cost Analyst/Accountant and Purchasing Manager) that are needed for successful operations in the Department.
 - Implementation of new purchasing software will create efficiencies through the use of best practices and integration with the FIN system.

General Services Summary

- Northern Branch Jail Project
- Deferred Maintenance
- IT Planning
- Purchasing

General Services



General Services

Budget & Full-Time Equivalents (FTEs) Summary

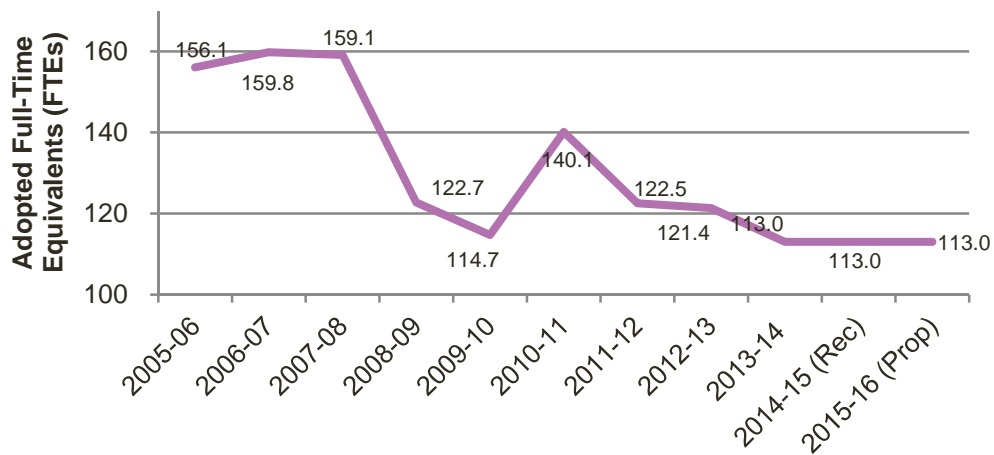
Operating	\$ 41,362,748
Capital	\$ 10,521,232
FTEs	113.0

Budget Programs Chart



Staffing Trend

The staffing trend values will differ from prior year budget books in order to show amounts without the impact of any vacancy factors.



General Services

Mission Statement

General Services provides a full range of services, guidance and expertise that enables County government to deliver public services effectively.

Department Description

The General Services Department delivers an array of support services to the other County departments. The Department's vision is to provide excellent customer service and exceptional value in supporting the delivery of County services. These are the keystones to the Department's business culture. These services include the following:

Central Services

Central Services provides Financial and Administrative Services within the Department, including accounting, personnel and payroll operations. It also includes the Purchasing Division which provides centralized procurement services for all Santa Barbara County departments. The program also provides mail services and disposition of surplus property.

Capital Improvements

Capital Improvements provides full service planning, design, and construction of new County facilities, including remodels and related projects for all County departments. Our services include: feasibility and cost studies for proposed projects, architectural and operational programming, management of building, remodel design and construction, and assisting with development of the County's Capital Improvement Plan. Capital Improvements also includes the Office of the County Architect which provides services related to space planning and utilization in addition to management of historical projects.

Facilities & Land Management

Facilities & Land Management promotes a safe, healthy environment for County employees and visitors. It provides a full range of maintenance services and coordinates contracts for custodial and landscaping services for County-owned structures. Staff maintains over 1.8 million square feet of space in 390 County-owned buildings. The Real Property Division provides professional real estate services to meet the needs of County departments and also prepares and negotiates real property transactions including leases, sales and acquisitions. The Internal Service Fund, which manages the County's utilities, is also funded from this budget program.

Fleet Operations

Fleet Operations meets all of the transportation needs of County departments including fire trucks, sheriff vehicles and heavy and light duty vehicles. Fleet Operations provides the following services: vehicle and equipment maintenance and repair services, administering fuel operations, acquiring and preparing new vehicles and equipment, and operating a County motor pool.

Information & Communications Technology

Information & Communications Technology enables County departments to provide effective services to citizens through innovative technology solutions. This Division delivers reliable information technology, telephone and public safety radio network systems. Services include: Windows infrastructure and email services, web hosting and network security services, portable, mobile and dispatch console radio, microwave communications, security systems and County-wide audio video systems. These services are used by Santa Barbara County employees and partners.

General Services

2013-14 Anticipated Accomplishments

Central Services

- Processed 2,500 contracts that comply with regulatory statutes, codes and ordinances, and processed 95% of all contracts within seven working days of receipt of the requisition.
- Continued promotion of the Local Vendor Outreach Program and increased local vendor participation rates in County procurement solicitations. The Local Vendor Outreach Program has an established goal of spending 60% of discretionary dollars with local vendors on a countywide basis and offers a 6% preference incentive to local vendors for formal bids on tangible goods.
- Successful recruitment of two Assistant Directors has provided oversight for departmental finances, administration, countywide purchasing, facilities, capital improvement projects, fleet, utilities, mailroom and real property.
- Stabilization of management structure by seeking permanent appointments for two temporarily filled (interim) managers.

Capital Improvements

- The Northern Branch Jail Project (AB900) milestones included: completing the contract negotiations and finalizing agreements with the State and County, Board execution of four Professional Service Agreements, facilitating several design workshops with multiple stakeholders, and State acceptance of the schematic designs. Also provided assistance with the SB1022 application including project alignment with AB900 funded facility.

- Completed the Engineering Building Alterations for the Community Services Department. This project remodeled a portion of the County Engineering Building second floor including tenant improvements and replacement of/upgrades to deteriorated and inefficient building systems. Green elements of the project include higher efficiency lighting and HVAC, an open space plan enhancing the use of natural lighting, in addition to addressing deferred maintenance items.

Facilities & Land Management

- Completion of a Countywide Sustainability Progress Report. Collaborated with departments to collect information about sustainable efforts being accomplished across the County. Also ensured that the Board had information on future sustainability projects and possibilities.
- Assisted consultant with a countywide assessment of the condition of all County facilities. The outcome of this assessment will be incorporated into future planning for addressing the large backlog of deferred maintenance.
- Transitioned Lompoc Veterans Memorial Building to County managed reservations and maintenance operations.
- Completed an update to the County's Space Utilization Report.

Fleet Operations

- Procured four electric powered vehicles for the motor pool and installed charging stations. This is a pilot project that seeks to integrate alternative fueled vehicles into the motor vehicle fleet and measure performance and adaptability toward countywide operations.
- Completion of a technology upgrade project which provides our team of mechanics modern diagnostic tools including new On Board Diagnostic (OBDII) scan tools, Powertrain

General Services

Control Module (PCM) update tools and software and the installation of wireless computers in all work bays.

- Reorganized staffing positions within the Fleet Operations division to appropriately address workload supervision and management.

Information & Communications Technology

- Completed the upgrade of nine major campus PBX phone systems to Voice over Internet Protocol (VoIP) capable technologies.
- Implemented MS Lync 2013, a Unified Communication and Collaboration solution to support presence, instant messaging, desktop sharing, audio and video conferencing.
- Completed the replacement of over 290 data network access layer switches representing over 10,000 ports. The project prepares the foundation for VoIP capable devices.
- Implemented a countywide public safety microwave monitoring and notification network to track and report on operator actions, alarms and performance data.
- Improved our network security posture through implementation of an enterprise solution for mobile device disk encryption, a two factor authentication solution for remote access and installation of Web Application Firewalls.

2014-16 Objectives

Central Services

- In an effort to expand the Local Vendor Outreach Program and increase local vendor participation rates, we will increase efforts to target local vendors for bidding opportunities and educate them on how to do business with the County.

- The Department will continue to focus on strategic planning, team building, performance management and succession planning to ensure that County and Departmental goals are achieved.

Capital Improvements

- Northern Branch Jail (AB900 & SB1022) – Establish accounting frameworks for billing and continue to meet all of our State and County milestones. We will bid out and begin construction of the facilities.
- Complete the design of the Cuyama Pool and build to appropriate specifications with an anticipated completion date prior to the 2016 swimming season.

Facilities & Land Management

- Successfully integrate the Facilities Condition Assessment Report from the County consultant into our deferred maintenance and capital project planning.
- Complete reclassification of several departmental positions to improve customer service and provide opportunities for employee growth within the department.
- Continue to work on improvements to the Real Property software to improve customer service and facilitate improved tracking of leases and agreements.
- Evaluate facilities work order automation project.

Fleet Operations

- Work with County departments to continue to improve fleet “Right sizing” by reducing the total vehicles owned by the organization and ensuring that the vehicles being used are the appropriate size for the job being performed.

General Services

- Continue efforts towards achieving the goal of billing for 75% of mechanic labor hours on work orders. Monitor billable labor hours at all shop locations and make adjustments as needed based on prudent business decisions.

Information & Communications Technology

- Complete a five year plan for the communications network, covering the planned use of fiber, leased lines, wireless, public safety microwave network and radio technologies.

The replacement will provide High Availability and Disaster Recovery. We will install a Primary, Secondary and Tertiary System Server. The Secondary Server performs an automatic failover if the Primary fails. The Secondary Server provides for High Availability by allowing us to perform maintenance on the Primary Server without taking the system down. The Tertiary Server is for disaster recovery at a remote site and is a manual failover.

- Redesign the Countyofsb.org internet site to provide enhanced mobile device support.
- Update countywide IT strategic plan with wireless services component and inclusion of technology coordination policies.
- Complete the replacement of our antiquated core computer infrastructure addressing storage, server and data center network components.
- Replace the Santa Barbara Computer Room UPS.
- Complete a five year countywide strategic plan for the public safety microwave radio communication network.

*Changes & Operational Impact:
2013-14 Adopted to
2014-15 Recommended*

Staffing

- There is no change to staffing, 113.0 FTEs.

Expenditures

- Net operating expenditure increase of \$1,139,000:
 - +\$493,000 increase in Salaries and Benefits: primarily due to negotiated labor agreements, and rising health care and workers' compensation costs.
 - +344,000 increase in Services and Supplies primarily reflects an anticipated increase in fuel costs and consumption.
 - +301,000 increase in Other Charges primarily reflects increases in depreciation due to the replacement of fully depreciated assets.
- Net non-operating expenditure increase of \$988,000:
 - +\$1,495,000 increase in Capital Assets reflects increases in construction in progress primarily due the New Cuyama Pool project.
 - +\$486,000 increase in Other Financing Uses reflects increases in costs for the main jail sewer replacement project.
 - +\$91,000 increase in Intrafund Expenditure Transfers (+) – reflects increases in the pool of costs, primarily from salary savings that were experienced in the prior year for administrative allocation.
 - -\$1,055,000 decrease to Fund Balances – the reduction in this item reflects the completion of several multiyear capital projects; thereby, drawing down (reducing) fund balance. There are no increases to committed fund balance anticipated for FY 2014-15.
 - -\$29,000 decrease to Fund Balance Impact (+) –reflects a decrease to both the

General Services

Special Aviation and Information Technology Services Fund's (ISF) fund balance.

These changes result in recommended operating expenditures of \$41,363,000, non-operating expenditures of \$13,496,000, resulting in total expenditures of \$54,859,000. Non-operating expenditures primarily include capital assets, transfers, and increases to fund balances.

Revenues

- Net operating revenue increase of \$2,408,000:
 - +\$2,000 increase in Licenses, Permits and Franchises reflects increases for oil and gas franchises.
 - -\$35,000 decrease in Use of Money and Property reflects decreases for interest income.
 - -\$270,000 decrease in Intergovernmental Revenue reflects federal receipt of funding in FY 2013-14 for capital improvements at the Santa Ynez Airport that are anticipated to be completed in FY 2014-15.
 - +\$1,181,000 increase in Charges for Services reflects increases for Assigned Vehicle charges (\$635,000 – primarily due to the replacement of fully depreciated vehicles) and Information Technology charges (\$357,000 - primarily due to the replacement of fully depreciated equipment).
 - +\$1,531,000 increase in Miscellaneous Revenue reflects the anticipated receipt of insurance proceeds for the New Cuyama Pool project.

- Net non-operating revenue decrease of \$280,000:
 - +\$84,000 increase in Other Financing Sources reflects reimbursement for the mix of capital projects that will either start or ramp up in FY 14-15.
 - +\$51,000 increase in Intrafund Expenditure Transfers (-) reflects increases in the administrative rates due to salary savings

in the prior year that won't be experienced in the current year.

- +\$360,000 increase use of Fund Balances reflects:
 - +\$715,000 increase project funding from Certificate of Participation (COP) proceeds; primarily Main Jail Kitchen Sewer project.
 - -\$579,000 decrease in use of fund balance for non COP funded projects, primarily the completion of the Community Services remodel.
 - +\$223,000 increase use of Retained Earnings to balance the Internal Service Funds Net Financial Impact to zero,
- +\$218,000 increase in General Fund Contribution (GFC) to partially offset increases in Salaries and Benefits.
- -\$994,000 decrease of Fund Balance Impact (-) reflects:
 - decreases to the Capital Improvements Program from -\$864,000 to zero primarily due to the completion of the Community Services Engineering Floor 2 Remodel project, the Vehicle Operations Fund from -\$3,000 to zero and the Communications Fund from -\$127,000 to zero.

These changes result in recommended operating revenues of \$33,721,000, non-operating revenues of \$21,138,000, resulting in total revenues of \$54,859,000. Non-operating revenues primarily include General Fund Contribution, transfers, and decreases to fund balances.

Changes & Operational Impact: 2014-15 Recommended to 2015-16 Proposed

There is no change budgeted for staffing in FY 2015-16. It is anticipated that operating expenditures will increase by \$1,471,000 and operating revenues will decrease by \$1,267,000

General Services

primarily due to reduced insurance proceeds related to a capital project.

With the exclusion of Internal Service Funds, there is a budget gap of \$569,000 in FY 2015-16, to maintain FY 2014-15 levels of service. An additional source of funding would need to be identified to prevent the need for service level reductions.

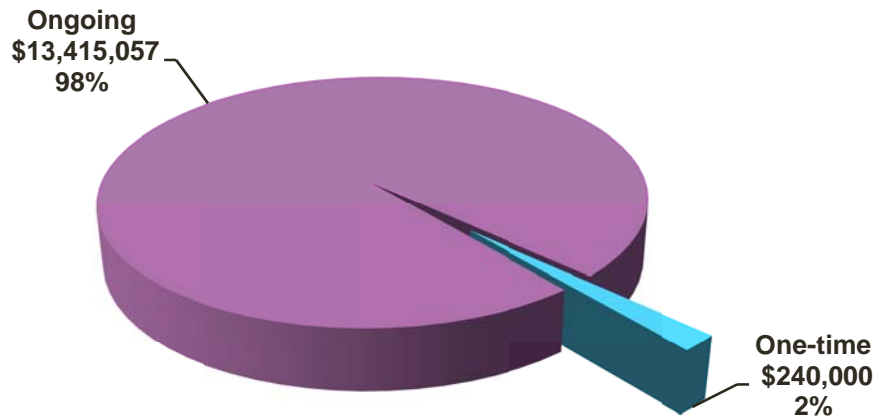
Related Links

For more information on the General Services' Office, refer to the Web site at www.countyofsb.org/gs/default.aspx?id=5782.

General Services

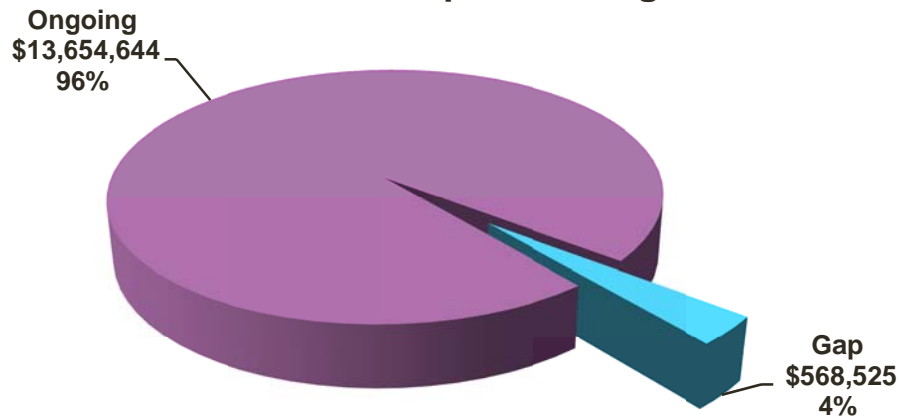
Gap Charts

FY 2014-15 Recommended Budget



The FY 2014-15 Recommended Budget (excluding Internal Service Funds) relies on one-time sources to fund 2% of the Department's ongoing operations. These funds allowed the Department to maintain a higher level of service than would otherwise have been possible; however, because these funds are one-time in nature, they will not be available to fund operations in FY 2015-16.

FY 2015-16 Proposed Budget



To maintain FY 2014-15 service levels (excluding Internal Service Funds), it is estimated that \$14,223,000 of funding will be required in FY 2015-16. An additional \$569,000 must be identified to prevent the need for service level reductions.

General Services

Performance Measures

Description	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 YTD Actual	FY 2014-15 Recommended	FY 2015-16 Proposed
Central Services					
Percentage of customers who are satisfied or highly satisfied with services provided by the Department	n/a	92	92	92	92
Percentage of dollars spent annually with County of Santa Barbara local vendors for County services and supplies	60	61	60	60	60
Percentage of formal bids awarded within 60 days of requisition receipt for purchases in excess of \$25,000	90	95	100	95	95
Capital Improvements					
Percentage of available staff hours billed to projects	n/a	n/a	n/a	65	70
Facilities and Land Management					
Percentage of customers who rate service as satisfactory or higher for completed work orders (survey of two percent of completed work orders)	n/a	n/a	n/a	95	95
Fleet Operations					
Percentage of time that a fleet vehicle is immediately available	n/a	n/a	97	97	97

General Services

Performance Measures

Description	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 YTD Actual	FY 2014-15 Recommended	FY 2015-16 Proposed
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Information and Communications Technology (ICT)					
Percentage reduction in network outages (computer, telephone, microwave, radio or internet) from the previous year	n/a	(initial year of measurement-159 outages)	5 (151 outages)	5 (144 outages)	5 (136 outages)
Percentage of uptime for Countyofsb.org website	n/a	n/a	99.5	99.9	99.9
Percentage of countywide telephone system service repair calls resolved within one business day	n/a	99.9	100	80	80
Number of County departments using the standard County internet look and feel in order to promote accessible, open and citizen friendly government	n/a	n/a	17	18	19

General Services

Budget Overview

Staffing By Budget Program	2012-13 Actual	2013-14 Adopted	Change from FY13-14 Ado to FY14-15 Rec	2014-15 Recommended	2015-16 Proposed
Central Services	18.23	17.00	-	17.00	17.00
Capital Improvements	7.06	7.00	-	7.00	7.00
Facilities & Land Management	33.99	36.30	-	36.30	36.30
Fleet Operations	18.26	19.70	-	19.70	19.70
Information & Communications Technol	31.22	33.00	-	33.00	33.00
Unallocated	1.00	-	-	-	-
Total	109.76	113.00	-	113.00	113.00
Budget By Budget Program					
Central Services	\$ 2,366,656	\$ 2,403,169	\$ 220,196	\$ 2,623,365	\$ 2,650,069
Capital Improvements	898,811	1,054,039	(23,530)	1,030,509	1,052,720
Facilities & Land Management	14,113,432	15,780,398	(72,095)	15,708,303	16,498,912
Fleet Operations	9,916,478	10,841,953	526,323	11,368,276	11,636,261
Information & Communications Technol	9,341,952	10,144,150	488,145	10,632,295	10,996,536
Unallocated	(3,878)	-	-	-	-
Total	\$ 36,633,450	\$ 40,223,709	\$ 1,139,039	\$ 41,362,748	\$ 42,834,498
Budget By Categories of Expenditures					
Salaries and Employee Benefits	\$ 12,625,674	\$ 13,925,786	\$ 493,166	\$ 14,418,952	\$ 14,834,978
Services and Supplies	17,638,023	19,310,862	344,475	19,655,337	20,407,423
Other Charges	6,369,752	6,987,061	301,398	7,288,459	7,592,097
Total Operating Expenditures	36,633,450	40,223,709	1,139,039	41,362,748	42,834,498
Capital Assets	10,945,618	9,026,137	1,495,095	10,521,232	6,475,752
Other Financing Uses	2,516,465	1,465,007	485,677	1,950,684	703,012
Intrafund Expenditure Transfers (+)	835,010	740,128	90,994	831,122	843,014
Increases to Fund Balances	1,058,857	1,247,596	(1,054,840)	192,756	33,000
Fund Balance Impact (+)	752,230	28,882	(28,882)	-	-
Total	\$ 52,741,630	\$ 52,731,459	\$ 2,127,083	\$ 54,858,542	\$ 50,889,276
Budget By Categories of Revenues					
Licenses, Permits and Franchises	\$ 45,658	\$ 36,000	\$ 1,500	\$ 37,500	\$ 38,000
Use of Money and Property	839,119	949,390	(35,307)	914,083	948,490
Intergovernmental Revenue	1,257,602	1,091,447	(269,894)	821,553	140,857
Charges for Services	27,064,936	28,311,726	1,181,039	29,492,765	30,372,231
Miscellaneous Revenue	1,225,734	924,705	1,530,564	2,455,269	954,600
Total Operating Revenues	30,433,049	31,313,268	2,407,902	33,721,170	32,454,178
Other Financing Sources	4,308,001	1,692,000	84,245	1,776,245	1,160,003
Intrafund Expenditure Transfers (-)	916,081	791,728	50,994	842,722	854,614
Decreases to Fund Balances	9,471,550	9,774,359	359,946	10,134,305	7,326,956
General Fund Contribution	7,565,378	8,166,200	217,900	8,384,100	8,525,000
Fund Balance Impact (-)	47,570	993,904	(993,904)	-	568,525
Total	\$ 52,741,630	\$ 52,731,459	\$ 2,127,083	\$ 54,858,542	\$ 50,889,276

General Services

Staffing Detail

Staffing Detail By Budget Program	2012-13 Actual	2013-14 Adopted	Change from FY13-14 Ado to FY14-15 Rec	2014-15 Recommended	2015-16 Proposed
Central Services					
DIRECTOR	0.65	1.00	-	1.00	1.00
ASST DIRECTOR	0.23	2.00	-	2.00	2.00
BUSINESS MANAGER	1.00	1.00	-	1.00	1.00
ENERGY MANAGER	0.05	-	-	-	-
PROGRAM MANAGER	0.42	1.00	-	1.00	1.00
EDP SYS & PROG ANLST SR	1.00	1.00	-	1.00	1.00
DEPT BUS SPEC	0.58	-	-	-	-
ADMIN OFFICE PRO	1.00	1.00	-	1.00	1.00
FINANCIAL OFFICE PRO	2.00	1.00	-	1.00	1.00
ACCOUNTANT	2.00	1.00	-	1.00	1.00
COMPUTER SYSTEMS SPEC	1.00	1.00	-	1.00	1.00
EXECUTIVE SECRETARY	1.00	1.00	-	1.00	1.00
BUYER	3.00	3.00	-	3.00	3.00
MAIL CENTER SUPERVISOR	1.00	1.00	-	1.00	1.00
MAIL CENTER WORKER	1.88	2.00	-	2.00	2.00
EXTRA HELP	1.41	-	-	-	-
Central Services Total	18.23	17.00	-	17.00	17.00
Capital Improvements					
PROJECT MANAGER	1.42	2.00	-	2.00	2.00
TEAM/PROJECT LDR-GEN	0.58	-	-	-	-
PROGRAM MANAGER	0.85	1.00	-	1.00	1.00
ARCHITECT	1.00	1.00	-	1.00	1.00
FINANCIAL OFFICE PRO	1.00	1.00	-	1.00	1.00
CAPITAL PROJECTS COORD	0.15	1.00	-	1.00	1.00
ENGINEERING TECH	1.00	1.00	-	1.00	1.00
EXTRA HELP	0.17	-	-	-	-
CONTRACTOR	0.88	-	-	-	-
Capital Improvements Total	7.06	7.00	-	7.00	7.00
Facilities & Land Management					
PROJECT MANAGER	-	-	1.00	1.00	1.00
DIVISION MANAGER	1.00	1.00	-	1.00	1.00
ENERGY MANAGER	0.95	1.00	-	1.00	1.00
FACILITIES MANAGER	1.23	1.00	1.00	2.00	2.00
DEPT BUS SPEC	-	1.00	-	1.00	1.00
ADMIN OFFICE PRO	3.00	3.50	-	3.50	3.50
ACCOUNTANT	-	0.80	-	0.80	0.80
REAL PROPERTY AGENT	1.27	2.00	-	2.00	2.00
CAPITAL PROJECTS COORD	0.69	1.00	-	1.00	1.00
FACILITIES SUPERVISOR	0.77	1.00	-	1.00	1.00
BUILDING MAINT SUPV	3.00	3.00	-	3.00	3.00
MAINT ELECTRICIAN	1.00	1.00	-	1.00	1.00
HVAC SPECIALIST	3.00	3.00	-	3.00	3.00
MAINTENANCE PLUMBER	3.00	3.00	-	3.00	3.00
MAINTENANCE CARPENTER	1.00	1.00	-	1.00	1.00
BUILDING MAINT WORKER	11.08	11.00	-	11.00	11.00
CONTRACTOR	0.12	-	-	-	-
EXTRA HELP	2.88	2.00	(2.00)	-	-
Facilities & Land Management Total	33.99	36.30	-	36.30	36.30

General Services

Staffing Detail Continued

Staffing Detail By Budget Program	2012-13 Actual	2013-14 Adopted	Change from FY13-14 Ado to FY14-15 Rec	2014-15 Recommended	2015-16 Proposed
Fleet Operations					
FLEET MANAGER	1.00	1.00	-	1.00	1.00
DEPT BUS SPEC	1.00	1.00	1.00	2.00	2.00
ADMIN OFFICE PRO	1.00	1.00	-	1.00	1.00
ACCOUNTANT	-	0.20	-	0.20	0.20
SHOP SUPERVISOR	1.77	2.00	(2.00)	-	-
EQUIPMENT MECHANIC	4.81	5.00	-	5.00	5.00
AUTOMOTIVE MECHANIC	6.27	7.00	1.00	8.00	8.00
MOTOR POOL DISPATCH	1.77	2.50	-	2.50	2.50
EXTRA HELP	0.65	-	-	-	-
Fleet Operations Total	18.26	19.70	-	19.70	19.70
Information & Communications Technology					
ASST DIRECTOR	1.00	1.00	-	1.00	1.00
PROJECT MANAGER	1.00	2.00	(1.00)	1.00	1.00
DIVISION MANAGER	1.00	1.00	-	1.00	1.00
EDP OFFICE AUTO SPEC	11.73	12.00	-	12.00	12.00
EDP SYS & PROG ANLST SR	1.00	1.00	-	1.00	1.00
FINANCIAL OFFICE PRO	-	1.00	-	1.00	1.00
EDP NETWORK TECH	5.58	5.00	1.00	6.00	6.00
EDP SYS & PROG ANLST	1.00	1.00	-	1.00	1.00
COMMUNICATIONS MANAGER	1.00	1.00	-	1.00	1.00
COMM SYSTEMS SUPV	1.00	1.00	-	1.00	1.00
COMM EQUIP TECH SR	2.65	3.00	-	3.00	3.00
EDP OFFICE AUTO COORD	1.00	1.00	-	1.00	1.00
COMM EQUIP TECH	2.00	2.00	-	2.00	2.00
ELECTRONICS SYSTEMS TECH	1.00	1.00	-	1.00	1.00
EXTRA HELP	0.26	-	-	-	-
Information & Communications Technology Total	31.22	33.00	-	33.00	33.00
Unallocated					
MOTOR POOL DISPATCH	1.00	-	-	-	-
Unallocated Total	1.00	-	-	-	-
Department Total	109.76	113.00	-	113.00	113.00

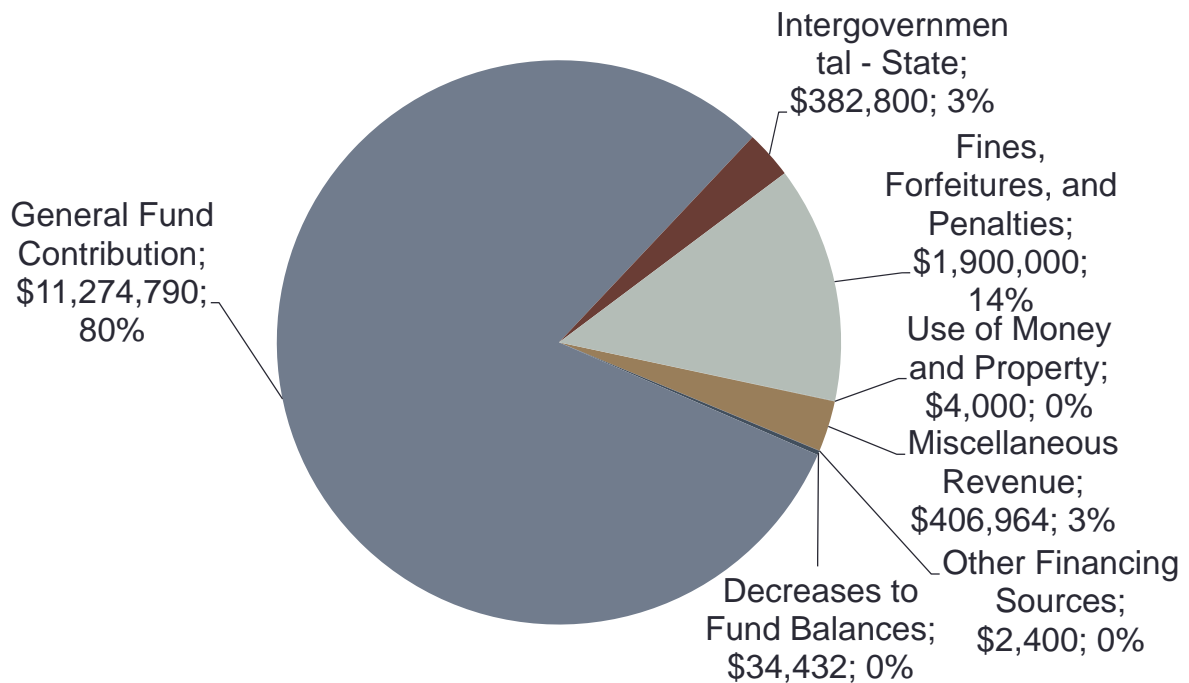


General County Programs Summary

- ∂ Operating \$5,050,178
- ∂ Capital \$0
- ∂ General Fund \$15,443,200
- ∂ FTE's - None
- ∂ One-Time Use of Fund Balance
\$5,347,280
- ∂ Service Level Reductions - None
- ∂ Expansion Requests - None

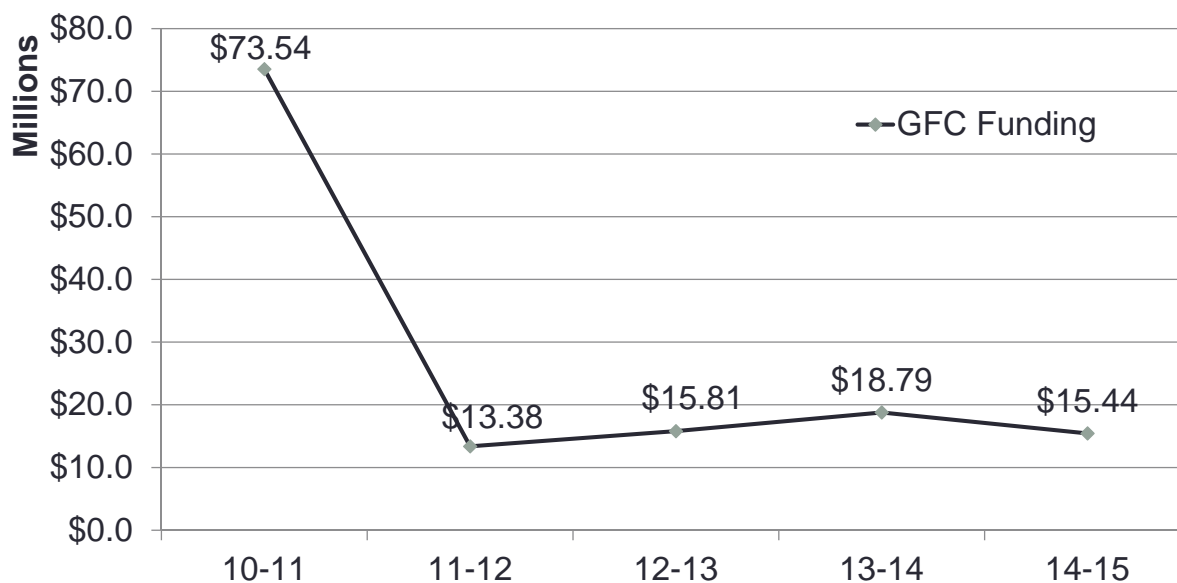
General County Programs

FY 14-15 Source of Funds



General County Programs

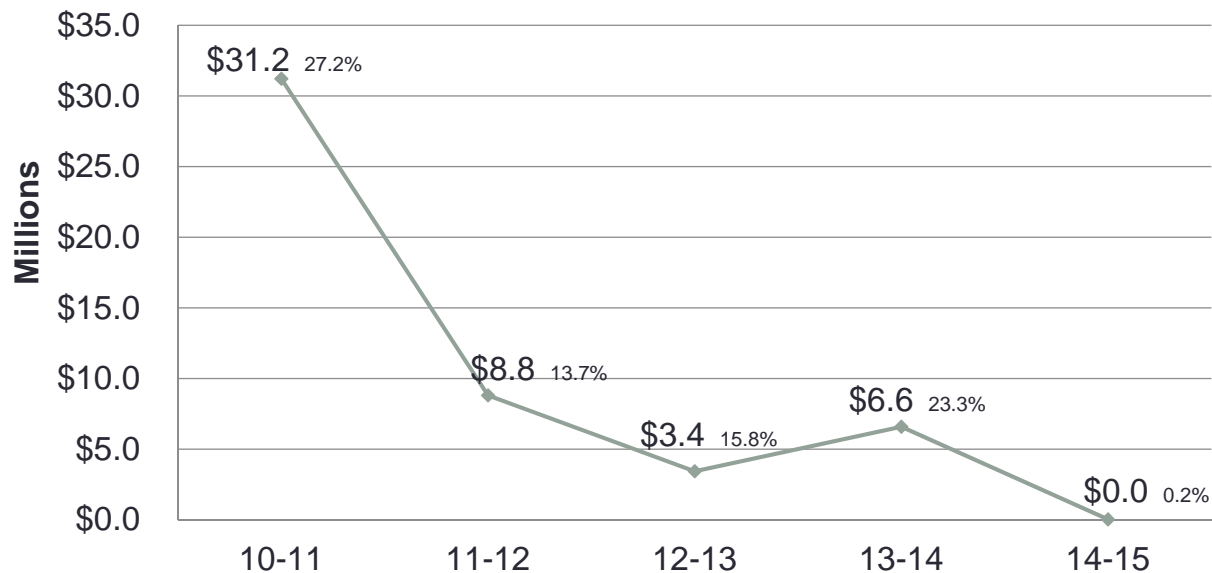
GFC 5 Year Summary



General County Programs

5 Year Summary Use of One-Time

1 time funding amount



General County Programs

FY 2013-14 Anticipated Accomplishments

- Maintained funding for Children's Healthcare Initiative
- Continued to set aside funding for the Northern Branch Jail
- Increased Supplemental Funding for Roads Maintenance at Board's direction
- Continued support for South County Task Force and the Central Coast Collaborative on Homelessness
- Set aside funds into committed fund balances for future years (Strategic Reserve, facilities maintenance and contingences)

General County Programs FY 2014-15 Objectives

- Fund capital/infrastructure projects based on identified needs, priorities and available funding
- Continue current level of support for Children's Healthcare Initiative
- Continue to Fund Northern Branch Jail Operations as planned
- Continue to build Strategic Reserve and other committed fund balances for future use
- Continue support for South County Task Force and the Central Coast Collaborative on Homelessness
- Transfer Human Services Commission to General County Programs

General County Programs FY 2015-16 Objectives

- Continue to fund Northern Branch Jail Operations and complete requirements to proceed to construction phase
- Identify County deferred maintenance projects and develop long term funding plan
- Continue to build Strategic Reserve

General County Programs Summary

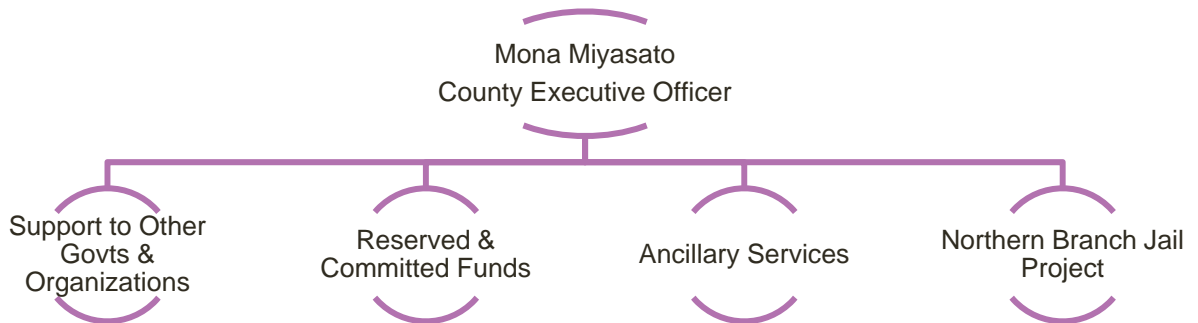
- Continue funding of current and future projects, as directed by the Board of Supervisors and County policy

General County Programs

Budget & Full-Time Equivalents (FTEs) Summary

Operating	\$ 5,050,178
Capital	\$ -
FTEs	-

Budget Programs Chart



General County Programs

Mission Statement

Deliver County services in accordance with the Board of Supervisors' strategic goals, operational priorities, and budgeted resources.

Department Description

The General County Programs budget contains those programs and projects which are not directly associated with one specific department. Programs may move into or out of General County Programs from other departments as they become established and a more appropriate department structure is identified. These General County programs currently include:

- Support to Other Governments & Organizations including the Children's Health Initiative, Human Services Commission, LAFCO, Montecito Fire Westmont Annexation and support to the Betteravia Child Care Center.
- Reserved & Committed Funds consisting of increases and decreases to committed fund balances, Criminal Justice Facilities and Courthouse Construction debt service payments.
- Ancillary Services which consists of debt service payments for General Fund projects, Public and Educational Access, Board support, Gang Task Force support, and general administration.
- Northern Branch Jail Project, (the capital construction project), funded in part with AB 900 grant funds and intended to provide a 376 bed jail facility just outside the City of Santa Maria.

2013-14 Anticipated Accomplishments

Support: Other Governments & Organizations

- Maintained the existing level of funding for \$1 million for the multi-year effort to provide health insurance to uninsured children in Santa Barbara County.

Reserved & Committed Funds

- Set aside funding for future operations of the Northern Branch Jail in the amount of \$3.3 million, a \$1.3 million increase from the \$2 million set aside the previous year.
- Set aside funds to committed fund balance for facilities maintenance, strategic reserve, road projects, and contingencies. (See table of Key Discretionary Fund Balance Components below).
- Based on Board direction, increased supplemental funding for Roads maintenance to \$2.5 million in FY 2013-14 (previously \$0.5 million of General Funds).

Ancillary Services

- Continued support of the South County Gang Task Force and the Central Coast Collaborative on Homelessness projects.

Northern Branch Jail Project

- Successfully completed State review of the schematic design and design development submission in compliance with the approved project schedule and terms and conditions for "preliminary plans" approval.
- Initiated planning for the construction award process including identifying roles and responsibilities, establishing a strategy for prequalifying prime contractor and major trade subcontractors, and exploring potential capture of direct sales tax.
- Updated the Northern Branch Jail staffing and operations cost estimates.

2014-16 Objectives

Support: Other Governments & Organizations

- Continue the current level of support of \$1 million to the Children's Healthcare Initiative.

General County Programs

- Move the Human Services Commission from Community Services to General County Programs.

Reserved & Committed Funds

- Continue to fund the Northern Branch Jail Operations fund in the amounts of \$4.6 million in FY 2014-15 and \$6.1 million in FY 2015-16.
- Fund capital/infrastructure projects based on identified needs, priorities, and available funding sources.
- Identify County deferred maintenance projects in the General Services, Public Works, and the Parks Division of Community Services Department and develop a long-term funding plan to address these needs.
- Continue to build the County's Strategic Reserve.

Ancillary Services

- Continue to support the Central Coast Coalition on Homelessness and the South Coast Gang Task Force projects at the current level of funding.

Northern Branch Jail Project

- Complete the construction documents for the Northern Branch Jail project and secure State approval to proceed with the construction phase. Initiate reimbursement of State eligible expenditures.
- Complete prequalification of eligible prime contractors and major trade subcontractors, award a construction contract, and commence construction of the Northern Branch Jail.

Discretionary Fund Balance Components

The information below describes the fund balance accounts on the following page:

Capital: Provides one-time funds to support unexpected and unbudgeted capital projects that arise during the fiscal years.

Roads: This fund balance account supplements other Roads revenues for additional maintenance

funding. As identified in the Public Works Road Maintenance Annual Plan, additional funding is needed to prevent further deterioration of our road infrastructure. These funds provide only a portion of what is needed and a comprehensive long-term funding plan for deferred maintenance, including the Roads fund, is planned to be developed in FY 2014-15.

Litigation: This contains funds for outside counsel and potential litigation settlements not covered by the County Liability Self-Insurance Fund, giving the County the ability to address unforeseen settlements without negatively impacting the adopted Operating Budget.

Salary and Benefits Reductions: Contains savings set aside from FY 2011-12 concession savings which will fund negotiated salary increases in FY 2014-15.

Deferred Maintenance & Repair: Designated for the backlog of deferred maintenance and repairs at County roads, buildings and parks.

Audit Exceptions: This reserve was originally established in FY 2007-08 to address potential audit exceptions in the Alcohol, Drug and Mental Health Services (ADMHS) Department associated with Cost Report Settlements and subsequently was increased to include the non-General Fund portion of the Public Health Department's Multi-agency Integrated System of Care (MISC) program. The projected balance of \$2.2 million at June 30, 2014 represents the remaining reserve for these estimated prior liabilities, primarily covering FY 2006-07 through FY 2008-09 MISC program. The Strategic Reserve has been identified as the source for the General Fund portion of the MISC liability, currently estimated at \$2.8 million. ADMHS is subject to audit and potential adjustments for FY 2006-07 through the most recently completed fiscal year, as these audits have not yet occurred.

Northern Branch Jail Operations: This fund was established in FY 2011-12 to set aside General Funds for the ongoing operations of the new Northern Branch Jail, estimated to complete construction in mid-2018. Each year an increasing amount of General Funds will be set aside so that when the jail is operations, the

General County Programs

ongoing annual cost of operations will be fully funded with a combination of established annual General Fund Contribution and use of funds from this New Jail Operations fund.

Program Restoration: Designated to fund departmental programs which are a priority for the Board of Supervisors that would otherwise be reduced or eliminated.

Contingency: Used to cover additional unforeseen financial situations during the fiscal year that cannot be covered by a department's existing budget.

Strategic Reserve: In FY 1997-98, the Board established a goal of a \$25 million Strategic Reserve. Subsequently, a Budget Policy was established to have an amount equal to approximately 30 days of operating revenue or about \$28 million for FY 2014-15. The FY 2013-14 year end Strategic Reserve is currently projected to be \$25.7 million and is after appropriation of \$3.9 million in SB1022 matching funds towards the expansion of the North Branch Jail for an additional 228 beds. The Strategic Reserve target for FY 2013-14 was \$26.7 million. This balance will be adjusted based on the FY 2013-14 year end results.

Changes & Operational Impact: 2013-14 Adopted to 2014-15 Recommended

Expenditures

- Net operating expenditure increase of \$1,124,000:
 - +\$1,070,000 increase to Other Charges comprised almost entirely of the cost of the Human Services Commission moving to General County Programs from Community Services (+\$1,082,000)
 - +\$45,000 increase to Services and Supplies for the increase to the Board of Supervisors discretionary funding (+\$25,000), reduced expenditures for the

Northern Branch Jail project (-\$89,000), and the operating costs for the Human Services Commission moving to General County Programs from Community Services (+\$108,000)

- Net non-operating expenditure decrease of \$7,895,000 is primarily due to:
 - (-\$7,189,000) FY 2012-13 year end fund balance lapsing to Strategic Reserve in FY 2013-14.
 - (-\$4,516,000), reduced transfers to Alcohol, Drug & Mental Health Services
 - (-\$2,000,000) decrease in Roads funding, one time funding used in FY 2013-14
 - (-\$380,000) lower Debt Service
 - (-\$295,000) reduced need for cost allocation offset for the Fire Department
 - +\$5,303,000 increase to the set-aside in Program Restoration, reflecting estimated one-time funds available for future appropriations, and
 - +\$1,300,000 annual increase in Northern Branch Jail Operations funding

These changes result in recommended operating expenditures of \$5,050,000 and non-operating expenditures of \$18,950,000, resulting in total expenditures of \$24,000,000. Non-operating expenditures primarily include transfers and increases to fund balances.

Revenues

- Net operating revenue decrease of \$142,000:
 - \$106,000 decrease to Miscellaneous Revenue due to the expiration of the Greka Settlement (-\$108,000)
 - \$36,000 decrease to Intergovernmental Revenue due to the reduction to the federal Subsidy on RZED Bonds (Debt Service COP offset)

General County Programs

- Net non-operating revenue decrease of \$6,629,000:
 - -\$3,348,000 decrease in General Fund
 - -\$3,415,000 decreased use of Fund Balance (Strategic Reserve, Capital Outlay, Audit Exceptions, Facilities Maintenance) for projects

These changes result in recommended operating revenues of \$2,694,000, non-operating revenues of \$21,306,000, resulting in total revenues of \$24,000,000. Non-operating revenues primarily include General Fund Contribution, transfers and decreases to fund balances.

Changes & Operational Impact: 2014-15 Recommended to 2015-16 Proposed

The FY 2015-16 budget is increasing by \$10,644,000. This is due to increased expenditures for the pre-construction phase of the Northern Branch Jail project of \$15,474,000 and less being set aside for Program Restoration (-\$6,315,000), partially offset by an increase in the set aside for the New Jail Operations fund (+\$1,300,000).

General County Programs

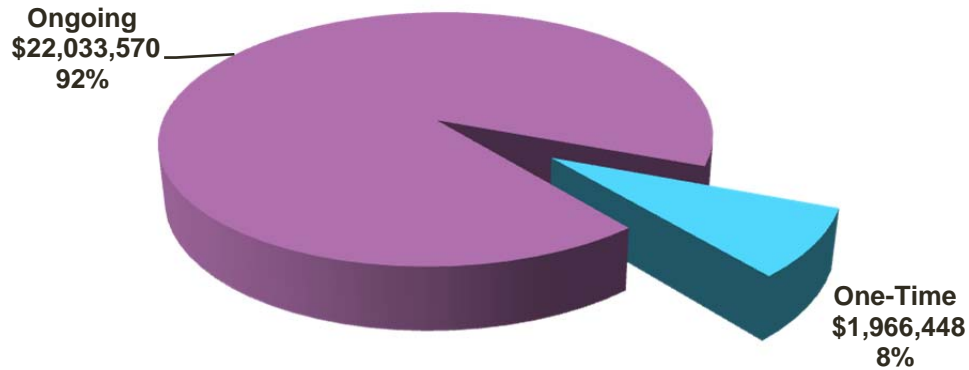
Fund Balance Components Detail

General Fund Key Discretionary Fund Balance Components Detail				
Fund Balance Component	7-1-2013 Beginning Balance	2013-2014 Estimated Changes	6-30-2014 Estimated Balance	6-30-2015 Projected Balance
Capital Outlay	\$ 908,189	\$ (889,000)	\$ 19,189	\$ 19,189
Road Projects	\$ -	\$ -	\$ -	\$ -
Litigation	\$ 1,662,705	\$ (443,016)	\$ 1,219,689	\$ 696,542
Salary & Benefits Reductions	\$ 5,126,311	\$ -	\$ 5,126,311	\$ 1,779,911
Deferred Maintenance	\$ 1,920,118	\$ (1,187,754)	\$ 732,364	\$ 1,232,364
Audit Exceptions	\$ 7,046,835	\$ (4,896,596)	\$ 2,150,239	\$ 2,150,239
New Jail Operations	\$ -	\$ 3,300,000	\$ 3,300,000	\$ 7,900,000
Program Restoration	\$ 14,740	\$ 169,090	\$ 183,830	\$ 5,315,165
Contingencies	\$ 588,899	\$ 1,487,640	\$ 2,076,539	\$ 2,576,539
Strategic Reserve	\$ 21,240,803	\$ 4,288,798	\$ 25,529,601	\$ 26,529,601
TOTAL	\$ 38,508,600	\$ 1,829,162	\$ 40,337,762	\$ 48,199,550

General County Programs

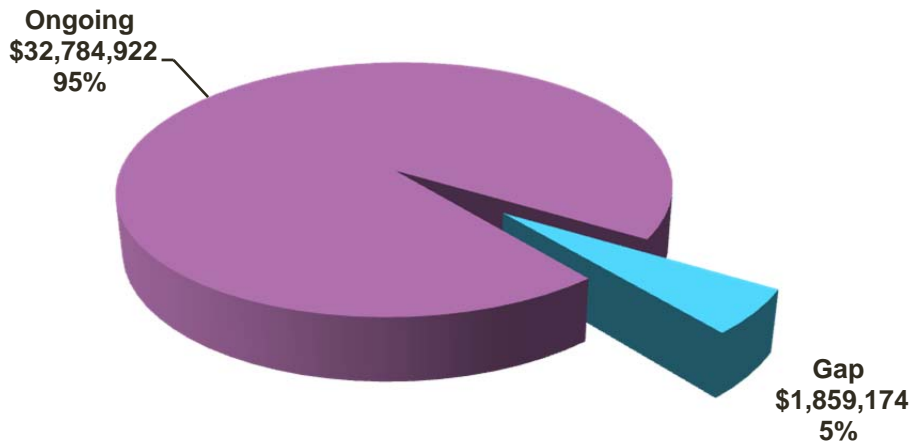
Gap Charts

FY 2014-15 Recommended Budget



The FY 2014-15 Recommended Budget identifies one-time sources of \$1,966,000 to be used for the Northern Branch Jail construction project costs that are not ongoing expenditures.

FY 2015-16 Proposed Budget



The FY 2015-16 Proposed Budget identifies one-time sources of \$1,859,000 to be used for the Northern Branch Jail construction project costs and are not ongoing expenditures.

General County Programs

Budget Overview

	2012-13 Actual	2013-14 Adopted	Change from FY13-14 Ado to FY14-15 Rec	2014-15 Recommended	2015-16 Proposed
Staffing By Budget Program					
Ancillary Services	0.09	-	-	-	-
Total	0.09	-	-	-	-
Budget By Budget Program					
Support to Other Governments & Organ	\$ 1,581,555	\$ 1,115,100	\$ 1,210,324	\$ 2,325,424	\$ 2,326,344
Reserved & Committed Funds	3,192,159	-	-	-	-
Ancillary Services	367,488	267,550	2,382	269,932	210,500
Northern Branch Jail Project	375,965	2,544,000	(89,178)	2,454,822	17,928,490
Total	\$ 5,517,167	\$ 3,926,650	\$ 1,123,528	\$ 5,050,178	\$ 20,465,334
Budget By Categories of Expenditures					
Salaries and Employee Benefits	\$ 42,498	\$ 61,500	\$ 8,500	\$ 70,000	\$ 70,000
Services and Supplies	1,510,955	3,693,050	45,322	3,738,372	19,186,990
Other Charges	3,963,714	172,100	1,069,706	1,241,806	1,208,344
Total Operating Expenditures	5,517,167	3,926,650	1,123,528	5,050,178	20,465,334
Other Financing Uses	5,947,779	10,392,130	(7,190,900)	3,201,230	2,783,704
Increases to Fund Balances	28,648,321	16,452,742	(704,132)	15,748,610	11,395,058
Fund Balance Impact (+)	614,033	256	(256)	-	-
Total	\$ 40,727,299	\$ 30,771,778	\$ (6,771,760)	\$ 24,000,018	\$ 34,644,096
Budget By Categories of Revenues					
Fines, Forfeitures, and Penalties	\$ 1,795,409	\$ 1,900,003	\$ (3)	\$ 1,900,000	\$ 1,900,000
Use of Money and Property	230,011	4,000	-	4,000	4,000
Intergovernmental Revenue	401,049	419,288	(36,488)	382,800	16,524,741
Miscellaneous Revenue	419,265	512,925	(105,961)	406,964	79,592
Total Operating Revenues	2,845,734	2,836,216	(142,452)	2,693,764	18,508,333
Other Financing Sources	9,743,900	370,518	120,256	490,774	2,400
Intrafund Expenditure Transfers (-)	-	-	25,000	25,000	-
Decreases to Fund Balances	8,815,823	8,762,626	(3,415,346)	5,347,280	1,859,174
General Fund Contribution	19,318,237	18,791,370	(3,348,170)	15,443,200	14,274,189
Fund Balance Impact (-)	3,605	11,048	(11,048)	-	-
Total	\$ 40,727,299	\$ 30,771,778	\$ (6,771,760)	\$ 24,000,018	\$ 34,644,096

General Revenues

Budget Overview

	2012-13 Actual	2013-14 Adopted	Change from FY13-14 Ado to FY14-15 Rec	2014-15 Recommended	2015-16 Proposed
Staffing By Budget Program					
Total	-	-	-	-	-
Budget By Budget Program					
Total	\$ -	\$ -	\$ -	\$ -	\$ -
Budget By Categories of Expenditures					
Total Operating Expenditures	-	-	-	-	-
Other Financing Uses	26,926,623	22,554,576	5,192,724	27,747,300	28,145,089
Intrafund Expenditure Transfers (+)	185,302,920	191,868,020	(1,935,320)	189,932,700	189,209,000
Increases to Fund Balances	5,536	-	-	-	-
Fund Balance Impact (+)	794,092	-	-	-	5,677,911
Total	<u>\$ 213,029,171</u>	<u>\$ 214,422,596</u>	<u>\$ 3,257,404</u>	<u>\$ 217,680,000</u>	<u>\$ 223,032,000</u>
Budget By Categories of Revenues					
Taxes	\$ 192,353,132	\$ 188,451,000	\$ 10,221,000	\$ 198,672,000	\$ 205,315,000
Licenses, Permits and Franchises	3,202,588	3,039,000	76,000	3,115,000	3,177,000
Fines, Forfeitures, and Penalties	4,641,497	4,009,000	(311,000)	3,698,000	3,253,000
Use of Money and Property	503,218	1,384,000	137,000	1,521,000	1,579,000
Intergovernmental Revenue	3,068,241	1,367,000	(385,000)	982,000	970,000
Charges for Services	7,949,184	7,296,408	2,090,263	9,386,671	8,448,005
Miscellaneous Revenue	110,104	611,381	(460,736)	150,645	150,779
Total Operating Revenues	211,827,964	206,157,789	11,367,527	217,525,316	222,892,784
Other Financing Sources	310,000	-	-	-	-
Intrafund Expenditure Transfers (-)	156,612	194,111	(39,427)	154,684	139,216
Decreases to Fund Balances	234,595	-	-	-	-
Fund Balance Impact (-)	500,000	8,070,696	(8,070,696)	-	-
Total	<u>\$ 213,029,171</u>	<u>\$ 214,422,596</u>	<u>\$ 3,257,404</u>	<u>\$ 217,680,000</u>	<u>\$ 223,032,000</u>



Preliminary Executive Summary

Introduction

In October 2013 Roy Jorgensen Associates, (“Consultant”) was awarded a contract by the County of Santa Barbara for a “Facility Condition Assessment and Asset Management Plan Development”.

The project provides for two phases:

- Phase I – Facility Condition Assessment (FCA)
- Phase II – Maintenance Management Plan

The project work commenced on October 16, 2013, with a project kick-off meeting in Santa Maria CA.

The field work portion of the FCA was organized into 47 Report Groups, typically aligned with the County portfolio geographic clustering. The one exception to the geographic organization of report groups was County fire stations, which were evaluated as a group by function.

Methodology

The opinions and calculations that are provided in the present report are based on a combination of first-hand field inspections, review of key documentation provided by the County, and interviews with various stakeholders. Jorgensen facility professionals conducted field inspections of the facilities between October of 2013 and February of 2014 with attention to the mechanical equipment, electrical systems, building core and shell, parks and grounds—at both the systems level and the component level. These inspections provided the raw data for the analyses that comprise the body of the present report.

The manipulation of these data into the Consultant’s FCA process fundamentally incorporates four key guiding features that provide the methodological structure and rigor. These are:

- ✓ ASTM E2018-08 “Standard Guide for Property Condition Assessments: Baseline Condition Assessment Process;”
- ✓ ASTM Standard E1557 “Standard Classification for Building Elements and Related Site Work,” also known as “UNIFORMAT II;”
- ✓ Facility Condition Index, and
- ✓ Jorgensen FCA Best Practices.

Two of these features are derived from ASTM (American Society for Testing and Materials – International). Among other things, ASTM provides sets of internationally recognized industry standard practices and is the largest and most readily recognized organization for producing standards.

Relevant herein is Standard E2018-08 “Standard Guide for Property Condition Assessments: Baseline Condition Assessment Process,” which pertains specifically to the facility condition assessment process, and which outlines the following objectives and ground rules for the baseline Facility Condition Assessment:

- (1) to define good commercial and customary practice for the [FCA] of primary commercial real estate improvements;
- (2) facilitate consistent and pertinent content in [FCA reports];
- (3) develop pragmatic and reasonable recommendations and expectations for site observations, document reviews and research associated with conducting [FCAs] and preparing [FCA reports];
- (4) establish reasonable expectations for [FCA reports];
- (5) assist in developing an industry baseline standard of care for appropriate observations



County of Santa Barbara, California Facility Condition Assessment – 2014

and research; and (6) recommend protocols for consultants for communicating observations, opinions, and recommendations in a manner meaningful to the user.

Employing these guiding principles ensures that the FCA report represents a current industry best practice and that its results will be comparable to other such reports across the industry.

ASTM Standard E1557 “Standard Classification for Building Elements and Related Site Work,” also known as “UNIFORMAT II,” is also relevant here. UNIFORMAT II defines a standard classification for all building elements and related site work. The system relates to the specific facility elements included on the comprehensive baseline FCA. These include the following:

- ✓ Building Identification
- ✓ Gross Square Footage
- ✓ Date of Construction
- ✓ Type of Construction
- ✓ Functional Use
- ✓ Number of Floors
- ✓ Current Replacement Value

The inclusion of these standards into the baseline Facility Condition Assessment ensures that the findings and recommendations are consistent with a consensus set of “good commercial and customary practice in the United States of America” and provides a minimum level of information to develop pragmatic and reasonable recommendations and expectations for site observations, document reviews and research associated with the FCA.

Scope of the Field Work

Jorgensen’s field and analytical team consisted of 9 subject matter experts including:

- Civil engineering
- Mechanical engineering
- Structural engineering
- Building systems, (MEP)
- Architect
- Historical buildings SME
- Pavement engineer
- Park and recreational facilities specialists
- Econometrician and maintenance systems analyst

The team evaluated approximately 8.5 million square feet of buildings, structures, and developed space, representing approximately \$714.9 million dollars in Current Replacement Value (CRV), and approximately 309.6 acres of park facilities with an estimated CRV of \$240.5 million dollars.

The deferred maintenance is estimated to be \$93.9 million dollars.

Overall Facility Conditions

- Buildings
 - Being maintained at a minimum level of service.



County of Santa Barbara, California Facility Condition Assessment – 2014

- Equipment is not aligned with operating environments.
- More aggressive pest control is required to minimize on-going damage.
- Parks
 - Site improvements (roads, parking, landscaping, plants and related), are at or below a minimum level of service.
 - Children play areas require remedial and renewal maintenance programs.
 - Park buildings are at a minimum level of service.

The Annual Funding Model

The typical annual funding model and accepted as a practice standard, suggests two to four percent of the current replacement value be provided to maintain the portfolio at an acceptable service level, and ensure the portfolio meets expectation of the economic service life.

The 2% to 4% suggested annual spend is composed of:

- Operating expenses
- Project expenses
- Capital expenses

Renewal funding is obviously critical to maintaining the County portfolio and ability to provide essential services.

The total portfolio for the County is estimated to be \$1.1 billion dollars (CRV) in current adjusted dollars.

At the \$1.1B CRV, the suggested annual funding would be \$22.0 to \$44.0 million dollars.

Current Renewal Spending and Need on Evaluated Portfolio

Jorgensen constructed an econometric model for each of the forty-seven report groups. Each model consisted of several sub models including:

- A current replacement value model
- A systems condition model
- A spend allocation model
- A capital replacement model

As a result of the modeling process Jorgensen determined the current renewal and deferred maintenance spending is approximately:

- \$5.9 million dollars on ongoing maintenance and \$1.5 million dollars for deferred maintenance (\$7.4 million dollars total) in General Services
- \$4.1 million dollars on ongoing maintenance and \$0.5 million for deferred maintenance (\$4.6 million dollars) in CSD-Parks
- \$2.0 million dollars from other departments

The current renewal need was modeled to be:

- \$19.2 million dollars (at 2% of the CRV) for the evaluated portion of the County portfolio
- \$2.9 million dollars (at 2% of the CRV) on the unevaluated portion of the County portfolio
- The total annual renewal funding need is \$22.1 million dollars



Composition of Accumulated Deferred Maintenance

Deferred maintenance is required maintenance, repair or capital replacement not accomplished in a budget cycle. Accumulated deferred maintenance is the total deferred maintenance over a number of budget cycles.

The deferred maintenance calculated by Jorgensen for the County portfolio consists of two parts:

1. Calculated deferred maintenance
2. Observed deferred maintenance

Due to the non-destructive nature of the FCA, typically calculated deferred maintenance will be more than the observed deferred maintenance.

\$58.8 million dollars in DM projects and capital for buildings, and \$35.1 million dollars in DM projects and capital for parks resulted in an estimated total of \$93.9 million dollars.

The DM of \$93.9 million dollars divided by the CRV of \$955.4 million dollars results in a Facility Condition Index of 9.8%. The FCI of 9.8% is generally considered to be on the borderline between “fair” and “poor”.

Findings and Qualifying Conditions

- Significant challenges exist in identification and accuracy of the County’s asset inventory
- Less significant, but challenging issues exist with respect to the valuation of the County real property asset base
- Collection of “as built” property drawings, presents a significant obstacle to maintenance activities
- The County generally has an “old” portfolio as regards buildings and structures
- Routine and low skill tasks are being performed by high skill technicians due to maintenance staff reductions

Preliminary Recommendations

- Maintenance programs should be developed for out-of-service and abandoned buildings
- Significant work is required to identify and dispose of buildings beyond an economic or useful life
- Signage is significantly inconsistent, absent, requires renewal and does not convey any “brand image” for the County

Known Unknowns

- Maintenance spending and condition of:
 - County-owned properties operated by others
 - County-leased properties owned by others
 - Special district assets
- Accurate inventory of all county-owned property
- Accurate contribution to maintenance spending by non-GS/Parks departments

ASSET MANAGEMENT PLAN DEVELOPMENT PROJECT PHASE I - FACILITY CONDITION ASSESSMENT UPDATE

County of Santa Barbara
Board of Supervisors
April 9, 2014

Background

- 4/2/2013 – Board discussed County deferred maintenance and directed CEO staff to return with options
- 6/4/2013 – Board directed the hiring of a consultant to assess buildings and parks and develop an asset management plan
- 10/15/2013 – Board approves contract with Jorgensen

Asset Management Plan – Contract Deliverables

- Phase I – Facility Condition Assessment Profile
 - Systems Description
 - Opinions on Probable Costs
 - Qualifications and Limiting Conditions
- Phase II – Maintenance Management Plan
 - Priority maintenance needs over 20 years
 - List of immediate maintenance items
 - Recommend maintenance management tools

Activities since October 2013

- Jorgensen team of nine experts started 10/16
 - Met face to face with our maintenance staff
 - Inspected 73% of all building components & playgrounds
- Evaluated 8.5M ft² of buildings w/ current replacement value (CRV) of \$714.9M
- Evaluated 309.6 acres of park facilities with a CRV of \$240.5M
- Estimated deferred maintenance is \$93.9M on parks and buildings

Overall Facilities Conditions

- Buildings
 - Being maintained at a minimum level of service
 - Equipment is not aligned with operating environments
 - More pest control is required to minimize damage
- Parks
 - Site improvements (roads, parking, landscaping, etc.) are at or below a minimum level of service
 - Children play areas require remedial and renewal maintenance programs
 - Park buildings are at a minimum level of service

Annual Renewal Funding Model

- Operating expenses
 - Project expenses
 - Capital expenses
- Renewal Funding**
2 – 4% of CRV
- Renewal Funding is required or the maintenance backlog (deferred) will increase
 - Total estimated County CRV = \$1.1B
 - Standard Renewal Funding = \$22 – 44M

Current Renewal Spending & Need on Evaluated Portfolio

Current Renewal Spending

\$ 7.4M = General Services renewal spending

\$ 4.6M = CSD-Parks renewal spending

\$ 2.0M = Other departments renewal spending

\$14.0M = Total renewal spending on portfolio

Current Renewal Need

\$19.2M = 2% of CRV of evaluated portfolio

\$ 2.9M = 2% of CRV on unevaluated portfolio

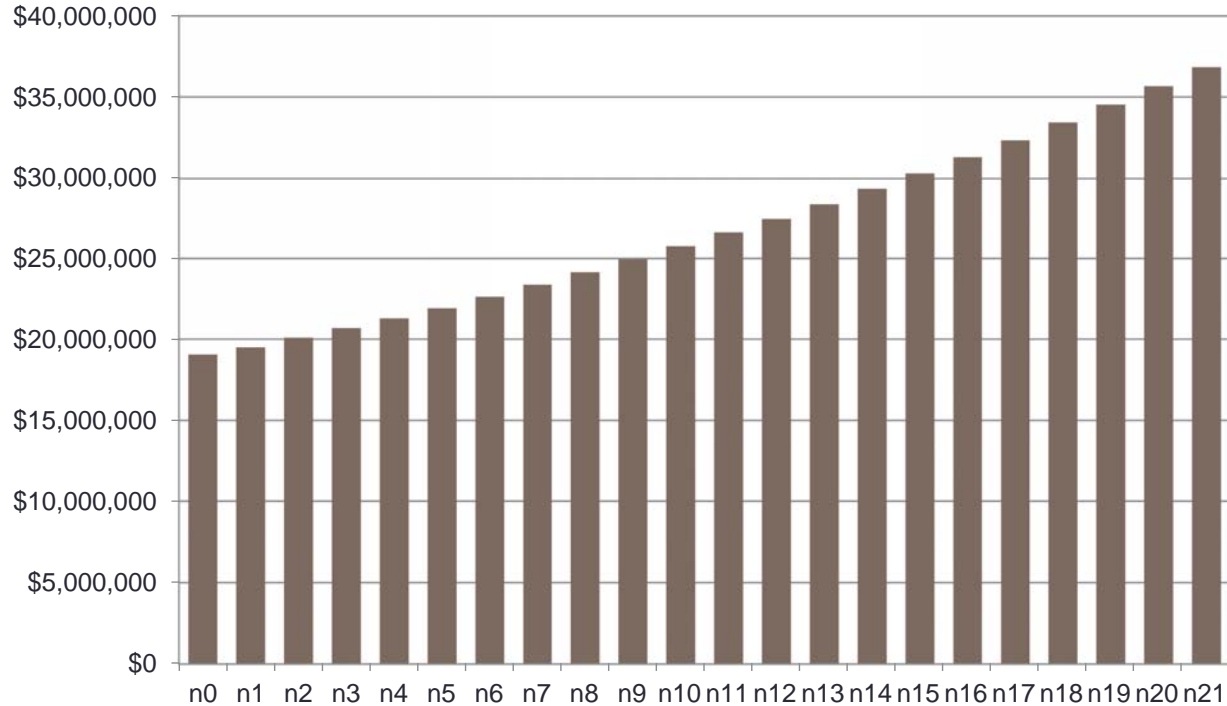
\$22.1M = Total renewal funding requirement

Renewal Funding Levels & Potential Funding Gaps

Annual Renewal Funding			
	2%	3%	4%
GS	\$ 16,462,000	\$ 24,693,000	\$ 32,924,000
CSD - Parks	\$ 5,538,000	\$ 8,307,000	\$ 11,076,000
Total	\$ 22,000,000	\$ 33,000,000	\$ 44,000,000
Current Annual Renewal Spending			
GS	\$ 9,400,000		
CSD - Parks	\$ 4,600,000		
Total	\$ 14,000,000		
Net <u>New</u> Annual Funding Needed			
	2%	3%	4%
GS	\$ 7,062,000	\$ 15,293,000	\$ 23,524,000
CSD - Parks	\$ 938,000	\$ 3,707,000	\$ 6,476,000
Total	\$ 8,000,000	\$ 19,000,000	\$ 30,000,000

Annual Renewal Funding Needed

(Based on 2% of CRV over next 20 Years)



Composition of Deferred Maintenance (DM) Needs

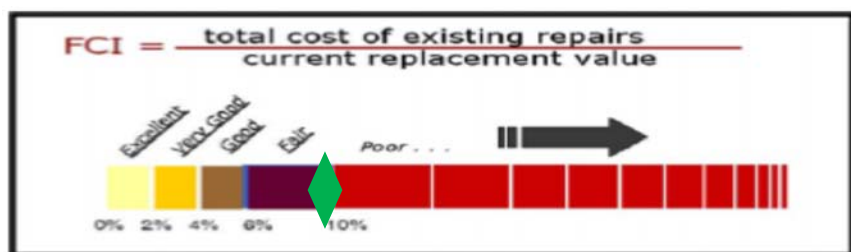
DM is required maintenance, repair or capital replacement not accomplished in a budget cycle

\$ 58.8M in DM projects and capital for buildings

\$ 35.1M in DM projects and capital for parks

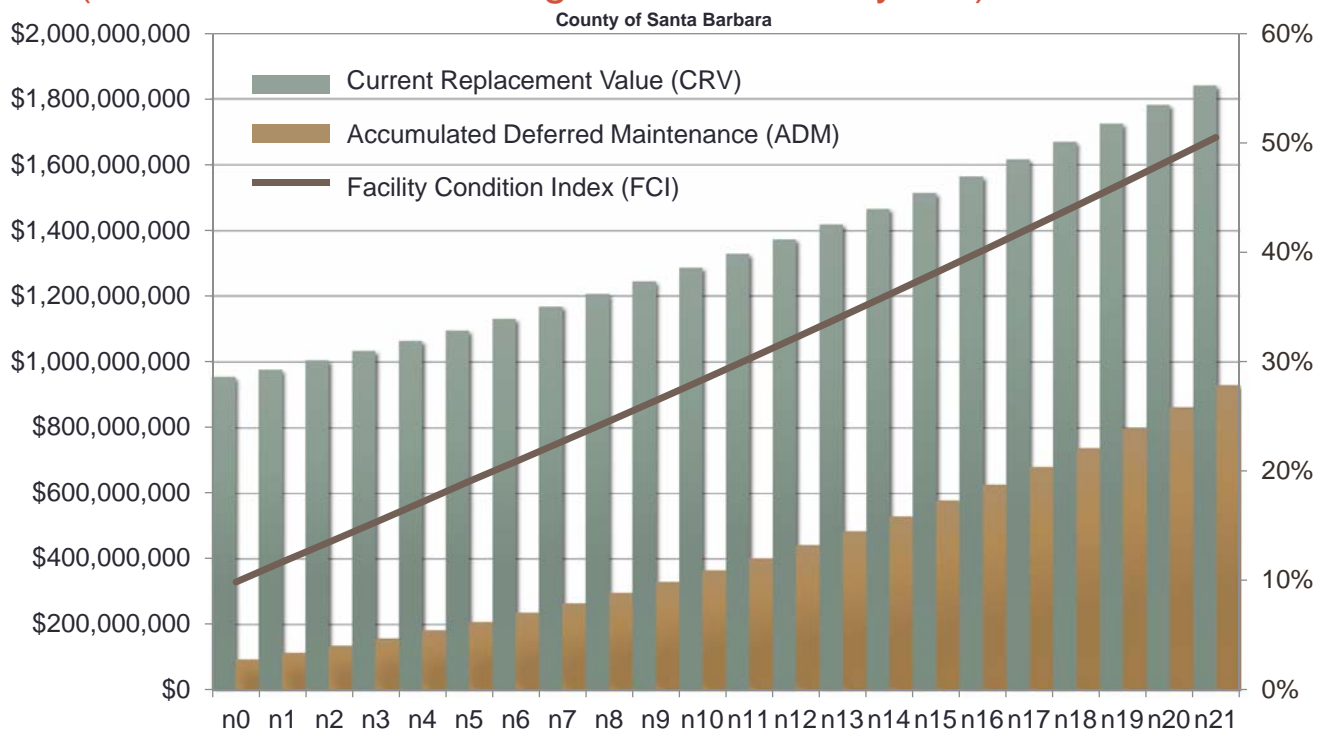
\$ 93.9M in total DM needs

\$ 93.9M in DM
 \$955.4M in CRV = **9.8% FCI**



Projected CRV, ACM & FCI

(Based on Current Funding over the next 20 years)



Findings – Qualifying Conditions

- Significant challenges exist in identification and accuracy of the County’s asset inventory
- Less significant, but challenging issues exist with respect to the valuation of the County real property asset base
- Collection of “as built” property drawings, presents a significant obstacle to maintenance activities
- The County generally has an “old” portfolio as regards buildings and structures
- Routine and low skill tasks are being performed by high skill technicians due to maintenance staff reductions

Facility Condition Assessment Recommendations

- Maintenance programs should be developed for out-of-service and abandoned buildings
- Significant work is required to identify and dispose of buildings beyond an economic or useful life
- Signage is significantly inconsistent, absent, requires renewal and does not convey any “brand image” for the County

Known Unknowns

- Maintenance spending and condition of:
 - County-owned properties operated by others
 - County-leased properties owned by others
 - Special district assets
- Accurate inventory of all county-owned property
- Accurate contribution to maintenance spending by non-GS/Parks departments

Asset Management Plan Next Steps

- **Facility Condition Assessment Report – May 2014**
- Measure M vote results – June 2014
- Hearing on FY2014-15 Budget – June 2014
- **Maintenance Management Plan – July 2014**
- **Maintenance Management Plan implementation options from Departments – September 2014**

2014-2016 BUDGET WORKSHOP

Maintenance Funding Options & Scenarios

Maintenance Funding Options Today's Presentation

1. Policy Discussion
2. Infrastructure Issue & Funding Options from March 10th
3. Maintenance renewal funding needed
4. Assumptions for today's options
5. Funding scenario's
6. Observations
7. Next steps

Policy Discussion

Options for Board's consideration

1. Maintain existing level of funding; augment with 1x funding and 50% of year end balance Option #1
2. Increase funding by set amount each year (similar to Jail Operations fund) Options #2 & #3
3. Increase funding by a % of unallocated General Fund growth (similar to Fire District shift) Option #4 - #7
4. Reallocate current GF Contribution (not discussed here)

Infrastructure Maintenance Issue

(From March 10th Work Session)

- Estimated additional costs to maintain condition index level
 - Roads \$9M
 - Parks & Buildings \$9M - \$12M
- Potential options for funding:
 - Implement General Fund program reductions
 - Increase revenue
 - Dispose of facilities
 - Target discretionary grants toward maintenance infrastructure
 - Designate a portion of discretionary revenue growth toward deferred maintenance
 - Offsets for Federal & State reimbursements
- Staff will review options and discuss at April workshops

Maintenance Funding Needed

(Updated - Recent Consultant Report on Bldgs./Parks)

- Current range: \$17.0 - \$39.0 M/yr.
Mid-point \$28M
 - \$9.0 Roads*
 - \$7.0 - \$23.0M Buildings & Grounds
 - \$1.0 - \$7.0M Parks

* - Public Works determined \$12.0M funding needed, less \$3.0 million currently available funding (primarily Measure A)

Maintenance Funding Needed Renewal Funding Levels

Annual Renewal Funding			
	2%	3%	4%
GS	\$ 16,462,000	\$ 24,693,000	\$ 32,924,000
CSD - Parks	\$ 5,538,000	\$ 8,307,000	\$ 11,076,000
Total	\$ 22,000,000	\$ 33,000,000	\$ 44,000,000
Current Annual Renewal Spending			
GS	\$ 9,400,000		
CSD - Parks	\$ 4,600,000		
Total	\$ 14,000,000		
Net <u>New</u> Annual Funding Needed			
	2%	3%	4%
GS	\$ 7,062,000	\$ 15,293,000	\$ 23,524,000
CSD - Parks	\$ 938,000	\$ 3,707,000	\$ 6,476,000
Total	\$ 8,000,000	\$ 19,000,000	\$ 30,000,000

Maintenance Funding Needed Low End & Midpoint of Range

Maintenance Funding Needed; Low and Midpoint of Range										
Year	1	2	3	4	5	6	7	8	9	10
(\$'s in millions)	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
Funding Target - Low End of Range	\$ (17.0)	\$ (17.5)	\$ (18.0)	\$ (18.6)	\$ (19.1)	\$ (19.7)	\$ (20.3)	\$ (20.9)	\$ (21.5)	\$ (22.2)
Fire Dept. Funds	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Remaining Need- Low End of Range	\$ (16.0)	\$ (16.5)	\$ (17.0)	\$ (17.6)	\$ (18.1)	\$ (18.7)	\$ (19.3)	\$ (19.9)	\$ (20.5)	\$ (21.2)
Remaining Need- Midpoint of Range	\$ (27.0)	\$ (27.8)	\$ (28.7)	\$ (29.6)	\$ (30.5)	\$ (31.5)	\$ (32.4)	\$ (33.4)	\$ (34.5)	\$ (35.5)
Projected Growth (Unalloc. GF)	\$ 0.4	\$ 5.9	\$ 7.7	\$ 10.4	\$ 13.7	\$ 16.1	\$ 18.3	\$ 20.7	\$ 23.1	\$ 30.8
Cumulative Projected Growth	\$ 0.4	\$ 6.3	\$ 14.0	\$ 24.4	\$ 38.2	\$ 54.3	\$ 72.6	\$ 93.3	\$ 116.4	\$ 147.2

Notes:

- Projected growth in unallocated discretionary GF based on 3/10/14 projection + new revenue assumption of \$1.5M starting in FY 2015-16.
- Funding target increase based on 3% inflation
- Fire \$1.0 million contribution for capital in FY 2014-16 is included in the budget; future contributions are subject to availability of funds and operational priorities.

Assumptions

- GF revenue & expenditure growth assume March 10th projections
- Similar growth assumptions for years 6-10
- New revenue of \$1.5M/yr. in FY 2015-16
- Funding similar to Jail Operations funding; incremental GFC set aside; however maintenance funds would be drawn annually
- Disposal of facilities & program reductions not evaluated in this analysis

Assumptions (continued)

- Includes recent PW's federal grant as 1x funding in FY 2014-15 (total \$4.6M;\$3.7M federal & \$0.9M County)
- 3% annual inflation applied to funding need
- Funding period varies dependent on allocated % of growth
- Fire Dept. allocating \$1.0M/yr. FY 2014-15
- 1x funding available; assume \$2.0M/yr.

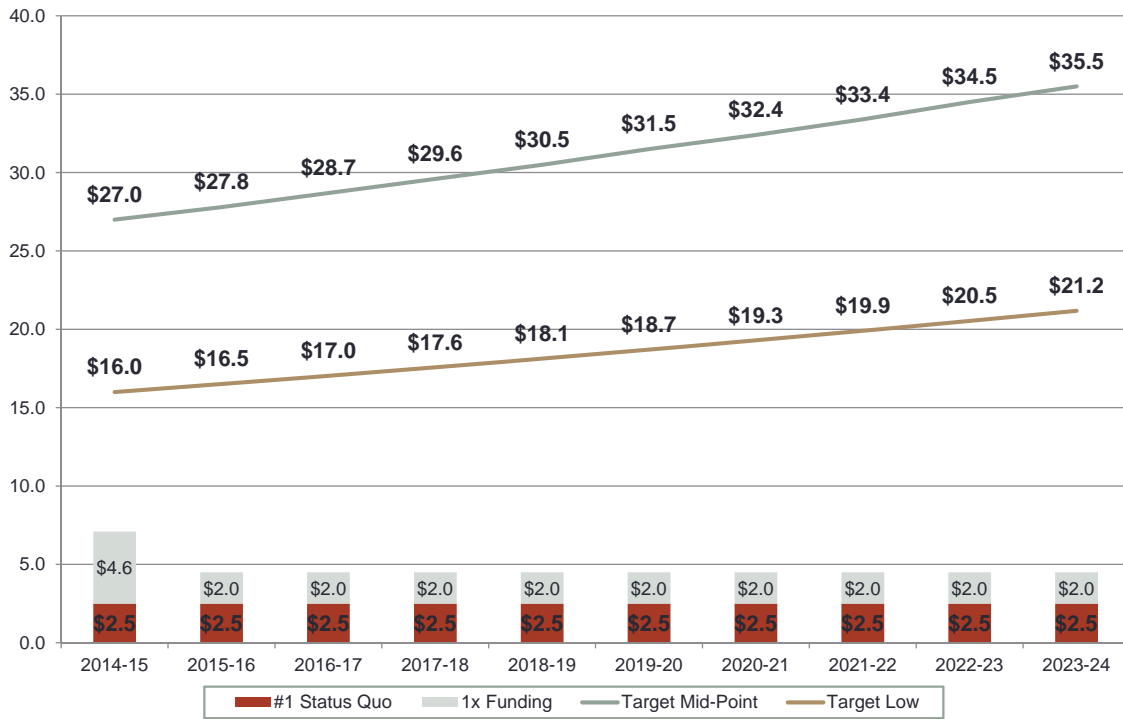
Funding Scenarios Considered

1. Maintain existing funding; add a portion of year end savings (assume \$2.5M per year)
2. 10 year – straight line funding plan (\$2.1million/yr.)
3. 10 yr. - Accelerating annual amount
4. Fund 10% of unallocated GF growth
5. Fund 15% of unallocated GF growth
6. Fund 25% of unallocated GF growth
7. Fund 50% of unallocated GF growth

Utilize 1x funds in the near term for all options; can be modified as desired

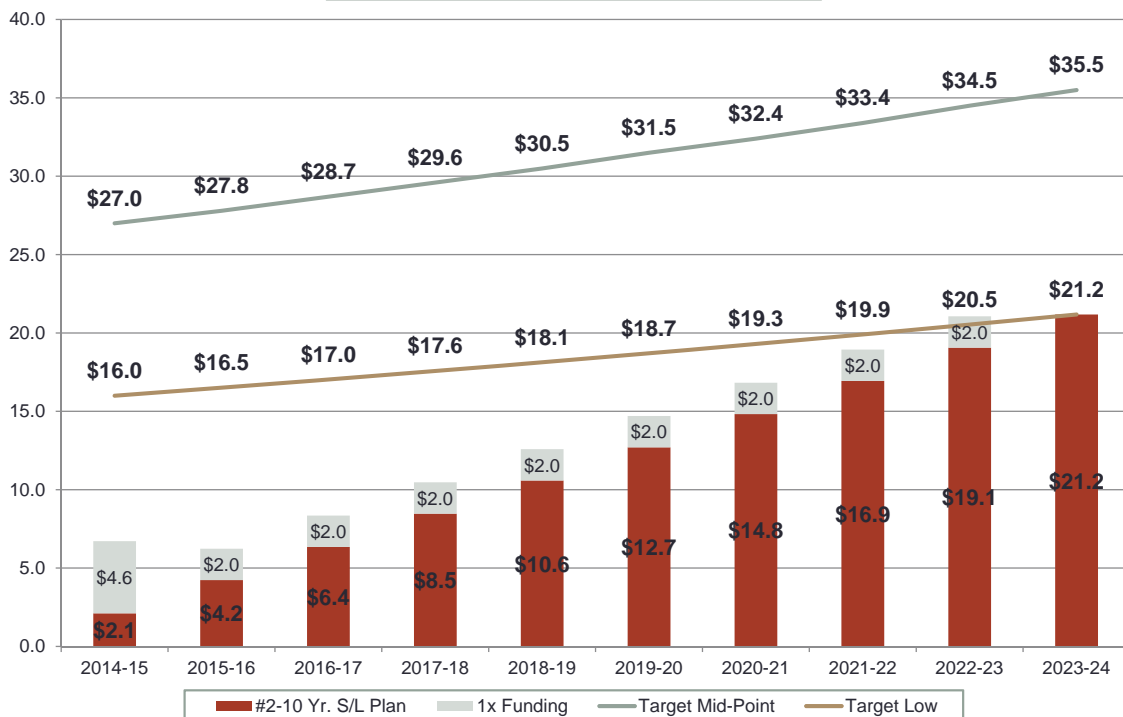
Options for Additional Maintenance Funding

**Option #1 – Status Quo + 50% of Year End Balance
(\$2.5M Estimated YE Balance)**



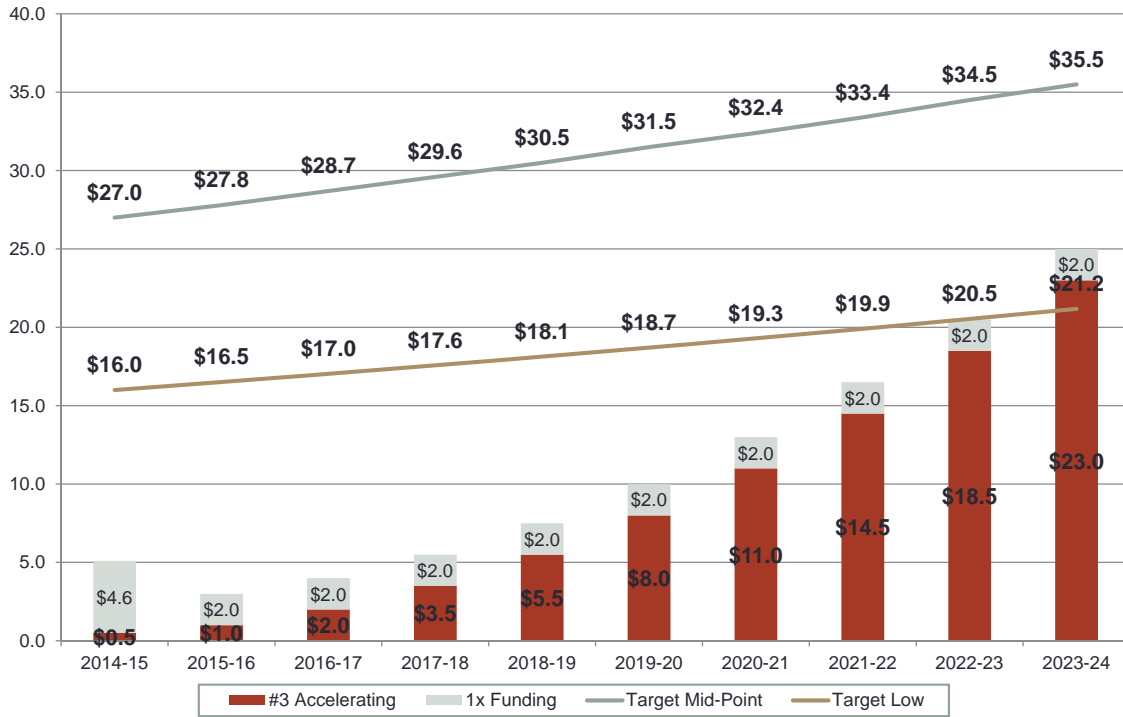
Options for Additional Maintenance Funding

**Option #2 - 10 Yr. Straight Line
Increase \$2.1M per year**



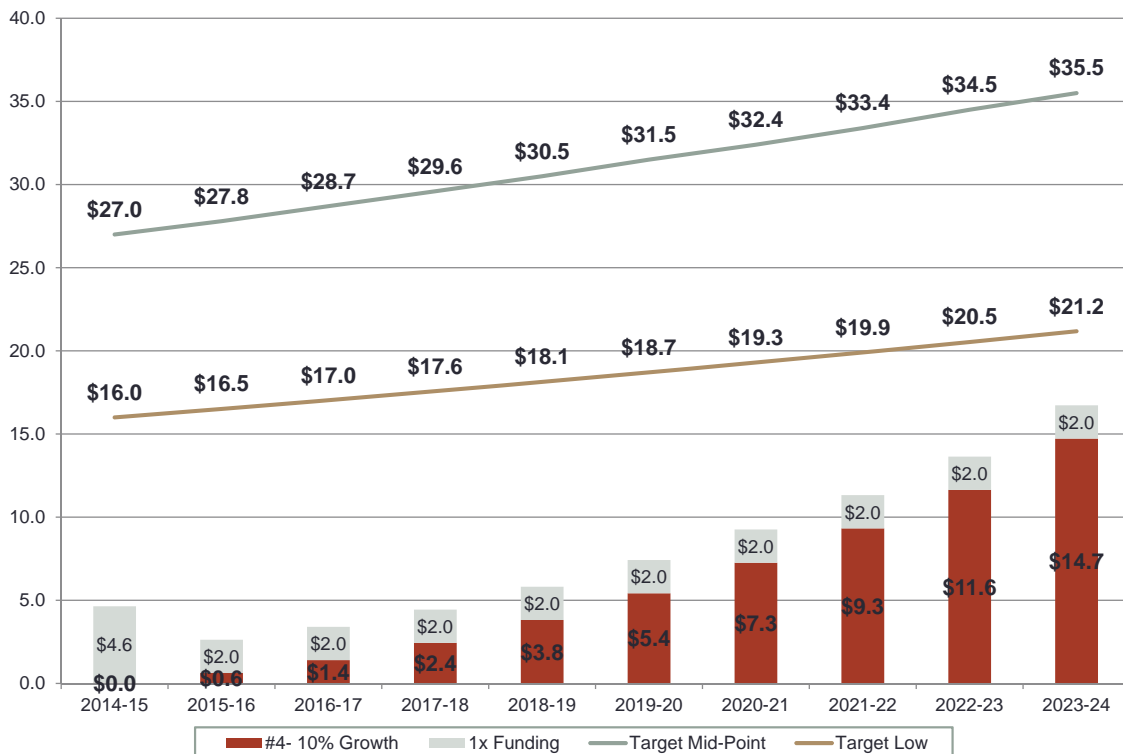
Options for Additional Maintenance Funding

**Option #3 – Accelerating Contribution
Increase Increment by \$0.5M per year**



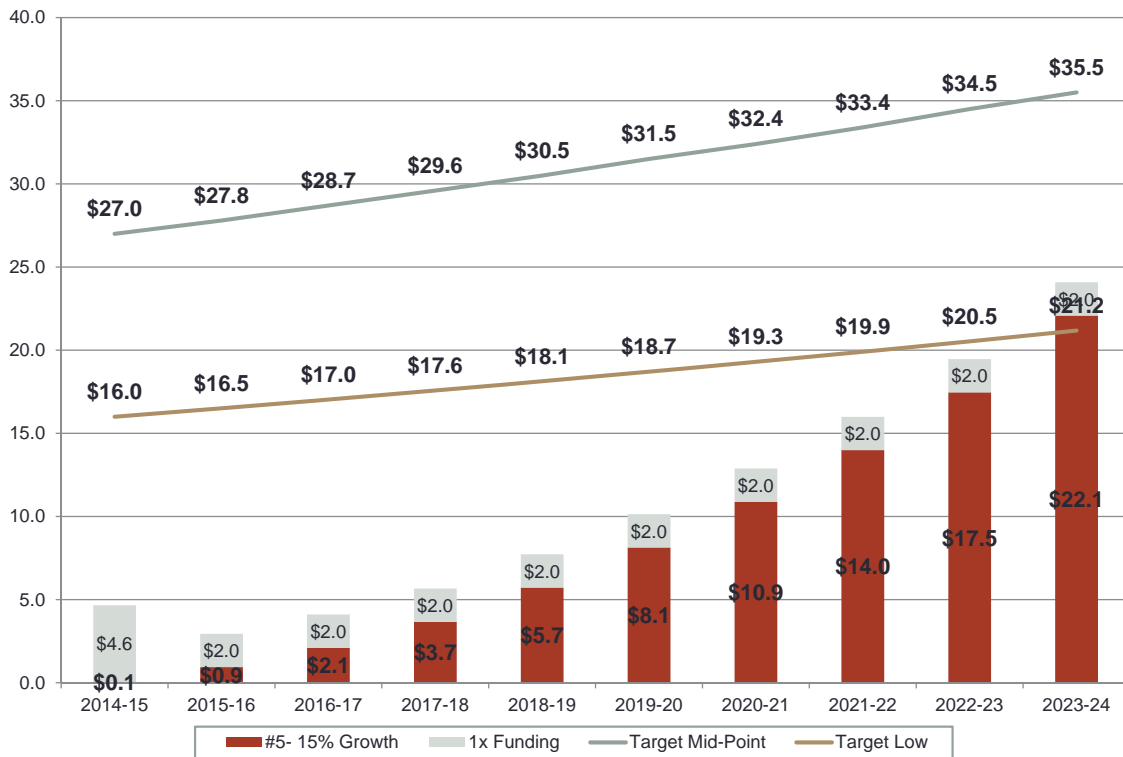
Options for Additional Maintenance Funding

Option #4 – 10% of Unallocated Growth



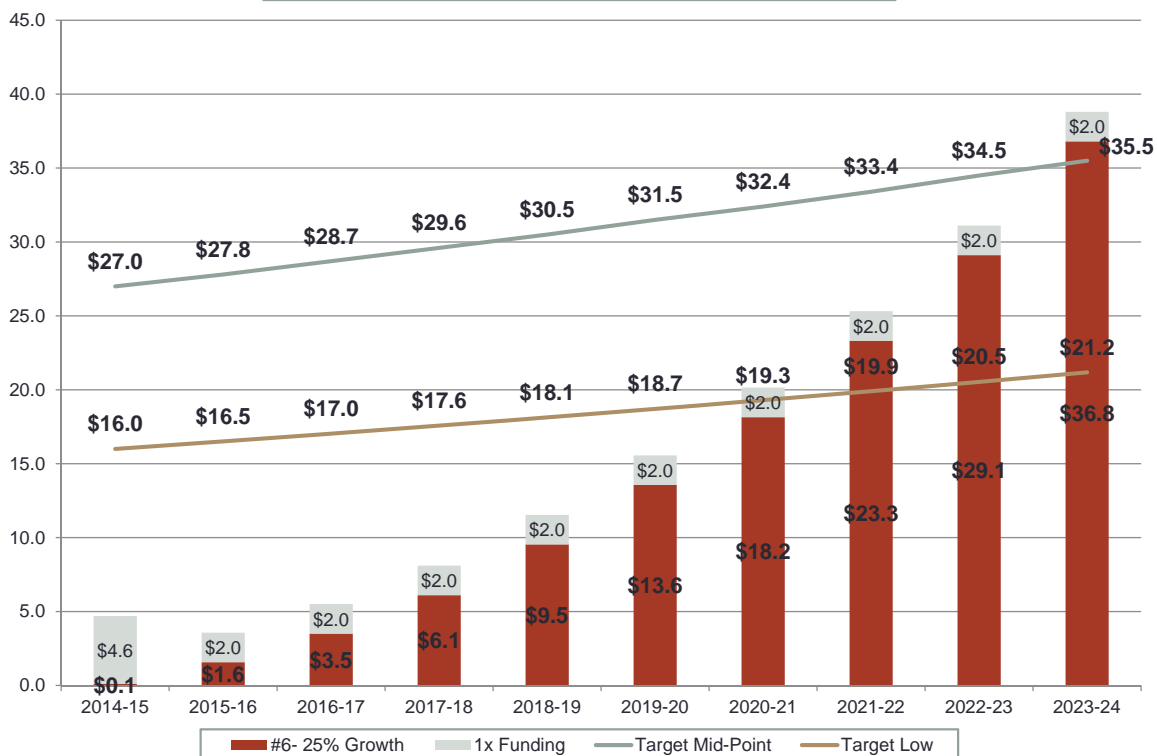
Options for Additional Maintenance Funding

Option #5 – 15% of Unallocated Growth



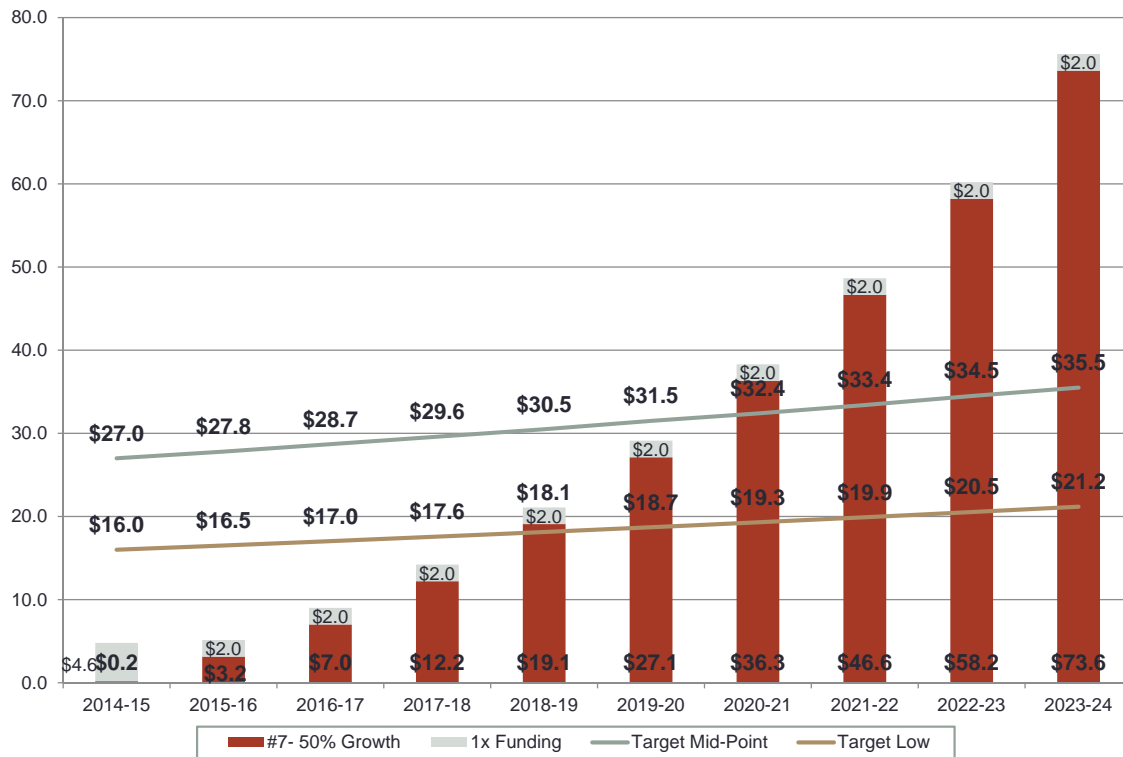
Options for Additional Maintenance Funding

Option #6 – 25% of Unallocated Growth



Options for Additional Maintenance Funding

Option #7 – 50% of Unallocated Growth



Summary of Options for Additional Funding

Summary of Maintenance Funding Options

Option	2015-16 Increase	Annual Increase	Annual Funding in Yr. 10	Cumulative Funding for 10 Years
1) Staus Quo	\$ 2.5	50% of yr. end savings	\$ 2.5	\$ 25.0
2) Straight Line	\$ 4.2	\$2.1M per year	\$ 21.2	\$ 116.5
3) Accelerating	\$ 1.0	Increase increment by \$0.5M per year	\$ 23.0	\$ 87.5
4) 10% growth	\$ 0.6	10% of unallocated GF growth*	\$ 14.7	\$ 56.7
5) 15% growth	\$ 0.9	15% of unallocated GF growth*	\$ 22.1	\$ 85.1
6) 25% growth	\$ 1.6	25% of unallocated GF growth*	\$ 36.8	\$ 141.8
7) 50% growth	\$ 3.2	50% of unallocated GF growth*	\$ 73.6	\$ 283.6
* Allocation a percentage of unallocated discretionary General Fund; primarily from growth				

Observations

1. Funding in near term limited; a phased approach is feasible
2. Utilize 1x funding in early years
3. Extended funding period allows for other County needs
4. Straight line funding (Option #2) uses almost all projected available funding in early years

Observations

6. Options #6 & #7 allows for shorter funding periods but limits other funding uses
7. Projections anticipate moderate growth; no downturn assumed in coming 10 years

Policy Discussion

Options for Board's consideration

1. Maintain existing level of funding; augment with 1x funding and 50% (or other percentage) of year end balance Option #1
2. Increase funding by set amount each year (similar to Jail Operations fund) Option #2 & #3
3. Increase funding by a % of unallocated General Fund growth (similar to Fire District shift) Option #4 - #7
4. Reallocate current GF Contribution (not discussed here)

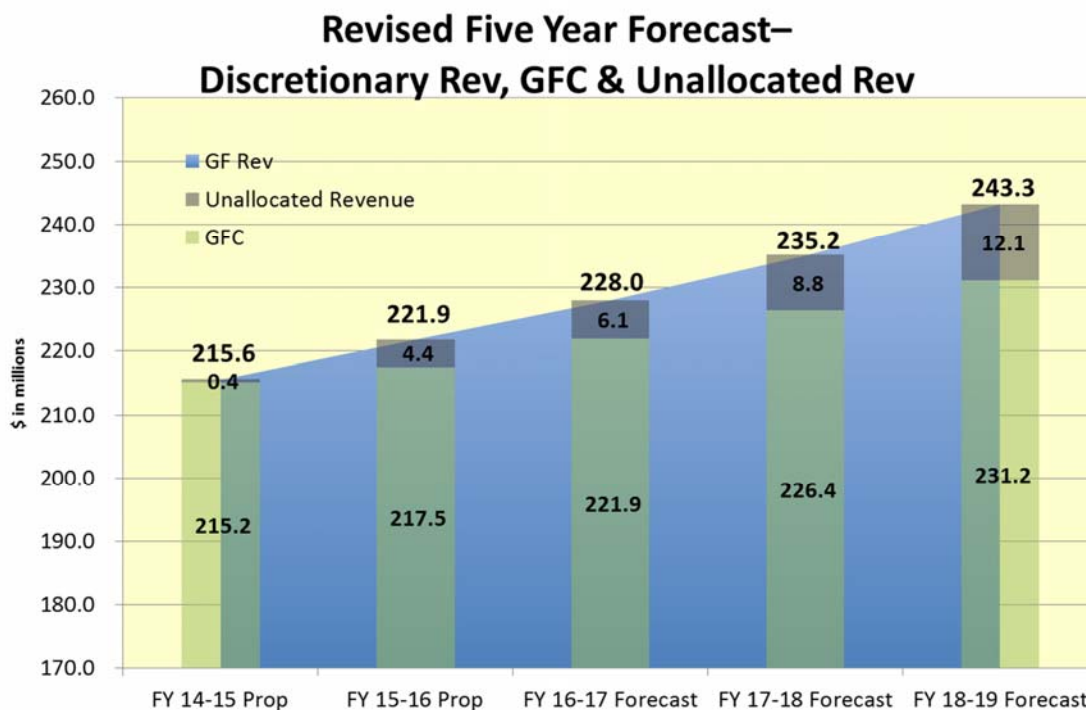
Next Steps

- Consider allocation of funding for FY 2014-15:
 - 1x funding
 - Allocation of year end savings
 - Ongoing – unallocated General Fund
- FY 2014-15:
 - Roads – 1x \$4.6M (\$910k County) already funded
 - GS/Parks – Recommend 1x \$1.4M (to fund two 4 person maintenance teams)

2014-2016 BUDGET WORKSHOP

Budget Workshop Summary

Projected General Revenue Growth



Positive Themes for Coming Year

- Fewer service level reductions than in past
- Reduced reliance on 1x funding
- Departments are managing although not at optimal levels
- Significant achievements accomplished

Challenges and Risks

- Compliance with state and federal requirements
- Department technology/software updates & needs
- Maintenance
- Workforce planning and retention
- Management classification/compensation system
- Underfunding of some department programs
- Structural financial issues remain in some departments

CEO Recommendations

- Needs exceed available ongoing and 1x funding
- CEO still reviewing requests
- Recommendations to be presented in June after BOS input
- CEO initial recommendations focus on:
 - Mitigating risk
 - Necessary cost increases/obligations
 - Identified priorities
- Funding recommendations contingent upon outcome of Measure M

Summary - Looking ahead to FY 14-15 & beyond

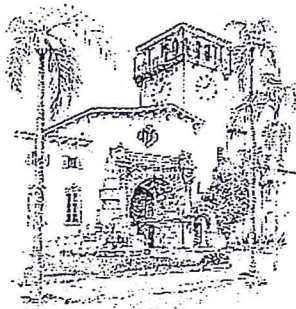
- Positive long-term outlook but significant needs & challenges
- Limited capacity for ongoing expansions in FY 2014-15
- Difficult choices still to make
- Staff to evaluate revenue generation
 - Transient Occupancy Tax increase for November 2014 ballot
- Given uncertainty, limit new expenditures in FY 14-15 but consider for following year

Next Steps

- After workshop and BOS input, CEO finalizes recommendations and prepares Budget
- Recommended Budget released May 15, 2014
- Measure M determined by voters June 3, 2014
- Budget Hearings (adoption) held June 9 & 11, 2014

Recommended Actions

- Hold budget workshops to receive presentations on Fiscal Year 2014-15 Recommended and FY 2015-16 Proposed Budget;
- Direct staff to proceed with the budget development process in accordance with the Board's adopted budget principles; and
- Provide direction, if any, regarding items to be addressed or included in the Recommended Budget, scheduled for release on May 15 and Board adoption on June 11.



The Santa Barbara

COURTHOUSE LEGACY FOUNDATION

Salud Carbajal, Chairman
County Board of Supervisors
County Administration Building, 105 Anapamu Street
Santa Barbara, CA 93101

Ref: Request for funding for restoration of the Courthouse Mural Room

Feb 5th, 2014

Dear Supervisor Carbajal;

This letter is regarding the Courthouse Legacy Foundation's 2014 plan to fund the restoration of the Mural Room. The estimated cost of the project based on three estimates and including a substantial contingency is \$600,000. We are anticipating that the project will take five months to complete. Because of that length of time and the County's scheduling of events for the Mural Room we will be able to begin the work in Jan. 2015.

Last year we successfully raised \$350,000 in cash, grants and pledges. This year our goal is to raise \$250,000, and we have 9 months to complete that campaign. We plan to send out RFP in September 2014 and award the most qualified proposal in October 2014. Consequently, it is critical that we have the necessary funds in the bank by the end of this year.

We are submitting a grant request to the Hind Foundations and they have indicated their interest and support in our project for their 2014 grants. We believe they will fund at least \$170,000. Furthermore, you can see in the attached Report the amounts of our in-hand, pledged and potential contributions. Having raised \$350,000 in the last thirteen months demonstrates to us the strength of our community's support, and we feel that the County should also be a supporter of this project in 2014. Therefore, we are requesting a grant of \$40,000.

The Courthouse Legacy Foundation will leverage that amount by 6 times to achieve our 2014 goal of \$250,000.

Please review the attached Report and give this matter your consideration in your upcoming budget deliberations. We believe that a healthy public/private partnership is the right way to assure the continued conservation and beautification of our Courthouse.

Best regards;

Bill Mahan, AIAE, President, Courthouse Legacy Foundation

Our mission is to fund conservation, preservation, and restoration projects so the Santa Barbara Courthouse can be enjoyed by current and future generations

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Confidential

REVISED FEB. 2014

Santa Barbara Courthouse

Mural Room Restoration Fund Raising Report

Estimated Cost Feb. 2014

Conservation of the entire Mural Room (based on 3 estimates + 25% contingency) = \$600,000

Fund raising must be completed by Sep. 2014. Work will begin Jan. 2nd 2015.

Mural Room Contributions in the bank	\$190,000
Pledged and Granted Contributions	
1. WWW Foundation (Pledged 2014 and 15)	\$100,000
2. Michael and Anne Towbes (Pledge 2015)	10,000
3. City of Santa Barbara (Granted 2013)	10,000
4. County of Santa Barbara (Granted 2013)	<u>40,000</u>
Subtotal pledges	\$160,000
In the bank and pledged	\$350,000
Potential Grants and Revenue in 2014	
1. Revenue from CLF Events (2014)	\$30,000
2. County Grant (2014)	40,000
3. City Grant (2014)	10,000
4. Hind Foundation (Grant requested 2014)	<u>170,000</u>
Total in the bank, pledged and potential	\$250,000
Total (in the bank, pledged and potential)	\$600,000
Total Project Funding required	\$600,000