

# Santa Barbara County Strategic Scan

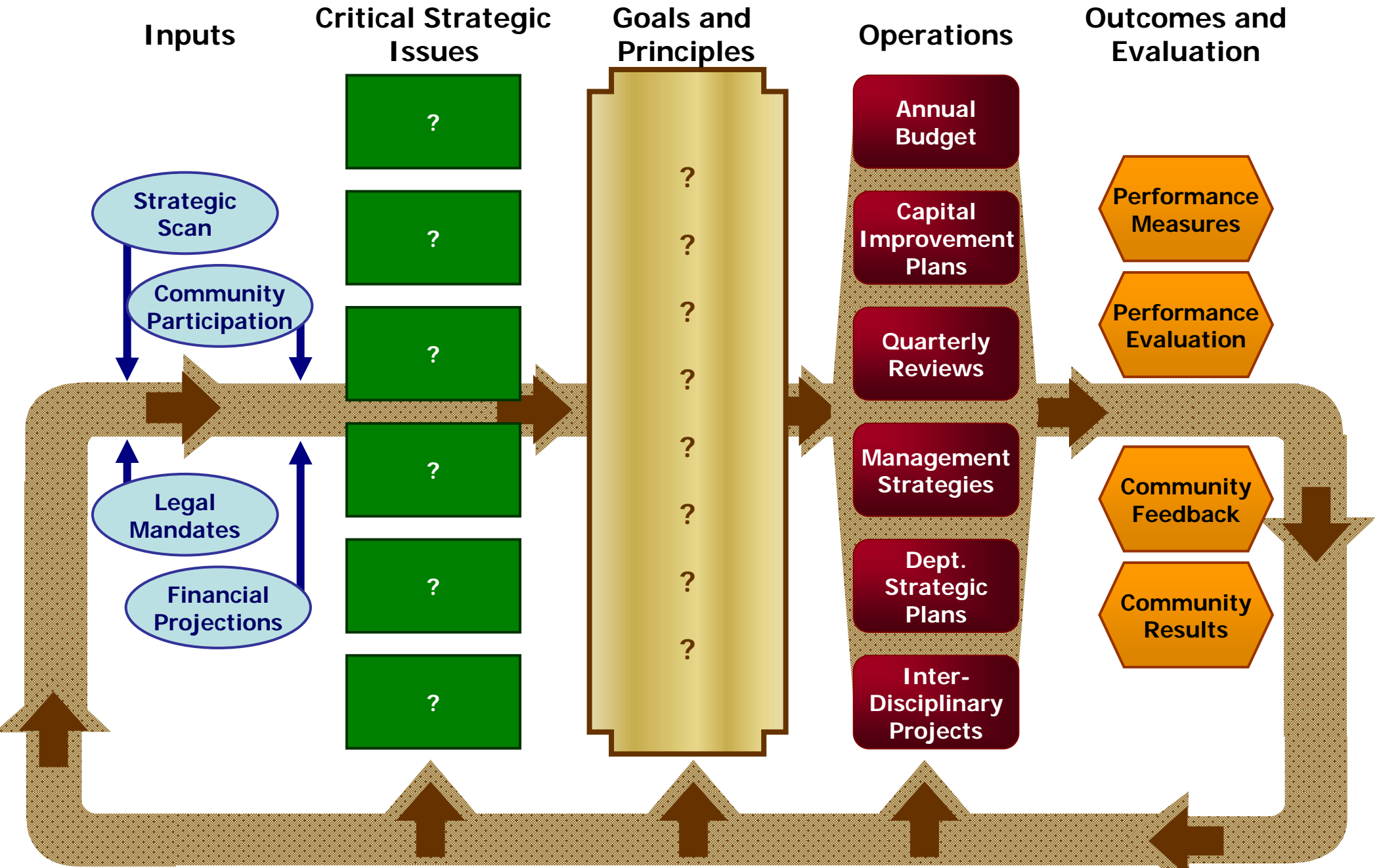


There are three  
approaches  
to the future:





# Strategic Planning System



## Strategic Scan



# Management Strategies



Integrated Accountability	Customer Centered	Long Range Financial Planning	State of the Art Communication Information and Analysis	Continuous Strategic Planning
<ul style="list-style-type: none"> <li>▶ Program Performance Budgeting</li> <li>▶ Project Management</li> <li>▶ Recurring Performance Measures</li> <li>▶ Lost time</li> <li>▶ Liability Management</li> <li>▶ Position Control &amp; Management</li> <li>▶ Revenue and Expenditure Monitoring</li> <li>▶ Facilities and Equipment Management</li> <li>▶ Employee performance appraisal</li> <li>▶ Affirmative Action</li> </ul>	<ul style="list-style-type: none"> <li>▶ Customer Satisfaction Measurement</li> <li>▶ Employee Development and Training</li> <li>▶ Leadership Development</li> <li>▶ Team-based Structure</li> <li>▶ Labor/Management Collaborative</li> <li>▶ Class and Compensation System</li> <li>▶ Emergency Preparedness</li> <li>▶ Civil Service Reform</li> <li>▶ Collaborative Service Delivery</li> </ul>	<ul style="list-style-type: none"> <li>▶ 1-5 year projections</li> <li>▶ Revenue Plan</li> <li>▶ Adequate Reserves</li> <li>▶ Economic Development Plan</li> <li>▶ Legislative Plan</li> <li>▶ Capital Improvement Program</li> <li>▶ Facilities Management`</li> </ul>	<ul style="list-style-type: none"> <li>▶ 3-5 year Technology Plan</li> <li>▶ Computer-Assisted Problem Solving</li> <li>▶ Standardized Communication &amp; Work Tools</li> <li>▶ Data Warehouse</li> <li>▶ GIS</li> <li>▶ "Smart Communities"</li> <li>▶ Telecommunications Technology</li> <li>▶ Data-based Analysis and Decision-Making</li> <li>▶ Information Service Advisory Committee (ISAC)</li> </ul>	<ul style="list-style-type: none"> <li>▶ Department Strategic Plans</li> <li>▶ Board of Supervisors Strategic Plan</li> <li>▶ Annual Review</li> <li>▶ 3 Year Renewal</li> <li>▶ Benchmarking</li> <li>▶ Environmental Scan</li> <li>▶ Strategic Priorities</li> <li>▶ Public Involvement</li> </ul>

## Strategic Scan



# Results Focused Business Systems

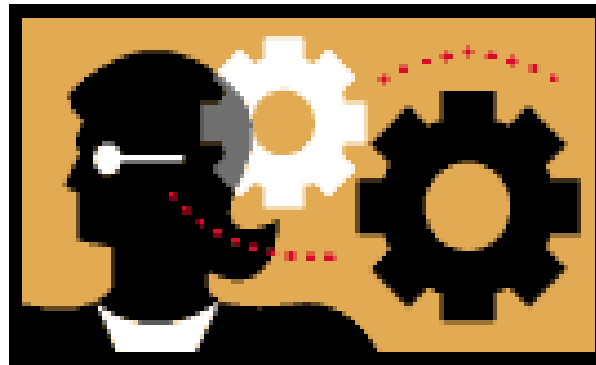


Strategic Planning & Financial Management	Customer Centered	Information Planning and Technology Management	Human Capital Management	Organizational Strategy Measurement and Planning
<p><b>FINANCIAL PLANNING:</b></p> <ul style="list-style-type: none"> <li>▶ Program performance budgeting</li> <li>▶ Revenue plan</li> <li>▶ Resource planning</li> <li>▶ Capital improvement plan</li> <li>▶ Economic development plan</li> <li>▶ 1-5 year Projections</li> <li>▶ Facilities and fixed asset management plan</li> </ul> <p><b>FINANCIAL REPORTING:</b></p> <ul style="list-style-type: none"> <li>▶ Lost time</li> <li>▶ Liability management</li> <li>▶ Recurring performance measures</li> <li>▶ Project reporting</li> </ul>	<p><b>CITIZEN CENTERED:</b></p> <ul style="list-style-type: none"> <li>▶ Customer satisfaction/ measurement</li> <li>▶ Collaborative service delivery</li> <li>▶ Aligning programs and services to meet customer needs</li> <li>▶ Aligning the workforce to improve service delivery</li> <li>▶ Improving citizen interaction and results</li> <li>▶ Emergency preparedness</li> </ul>	<p><b>TECHNOLOGY PLANNING:</b></p> <ul style="list-style-type: none"> <li>▶ 3-5 year technology plan</li> <li>▶ Telecommunications technology</li> <li>▶ Standardized systems and tools</li> <li>▶ Data driven analysis, problem solving, and decision making</li> <li>▶ Data warehouse</li> <li>▶ "Smart Communities" initiative</li> </ul> <p><b>GOVERNANCE STRUCTURE:</b></p> <ul style="list-style-type: none"> <li>▶ Chief Information Officer</li> <li>▶ Information Service Advisory Committee (ISAC)</li> </ul> <p><b>BUSINESS DEVELOPMENT:</b></p> <ul style="list-style-type: none"> <li>▶ Imaging and records management</li> <li>▶ E-government</li> <li>▶ Geographic Information Systems (GIS)</li> </ul>	<p><b>WORKFORCE PLANNING:</b></p> <ul style="list-style-type: none"> <li>▶ Attraction, selection, development &amp; retention of business required talent</li> <li>▶ Leadership development &amp; training</li> <li>▶ Employee training and development</li> <li>▶ Position control and mgt</li> <li>▶ Performance Management</li> <li>▶ Diversity</li> <li>▶ Succession planning</li> <li>▶ Labor/management collaboration</li> <li>▶ Align HR with needs of departmental business</li> <li>▶ Employee satisfaction measurement</li> </ul> <p><b>SYSTEM STRATEGIES:</b></p> <ul style="list-style-type: none"> <li>▶ Integrated competency model</li> <li>▶ Fully integrated human resources business systems</li> <li>▶ Civil service reform</li> </ul>	<ul style="list-style-type: none"> <li>▶ Organizational strategic planning</li> <li>▶ Board of Supervisors strategic planning</li> <li>▶ Departmental strategic plans</li> <li>▶ Environmental scan</li> <li>▶ Strategic priorities development</li> <li>▶ Annual review</li> <li>▶ 3-year renewal</li> </ul>

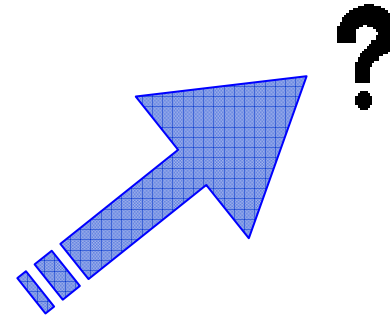
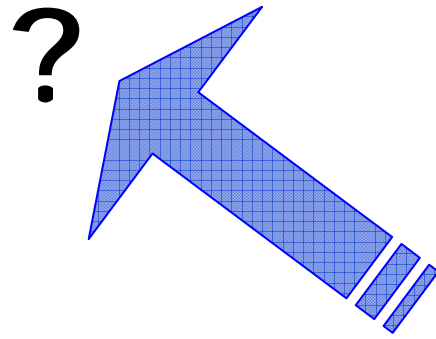




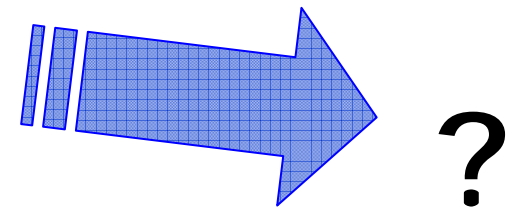
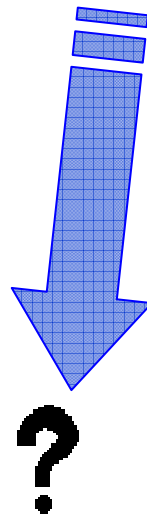
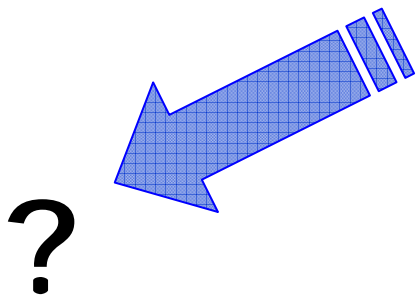
→ A Tool for *Strategic Thinking*



# Scenario Planning



→ Simplifies **data** into a limited number of possible states...

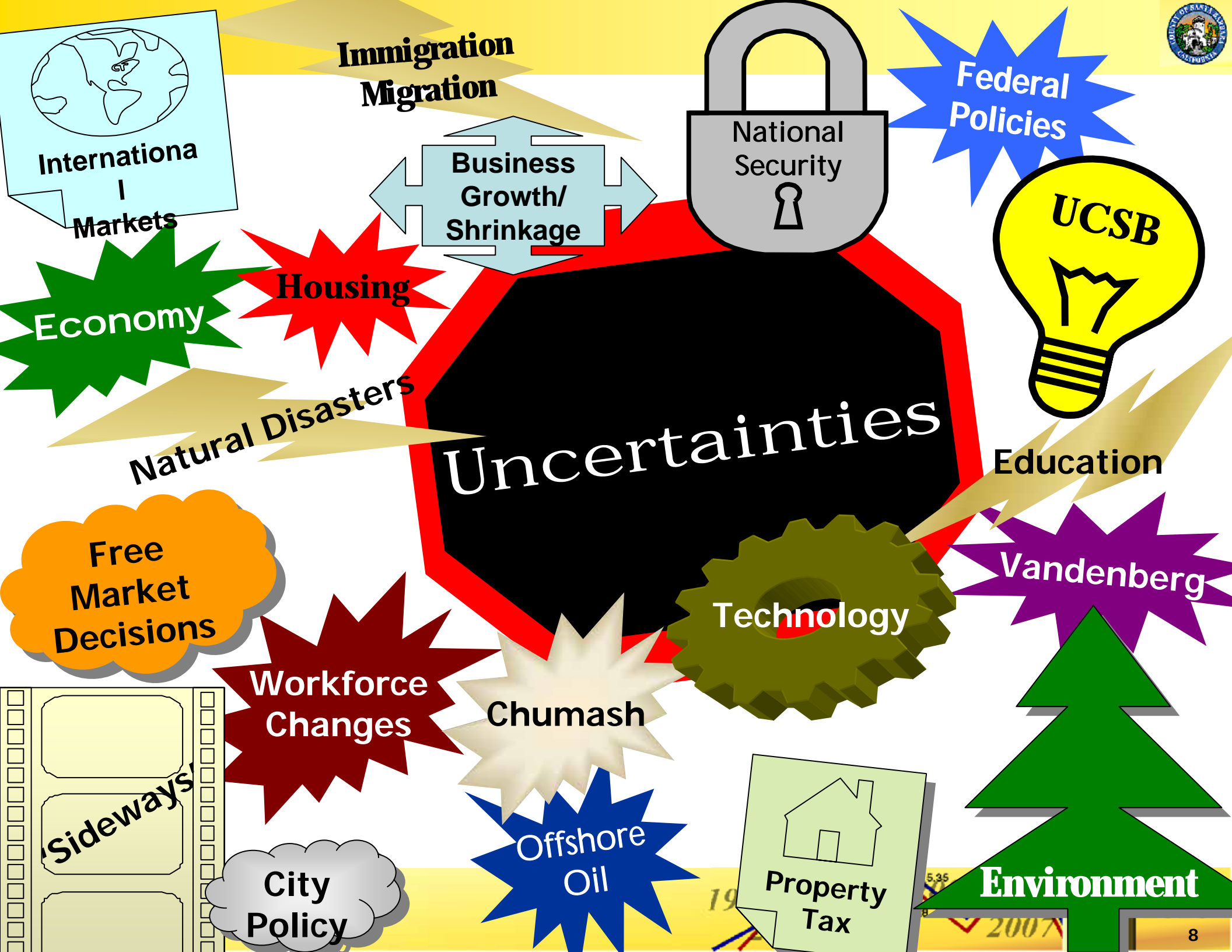


# *Trends Within Driving Forces*



- Population
- Land Use / Housing / Agriculture
- Employment
  - Labor force realities
- Transportation
- Poverty
- Education
- Health
- Crime/Public Safety
- Economy





Free Market Decisions

International Markets

Immigration Migration

Business Growth/Shrinkage

National Security

Federal Policies

UCSB

Education

Vandenberg

Environment

Property Tax

Offshore Oil

Chumash

Workforce Changes

City Policy

Sideways

Economy

Housing

Natural Disasters

Uncertainties

Technology

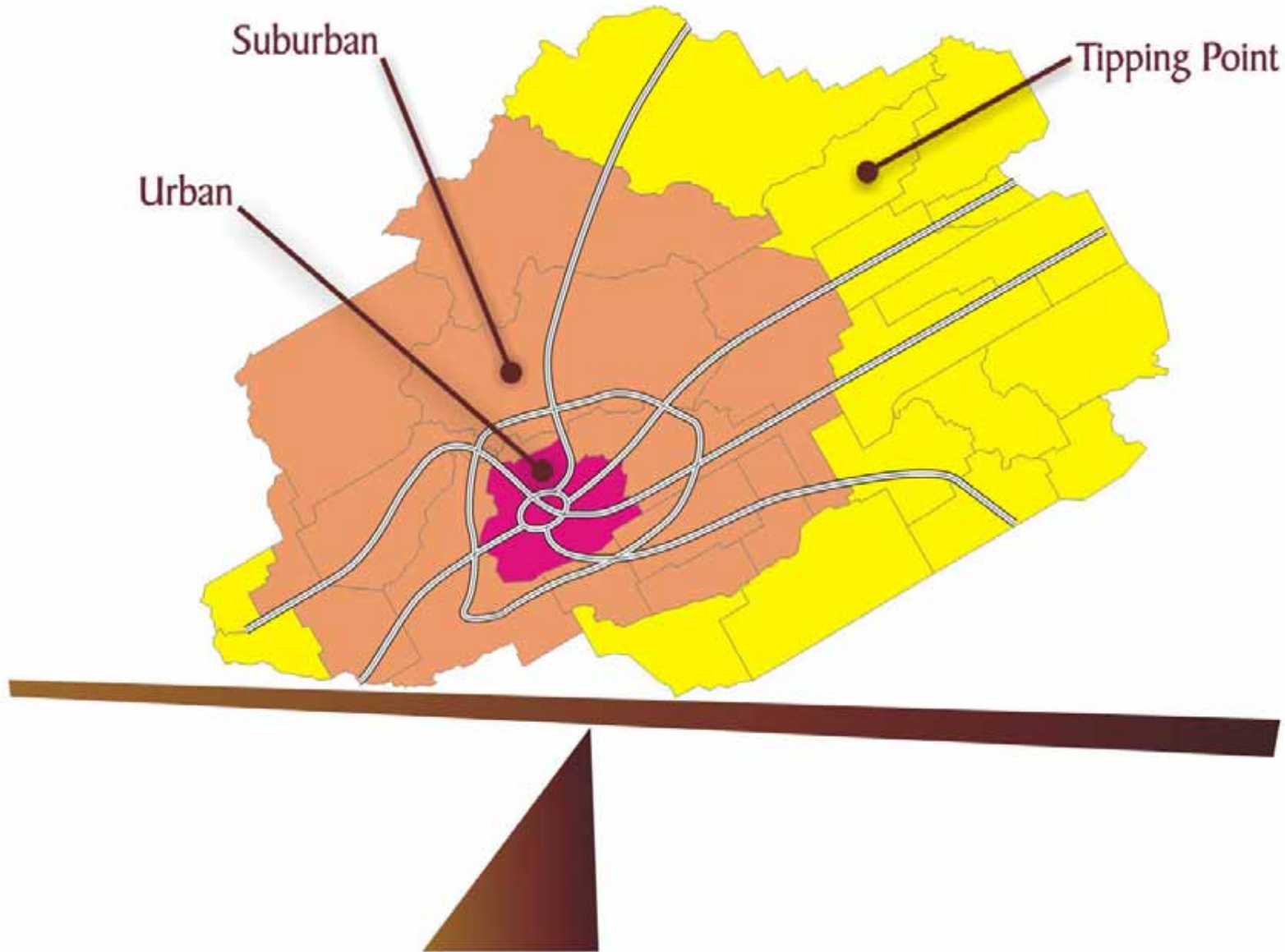
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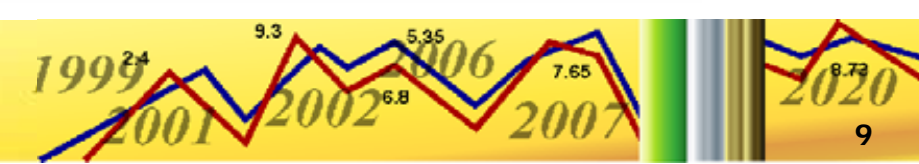
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# Tipping Point?



*Strategic Scan*



# *What is a Tipping Point County?*



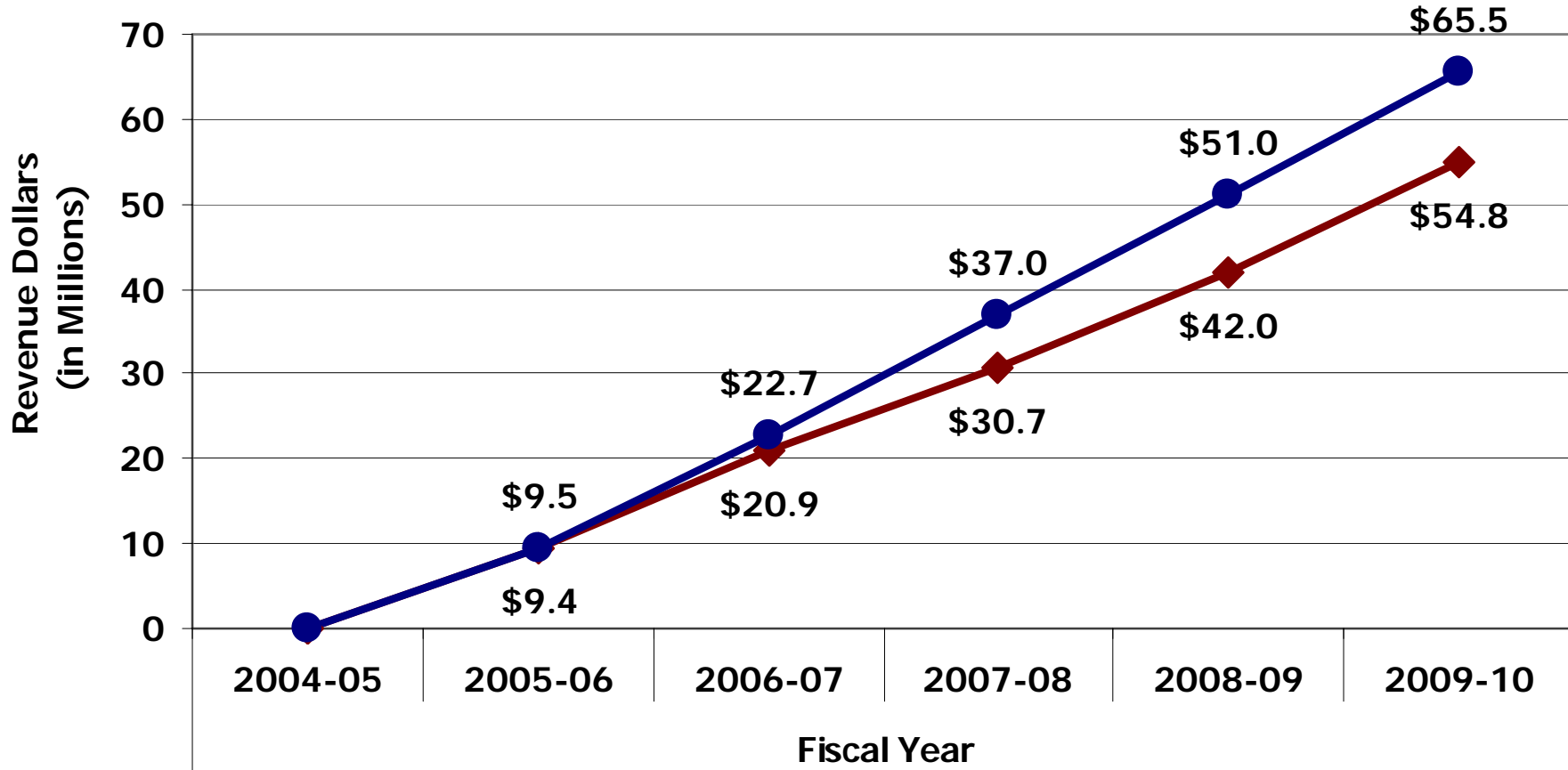
- Urban Fringe Counties facing annexation and shrinking population
- Services in demand, revenue decreasing
- Counties restructure and re-evaluate ability to fulfill core mission and achieve goals



# Net Revenue and Expenditure Forecast



- ◆ Cumulative Discretionary Revenue Increase
- Cumulative GFC Salary and Benefit Cost Increase



Source: Fiscal Year 2005-06 Recommended Budget

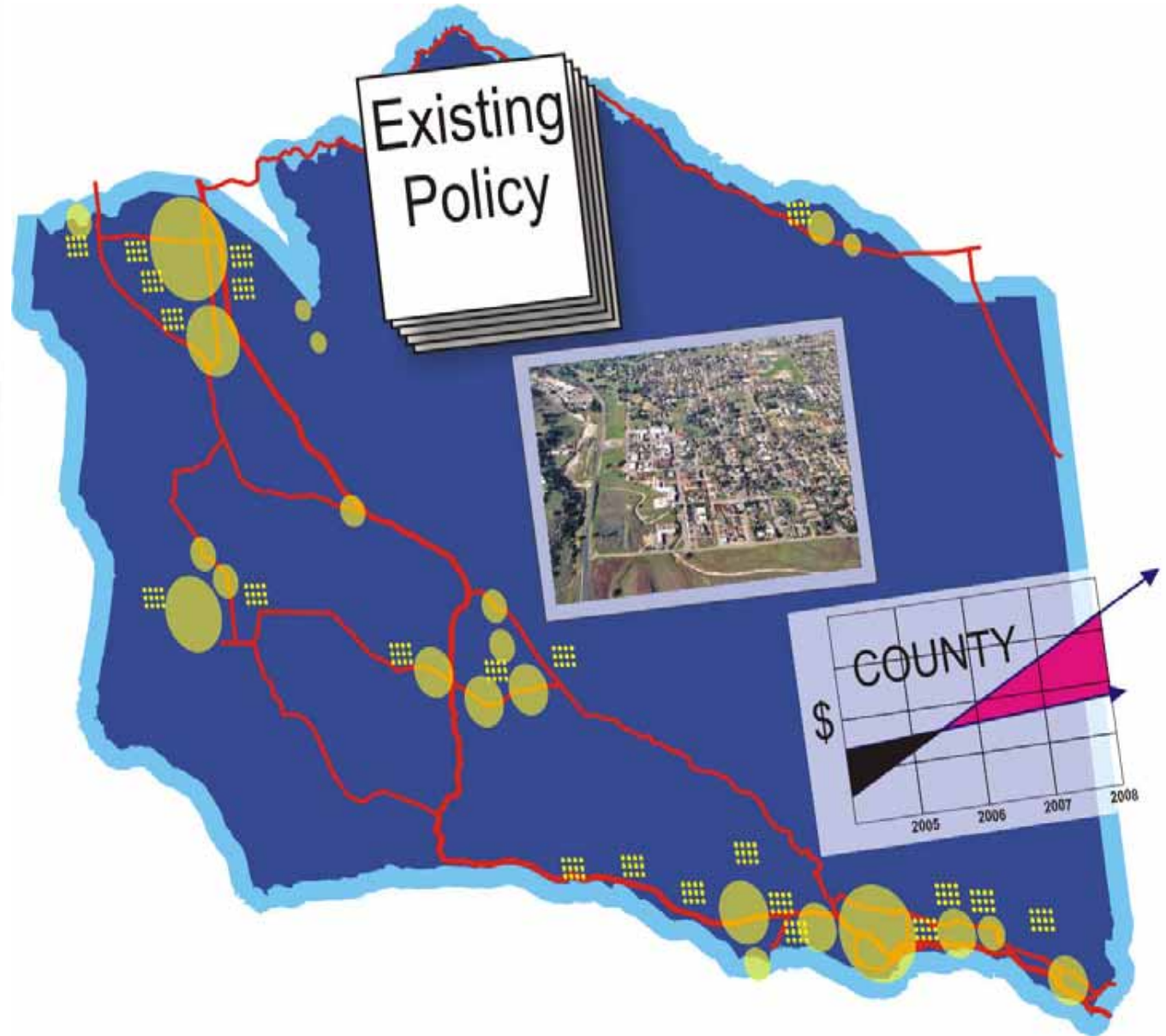
- Incremental Approach
- Resource Preservation – Eco / Zone
- Capital Investment
- Urban Village / Rural Retreat



# Incremental Approach



Existing Policy

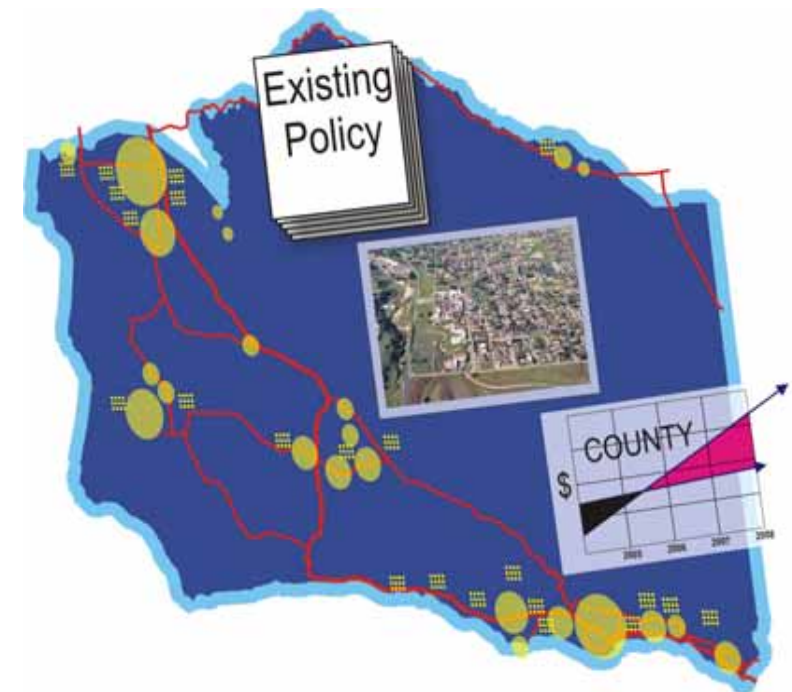


Strategic Scan



# *Incremental*

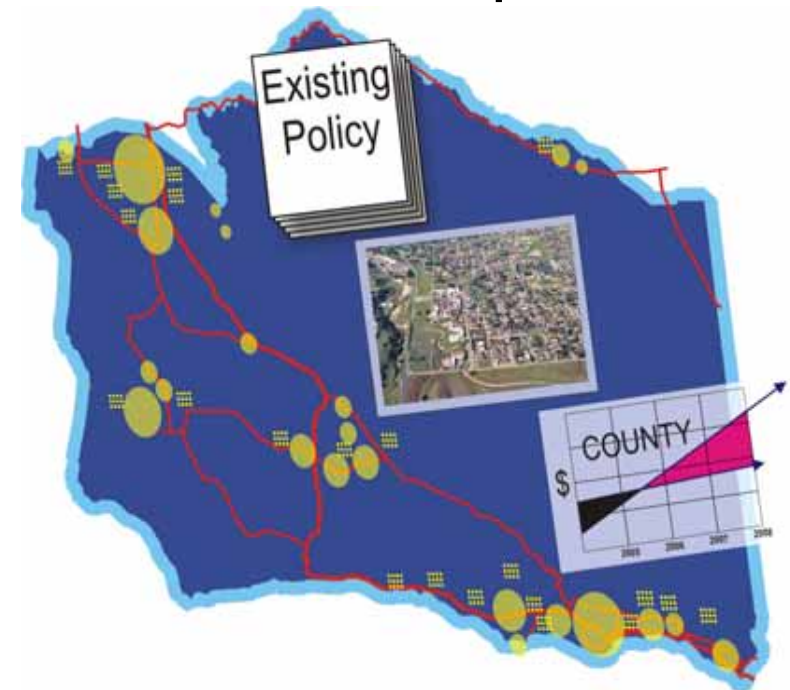
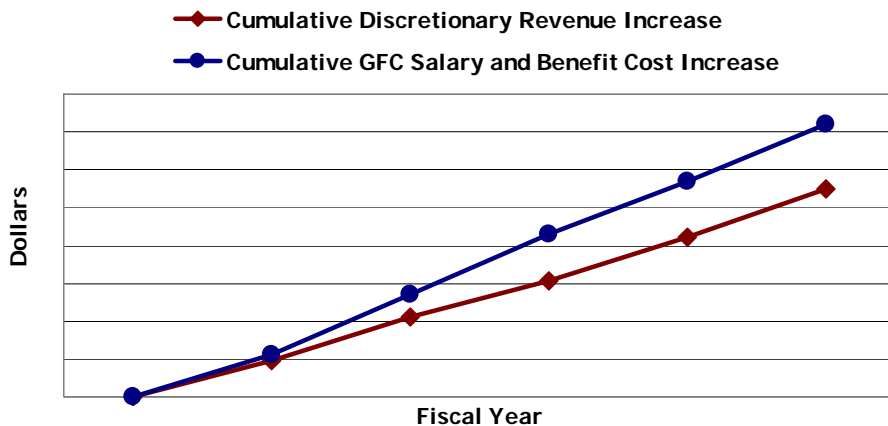
- Current level of services/programs provided
- Incremental increase/decrease to budgets given conservative increases in revenues
- Land use values preserve slow growth patterns, reliance on spot zoning
- Moderate transition to ranchettes in North County
- Infill South County
- Moderate expansion into North County agricultural areas



# Incremental

- Maintaining 'Status Quo' could lead to a reduction in current service levels in the "out" years
- In the short-term:
  - Property Tax growth will be higher than projected
  - Latest retirement fund returns higher than assumption rate

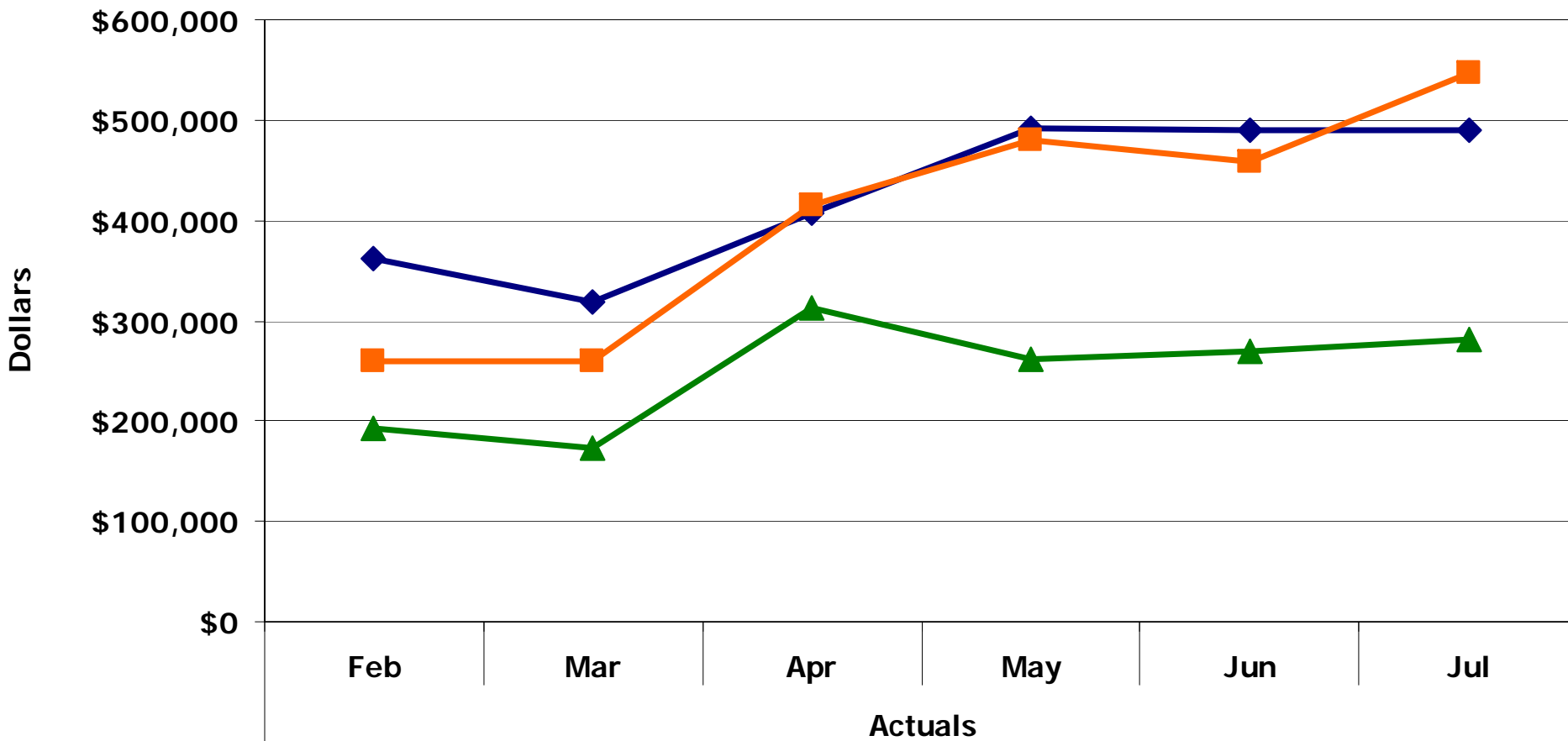
Net Revenue and Expenditure Forecast



# Property Transfer Tax Revenue



- ◆ Fiscal Year 2004-05 - 6 Month Total: \$2,559,887
- Fiscal Year 2003-04 - 6 Month Total: \$2,420,929
- ▲ Fiscal Year 2002-03 - 6 Month Total: \$1,496,866

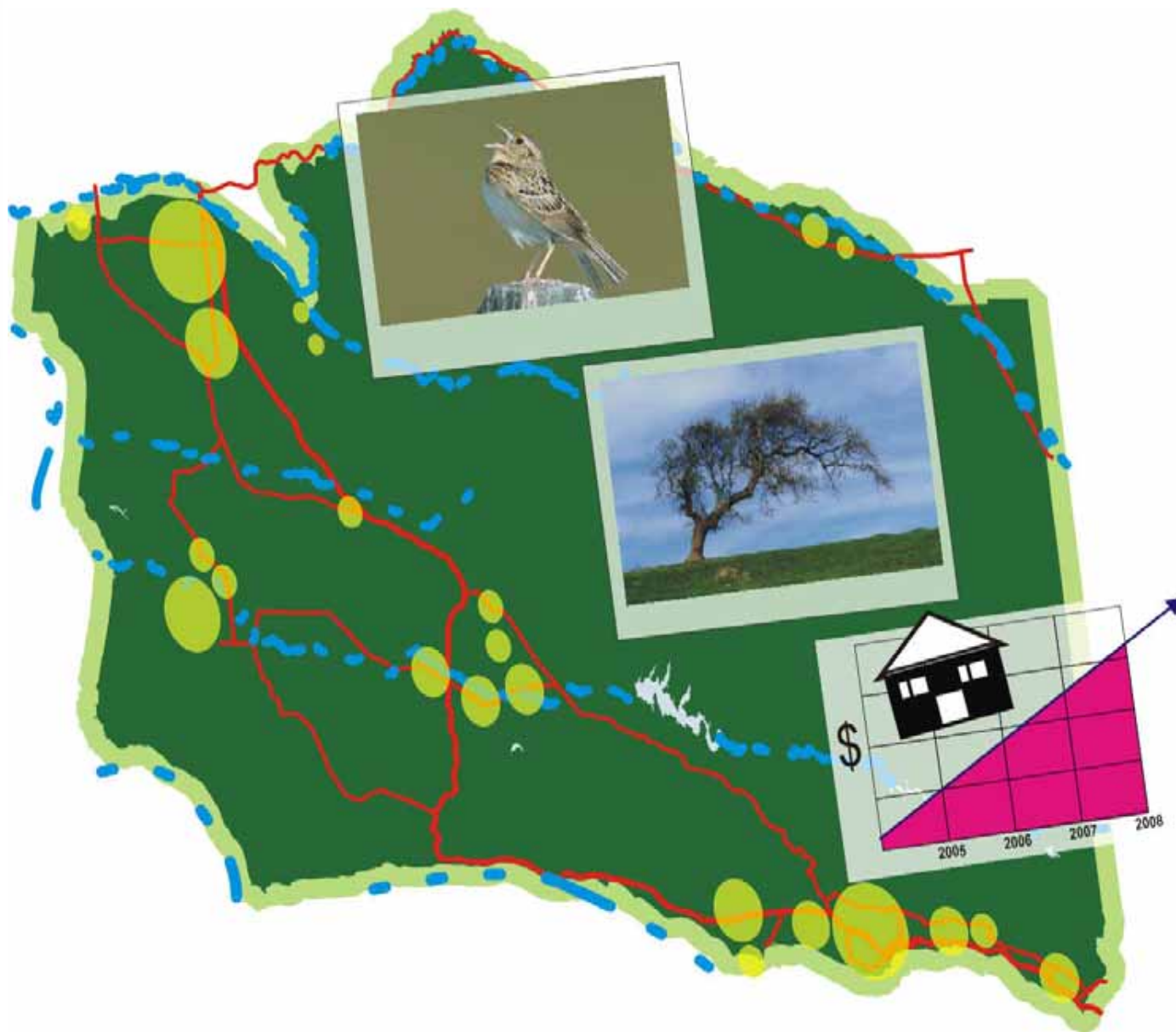


Source: ?





# Resource Preservation



## Strategic Scan



# Resource Preservation – Eco / Zone

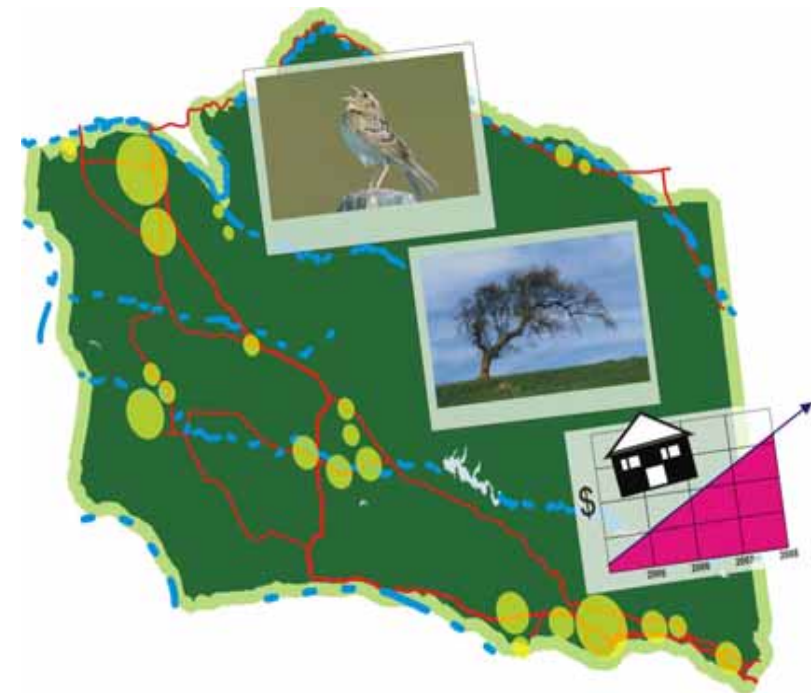
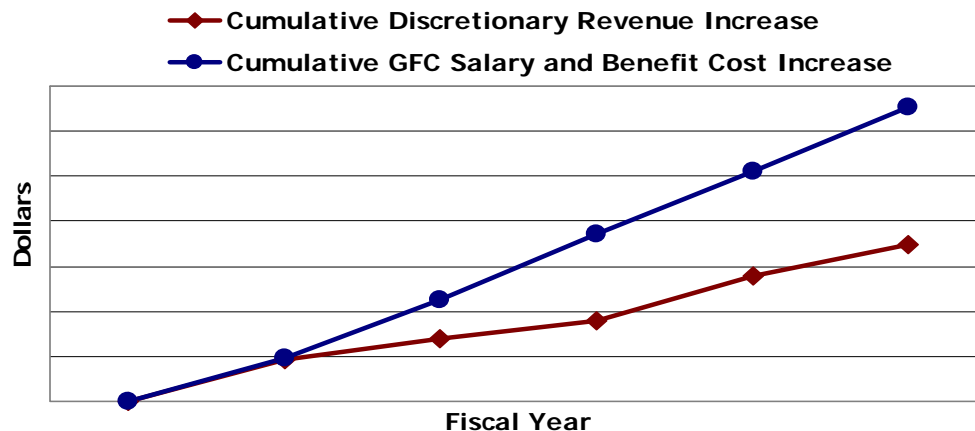
- Promote/Preserve unique environment
- Preserve/Restore habitats
- Restrictions on increase in residential, commercial, agricultural expansions
- Strict growth boundaries
- Attempt to maintain socio-economic characteristics
  - Affordable housing
  - Moderate job growth
  - Economy/markets respond to changing demographics
  - hourglass economy



# Resource Preservation – Eco / Zone

- Preserve/Restore habitats
- Reduced funding for selected low utility programs
- Restrictions on housing, agriculture business growth  
→ slower growth of property tax base could have some growth in “eco-tourism” area

Net Revenue and Expenditure Forecast



# Urban Villages



*Strategic Scan*



# Urban Village / Rural Retreat



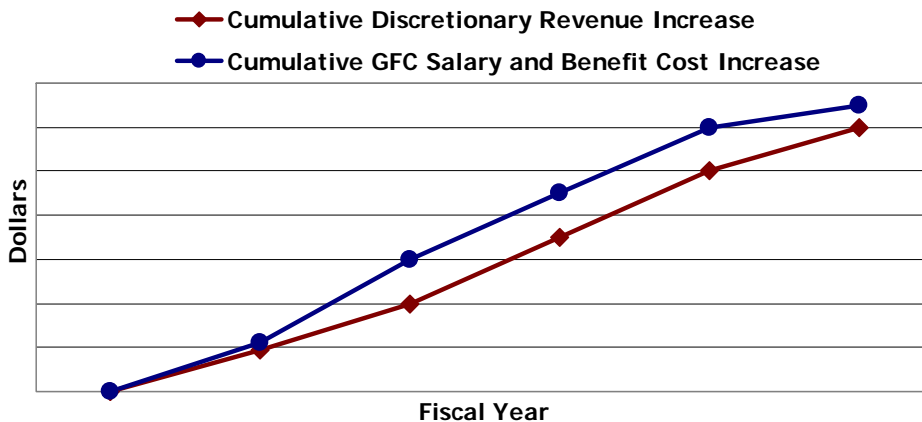
- Preservation of agriculture in rural area
- Emergence of village centers (density and key services) with hard urban growth boundary (Cuyama, Sisquoc, Garey, Orcutt, Isla Vista)
- Policy support for agriculture outside boundaries
- Limited tax increase for moderate service/program expansion
- Pressure continues on housing and transportation



# Urban Village / Rural Retreat

- Village centers provide housing, retail
  - Isla Vista has hotel/conference center
  - Supports intensive agriculture (row crops/wine)
  - Also ranchettes, small clusters
- } Revenue Generating
- Retail and intense agriculture may increase low income jobs and increase public assistance costs

Net Revenue and Expenditure Forecast



# Capital Investment



*Strategic Scan*



# Capital Investment



- Preserve Open Space
- Accommodate increased population and job growth via capital intensive programs
- Establish mechanisms to build housing, infrastructure, education systems, open space, economic development, transportation on transportation nodes
- Pay to Play
- Promote large home 'high tax' opportunities

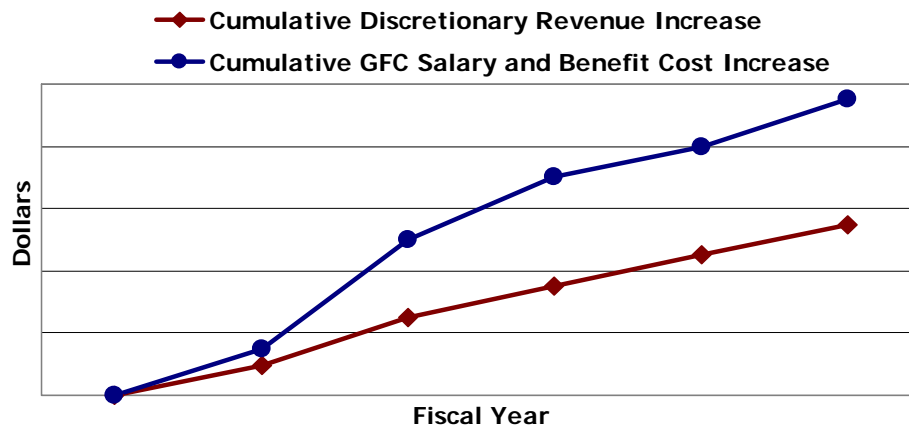




# Capital Investment

- Increase in program specific revenues, not general revenue
- Growth depends on what is approved, and in parallel, what land use policies are adopted
- May or may not close the 'gap'

Net Revenue and Expenditure Forecast



# Capital Investment



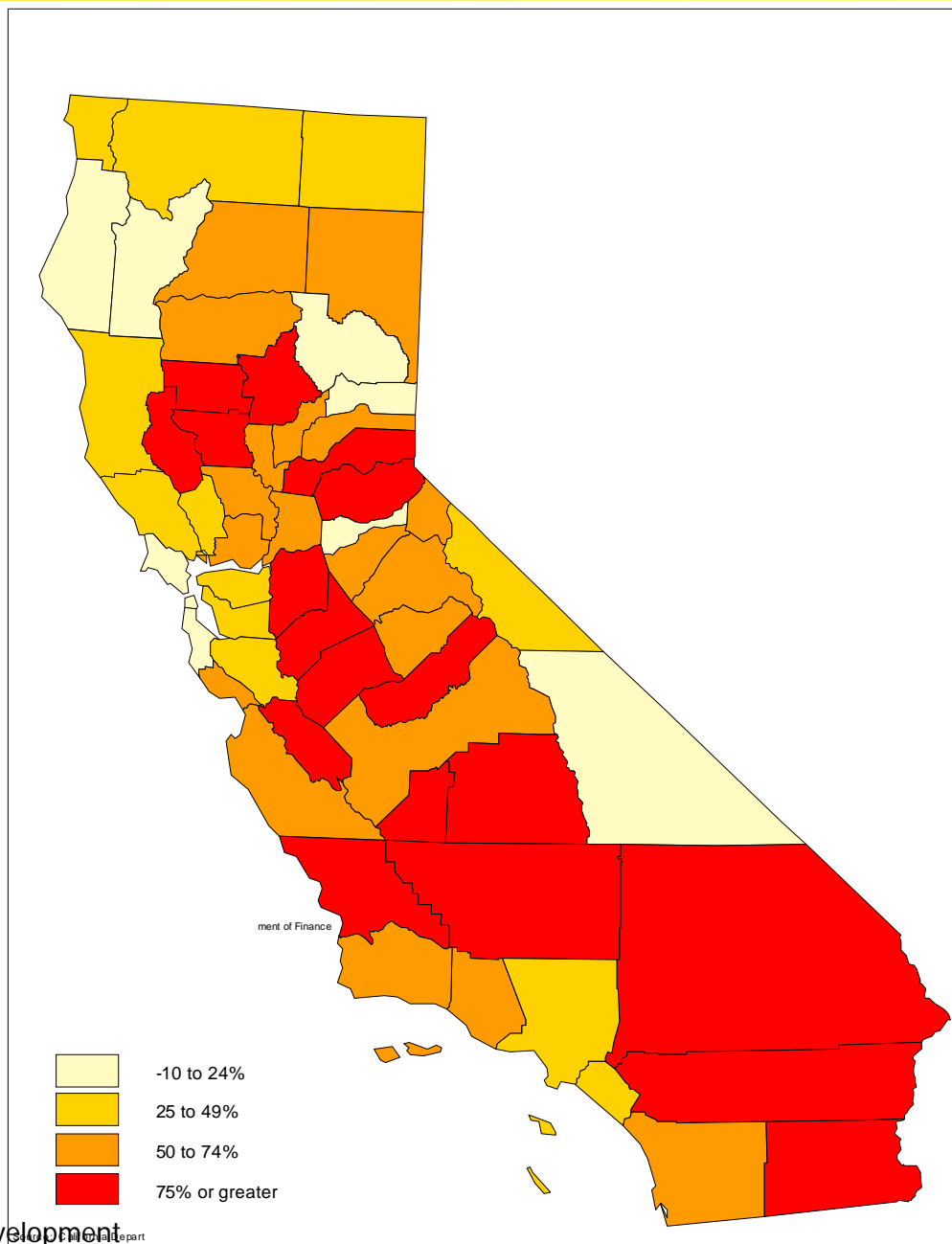
What are the needs?

Emergency Room Differential	\$	7	Million
North County Jail		85	Million
Transportation Alternatives		576	Million
Open Space Acquisition		200	Million
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Total	\$	868	Million
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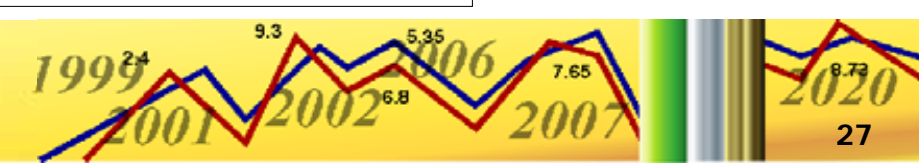
\*Ongoing annual maintenance not included for each capital program\*



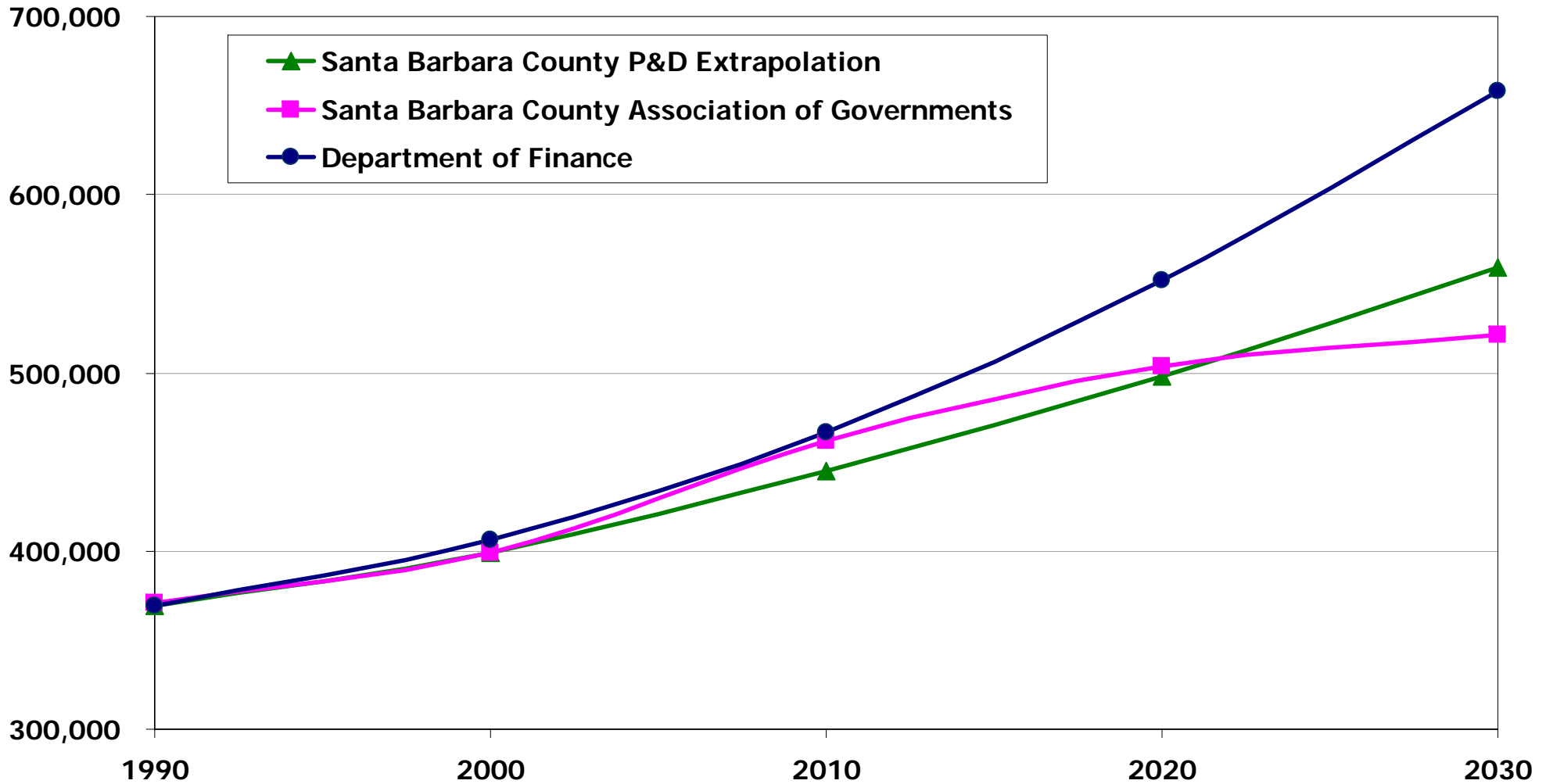
# Projected Population Growth Rate For 2000-2030



Source: Santa Barbara County Planning and Development Department



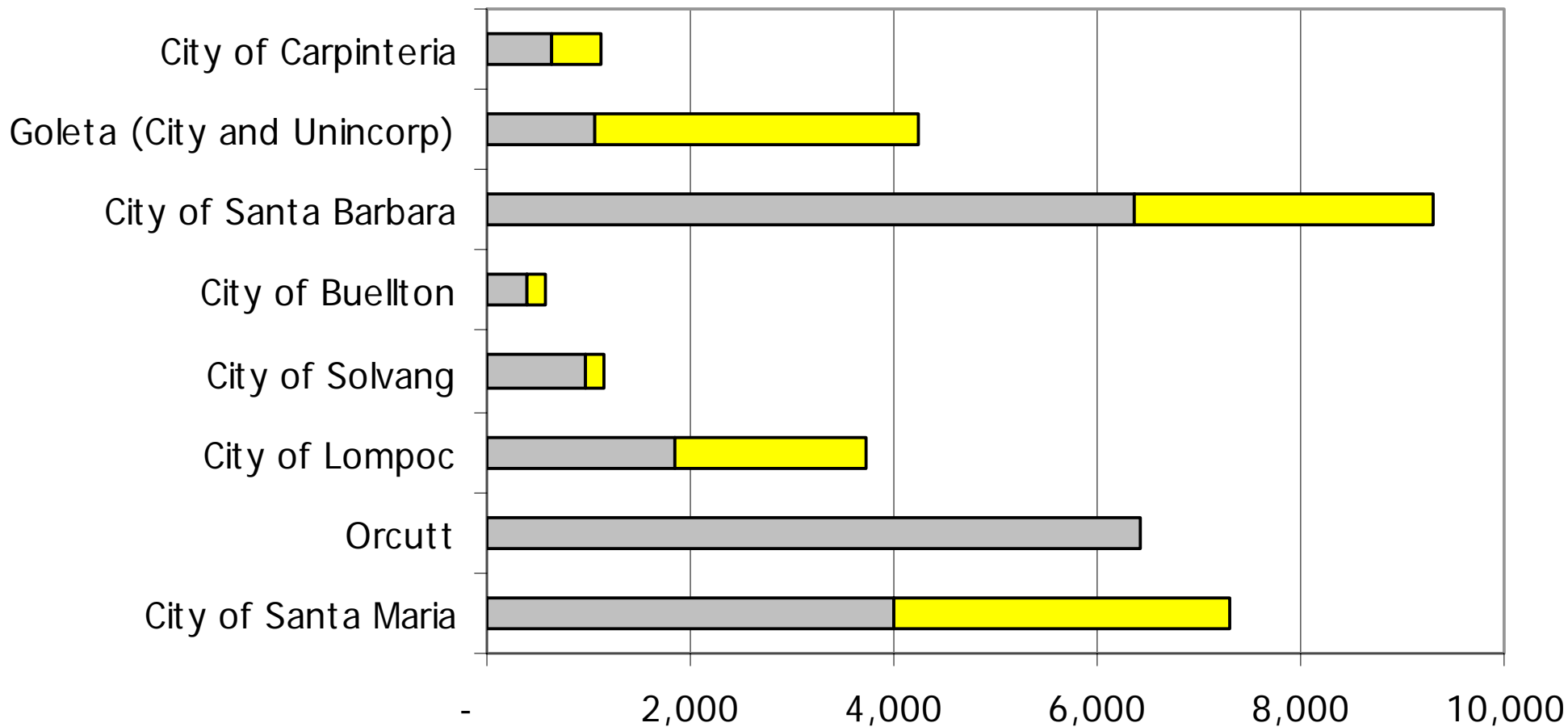
# Projected Population Growth Rate for County for 2000-2030



# Acres Needed to Accommodate Anticipated 2030 Population



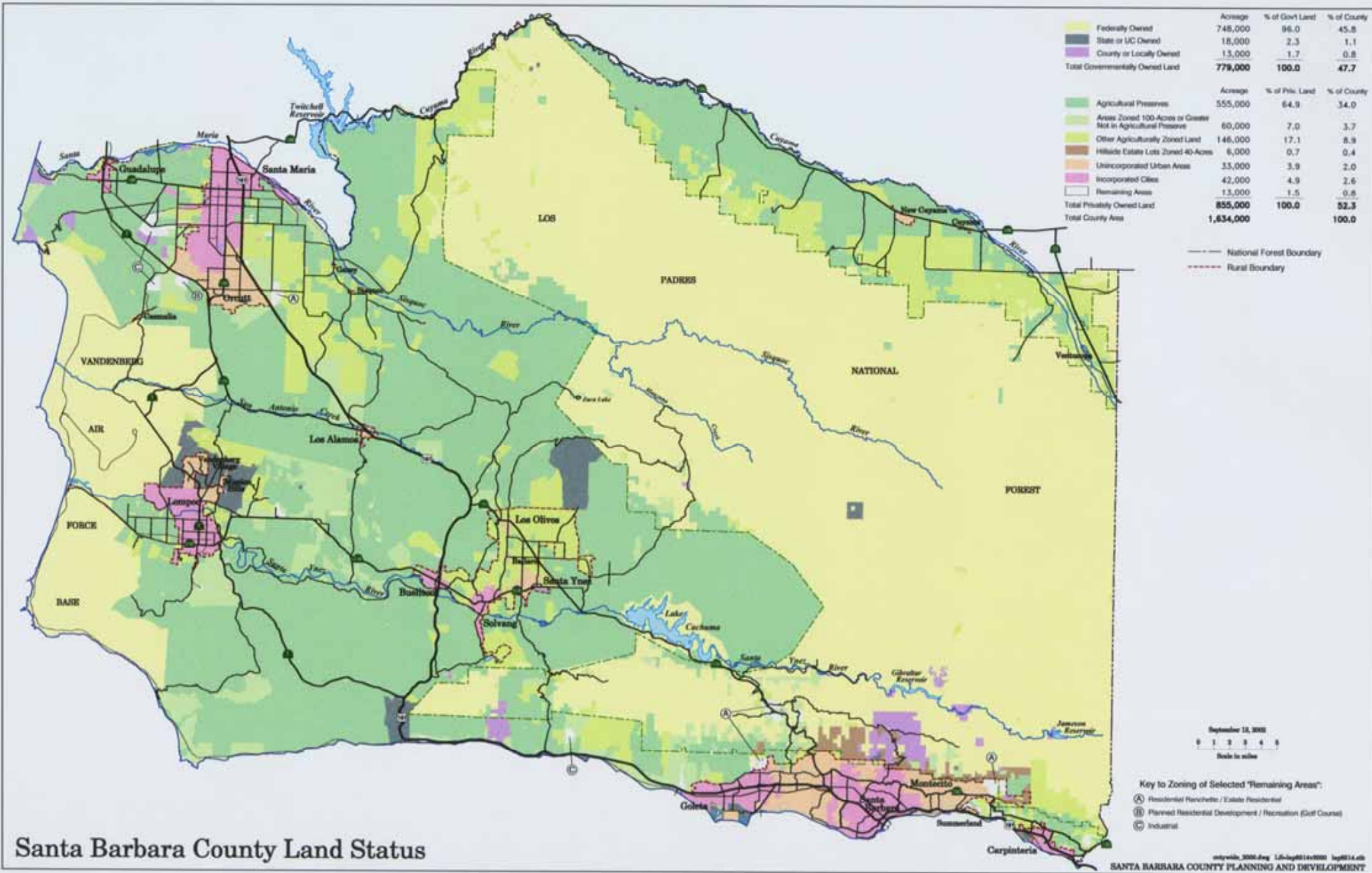
- Existing Residential Acreage
- Add'l Residential Acreage Needed by 2030 at Current Growth Rates & Densities



Source: Santa Barbara County Planning and Development



# County Land Status

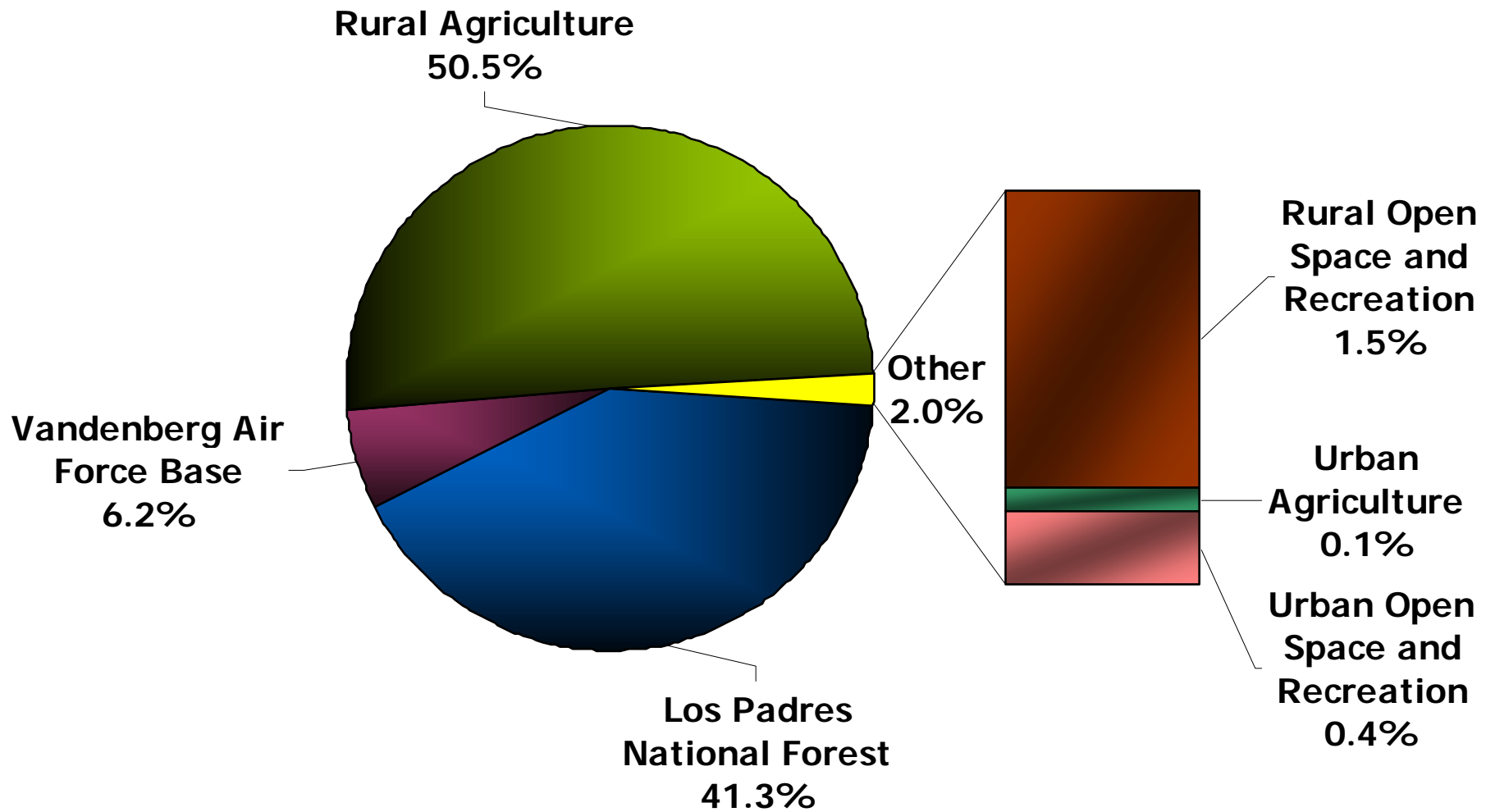


Santa Barbara County Land Status

Source: Santa Barbara County Planning and Development



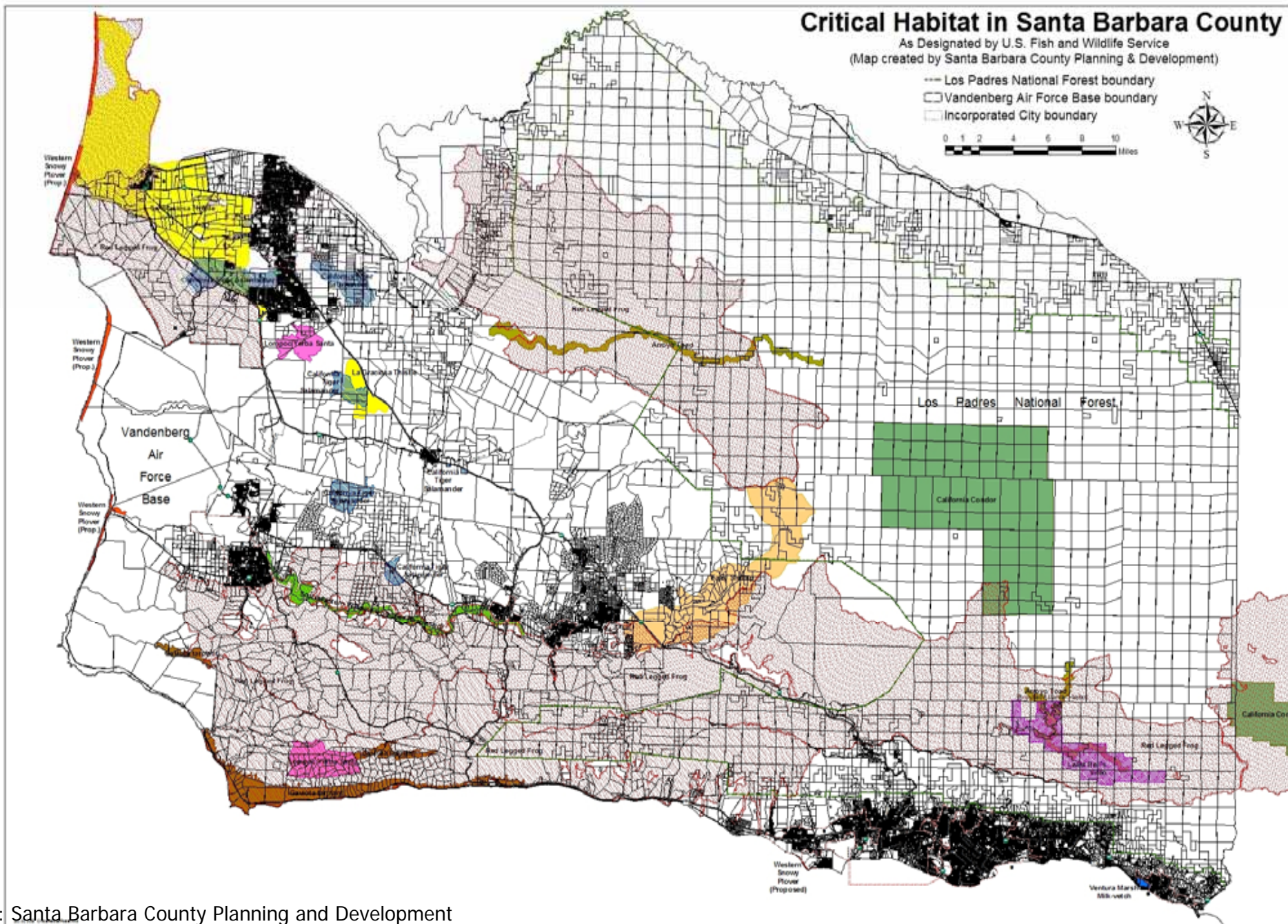
# Open Lands – 1.5 million acres



Source: Santa Barbara County Planning and Development



# Critical Habitat Map

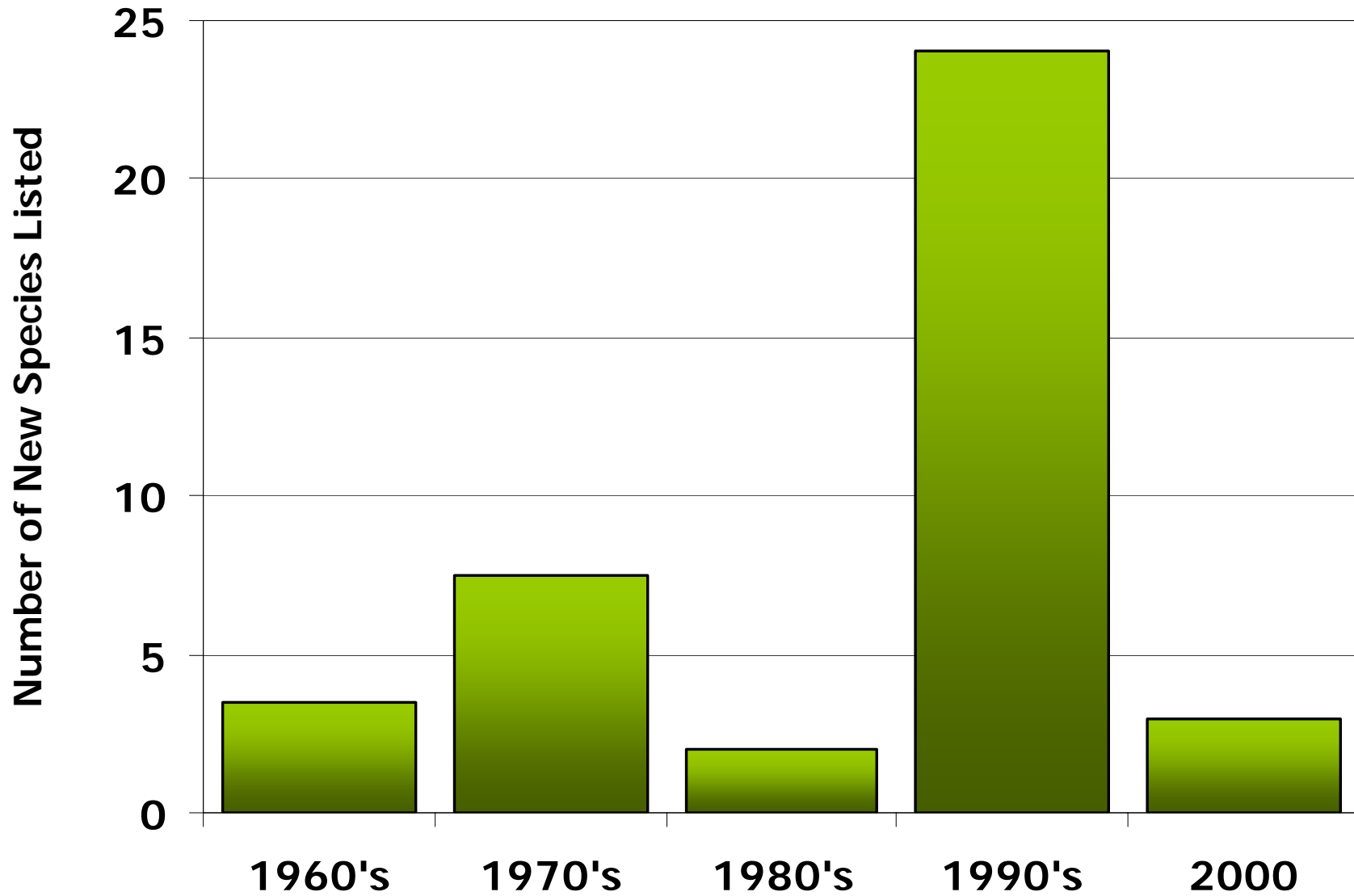


Source: Santa Barbara County Planning and Development





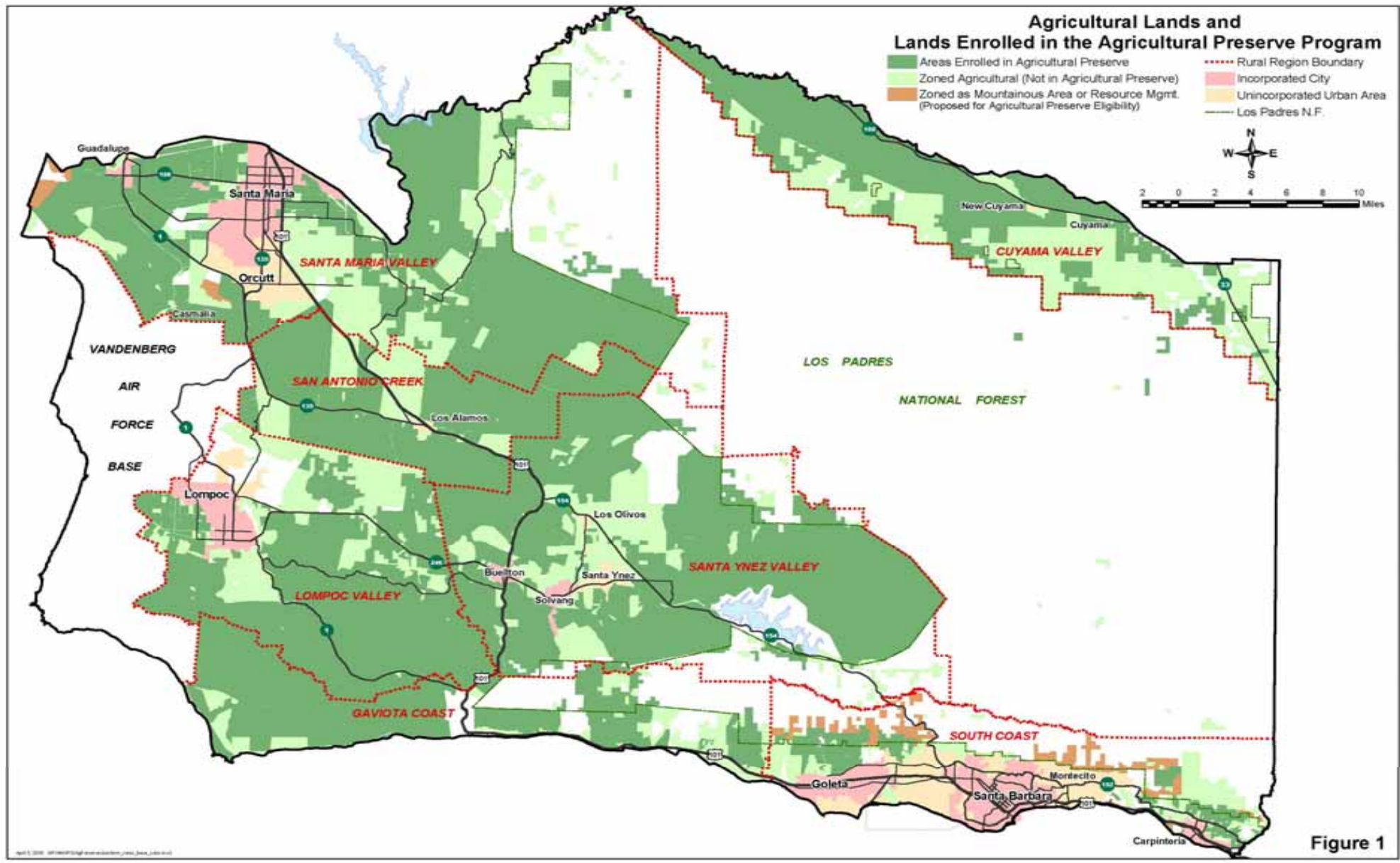
# Endangered, Proposed and Candidate Species



Source: Santa Barbara County Planning and Development



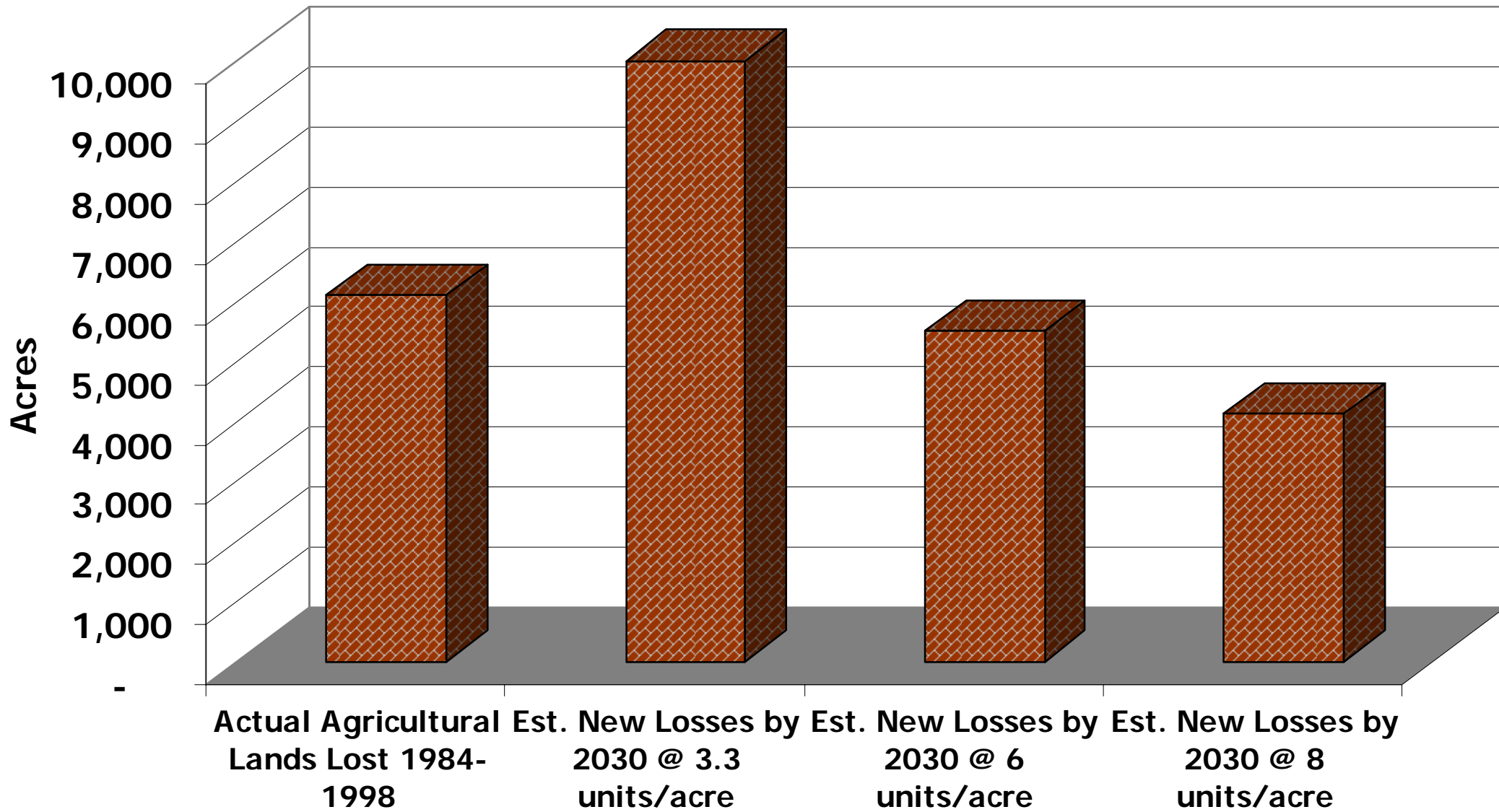
# Agricultural Lands and Lands Enrolled in Agricultural Preserve Program



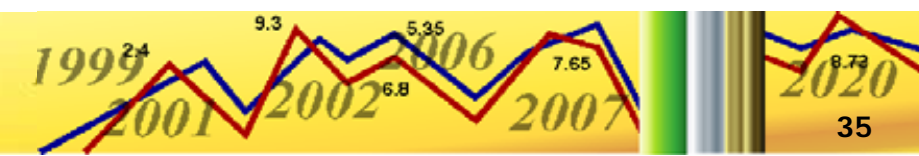
Source: Santa Barbara County Planning and Development



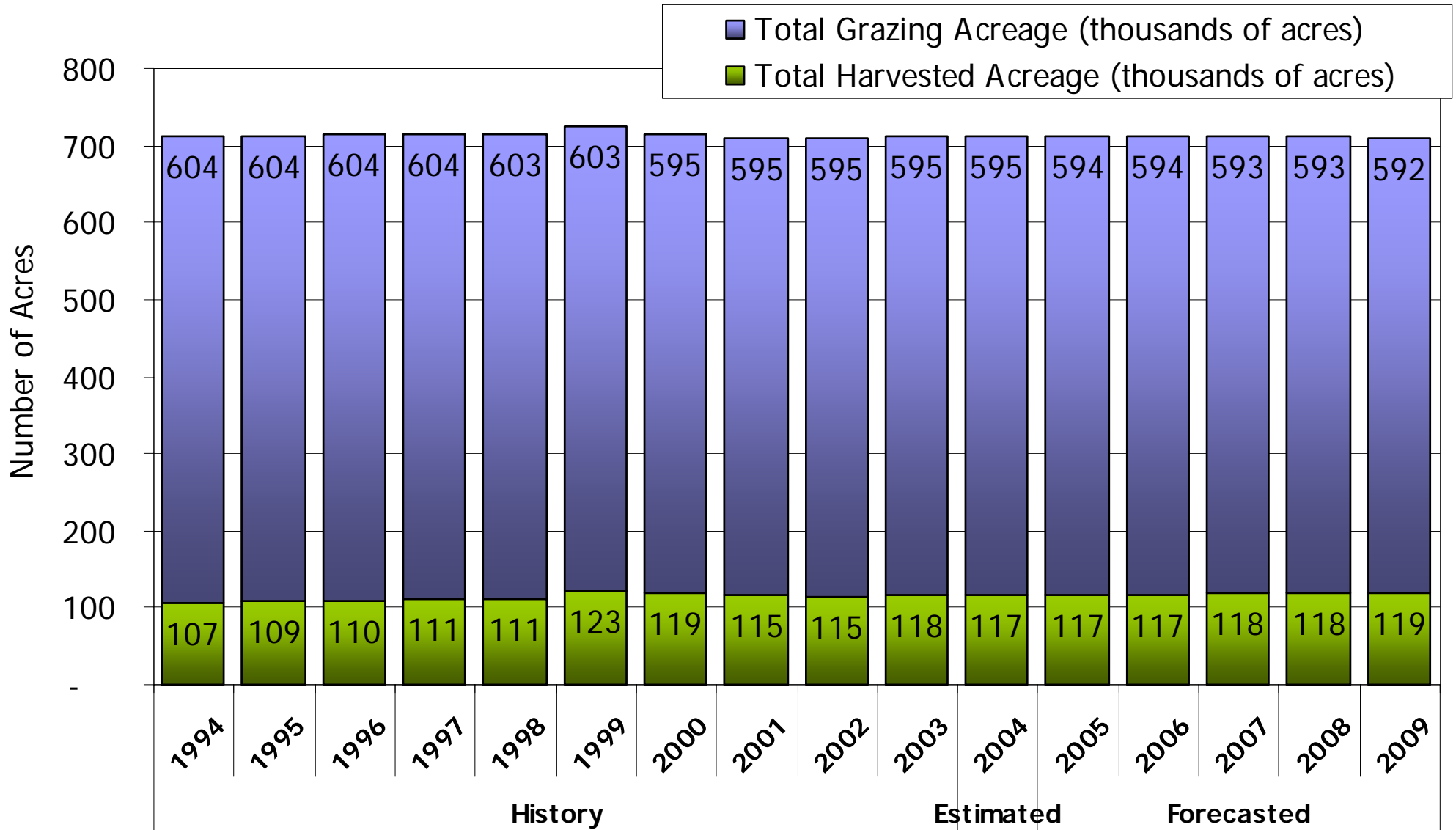
# Agricultural Lands Lost Actual and Estimated



Source: Santa Barbara County Planning and Development



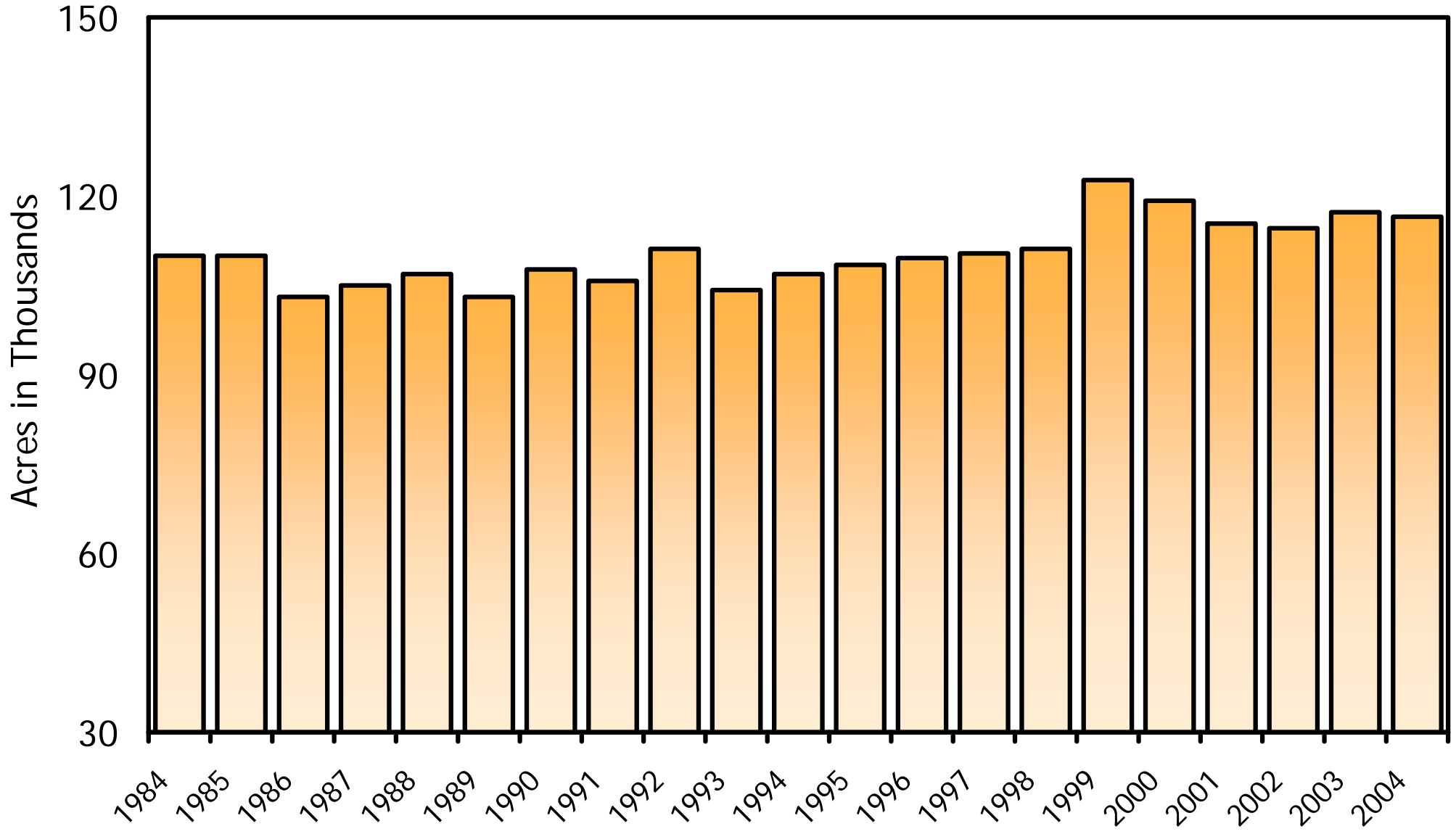
# Total Utilized Acreage



Source: UCSB Economic Forecast 2005



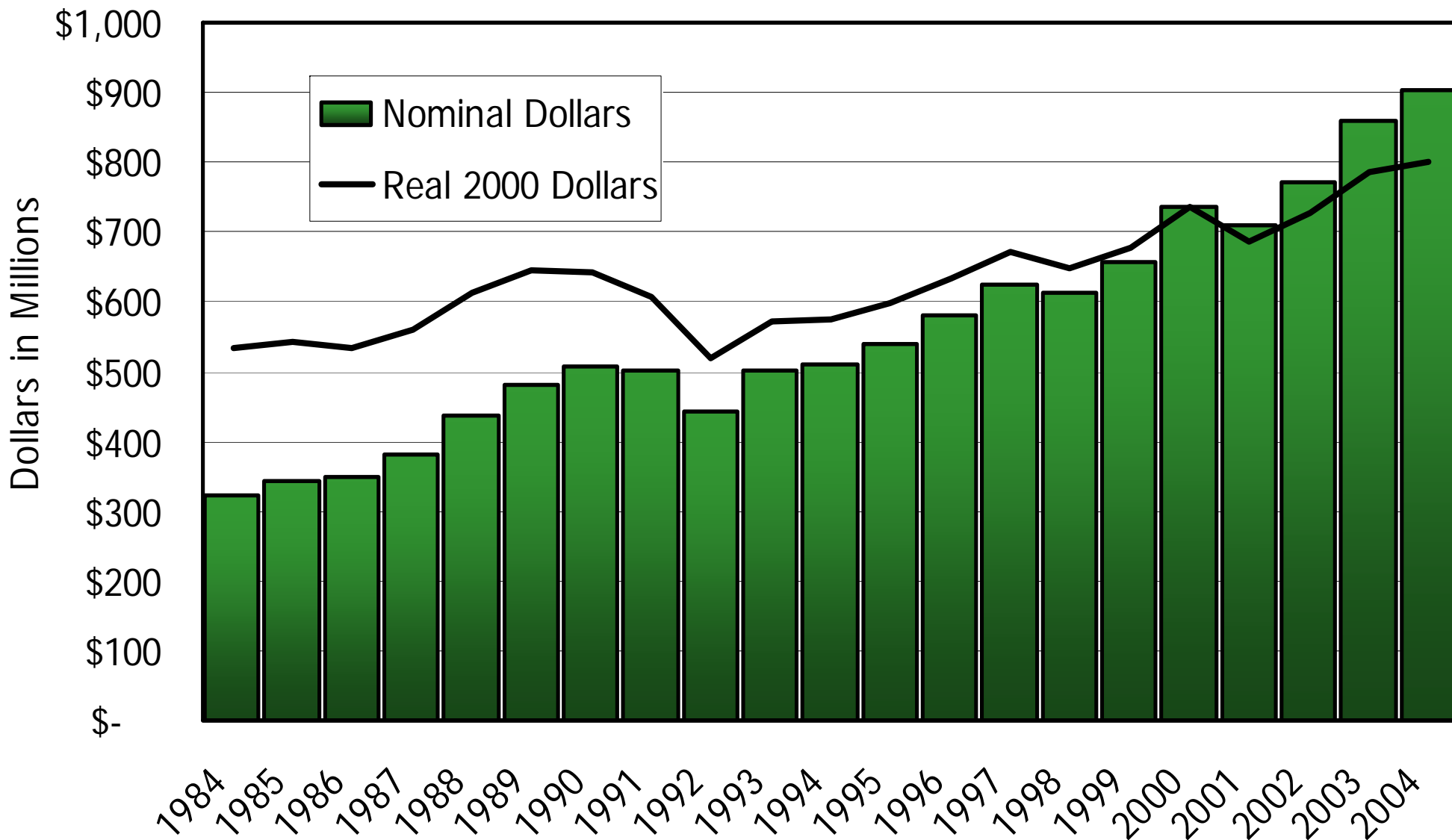
# Total Harvested Acres



Source: County of Santa Barbara, Agricultural Commissioner  
via UCSB Economic Forecast 2005



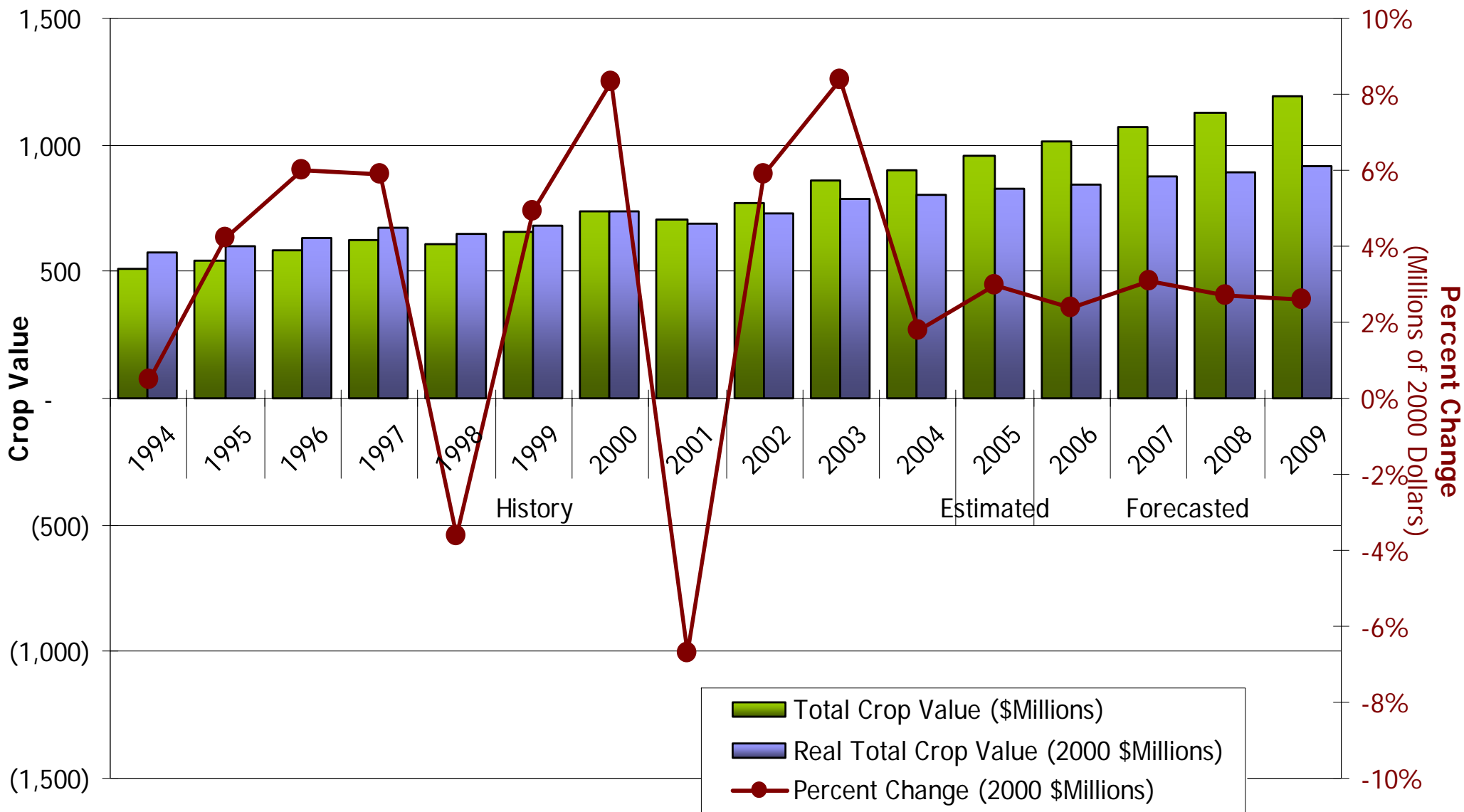
# Total Crop Value



Source: County of Santa Barbara, Agricultural Commissioner  
via UCSB Economic Forecast 2005



# Total Crop Value

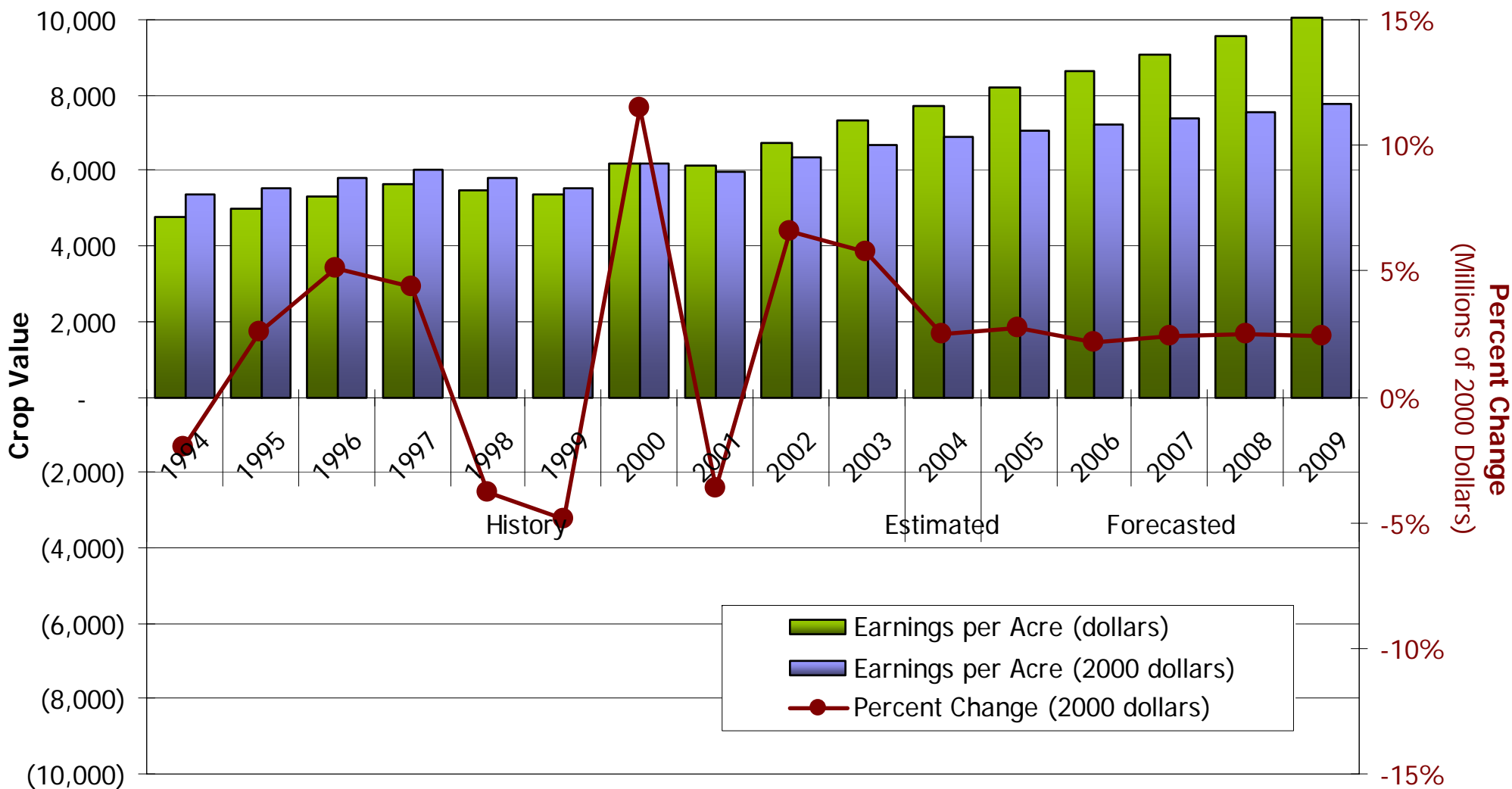


■ Total Crop Value (\$Millions)  
■ Real Total Crop Value (2000 \$Millions)  
● Percent Change (2000 \$Millions)

Source: UCSB Economic Forecast 2005



# Total Crop Earnings per Acre



Source: UCSB Economic Forecast 2005



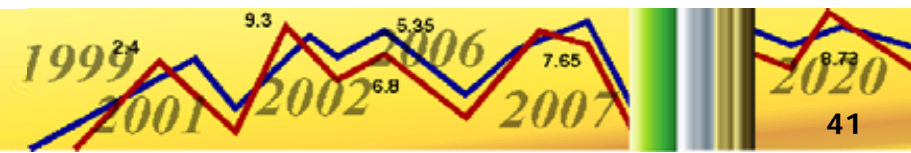


# Production by Rank and Value



Crop	2004 Ranking	2004 Value	2003 Ranking	2003 Value
Strawberries	1	\$186,066,115	1	\$142,898,737
Broccoli	2	\$113,153,407	2	\$117,388,731
Wine Grapes	3	\$83,427,478	4	\$65,848,251
Head Lettuce	4	\$51,062,252	3	\$71,239,293
Cauliflower	5	\$35,790,197	6	\$43,595,172
Celery	6	\$31,007,372	7	\$33,655,806
Avocados	7	\$29,353,518	5	\$55,385,731
Cattle	8	\$28,610,862	9	\$23,431,109
Gerbera cut flowers	9	\$21,956,946	10	\$18,035,705
Leaf Lettuce	10	\$17,953,657	8	\$23,606,533

Source: County of Santa Barbara, Agricultural Commissioner  
via UCSB Economic Forecast 2005



# Assessed Value of Agricultural Land (in Williamson Act Contract)

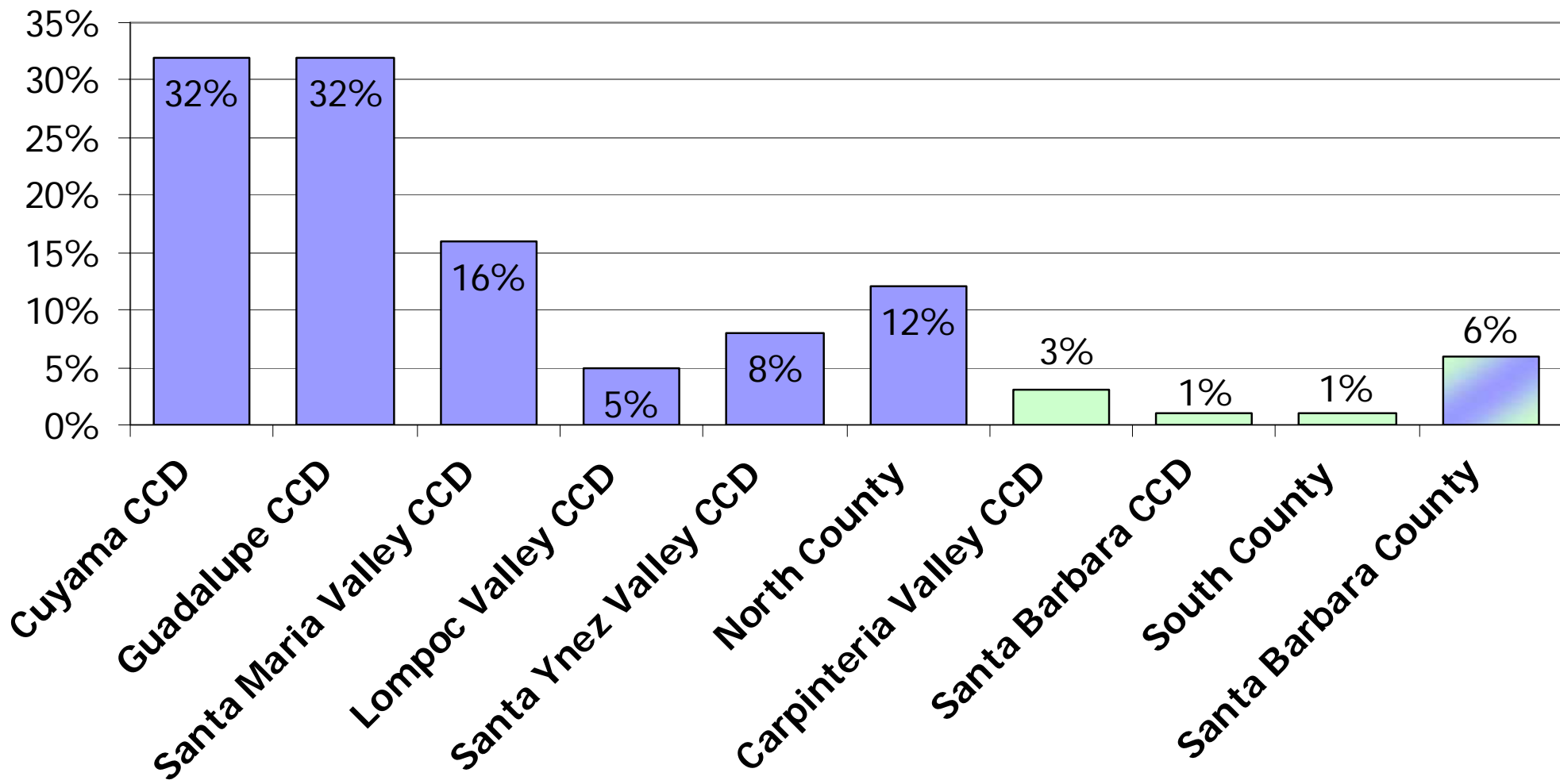


Category	Assessed Value per Acre (assuming a 100 acre parcel)
Grazing Land (Rangeland)	\$67-\$250
Pasture (Irrigated Pasture)	\$3,100
Irrigated Row Crops (Strawberry, Broccoli, etc)	\$10,700-\$12,300
Producing Wine Grape Land	\$6,000-\$25,000

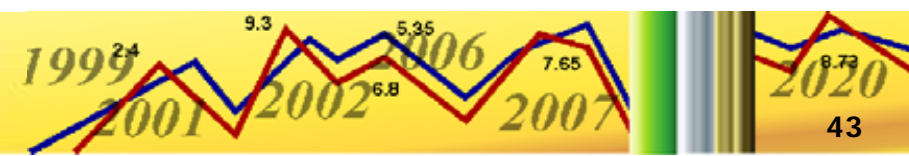




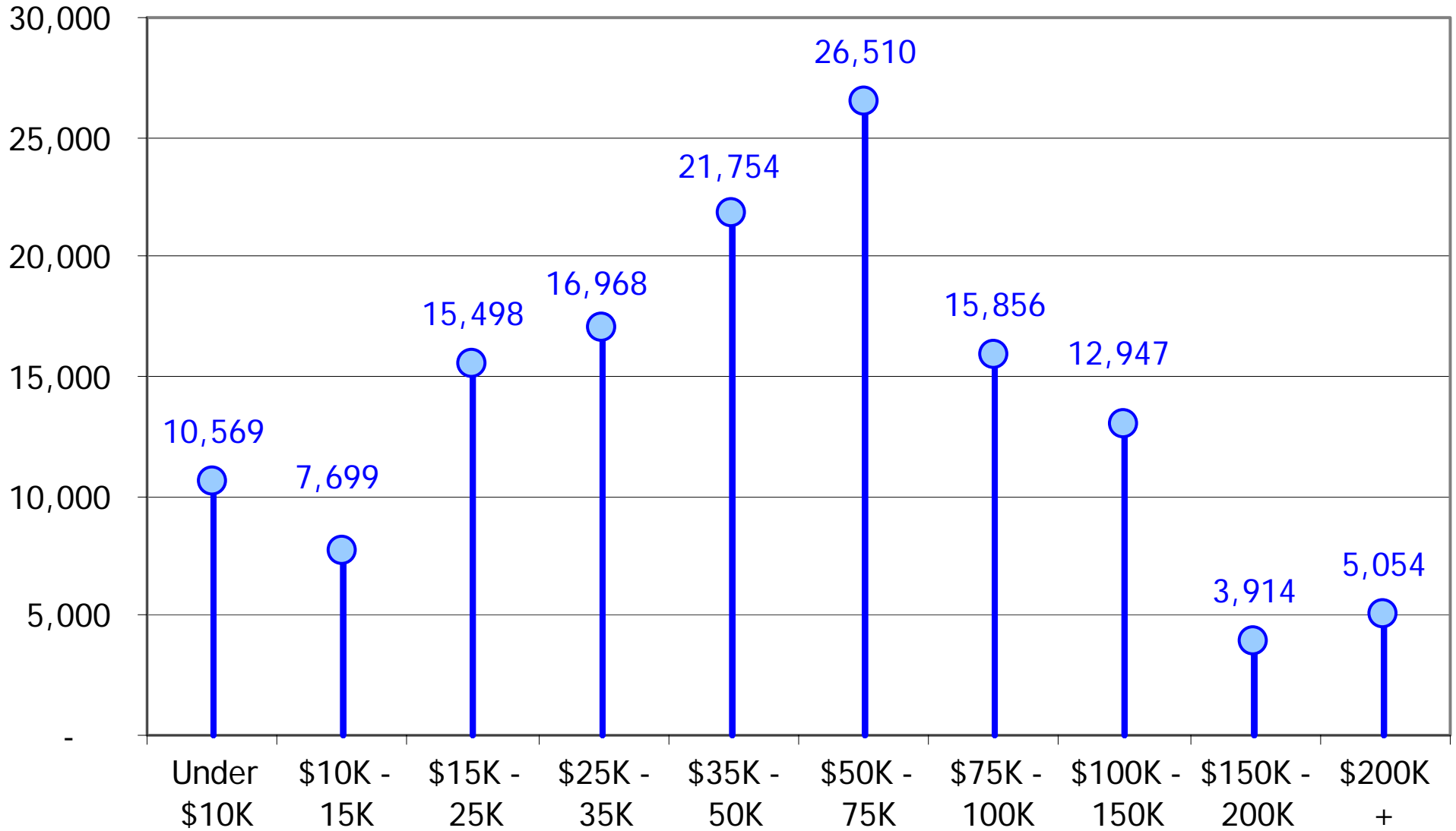
# Proportion of Total Workers Employed in Agriculture or Fishing Industry, by Residence



Source: 2000 Census



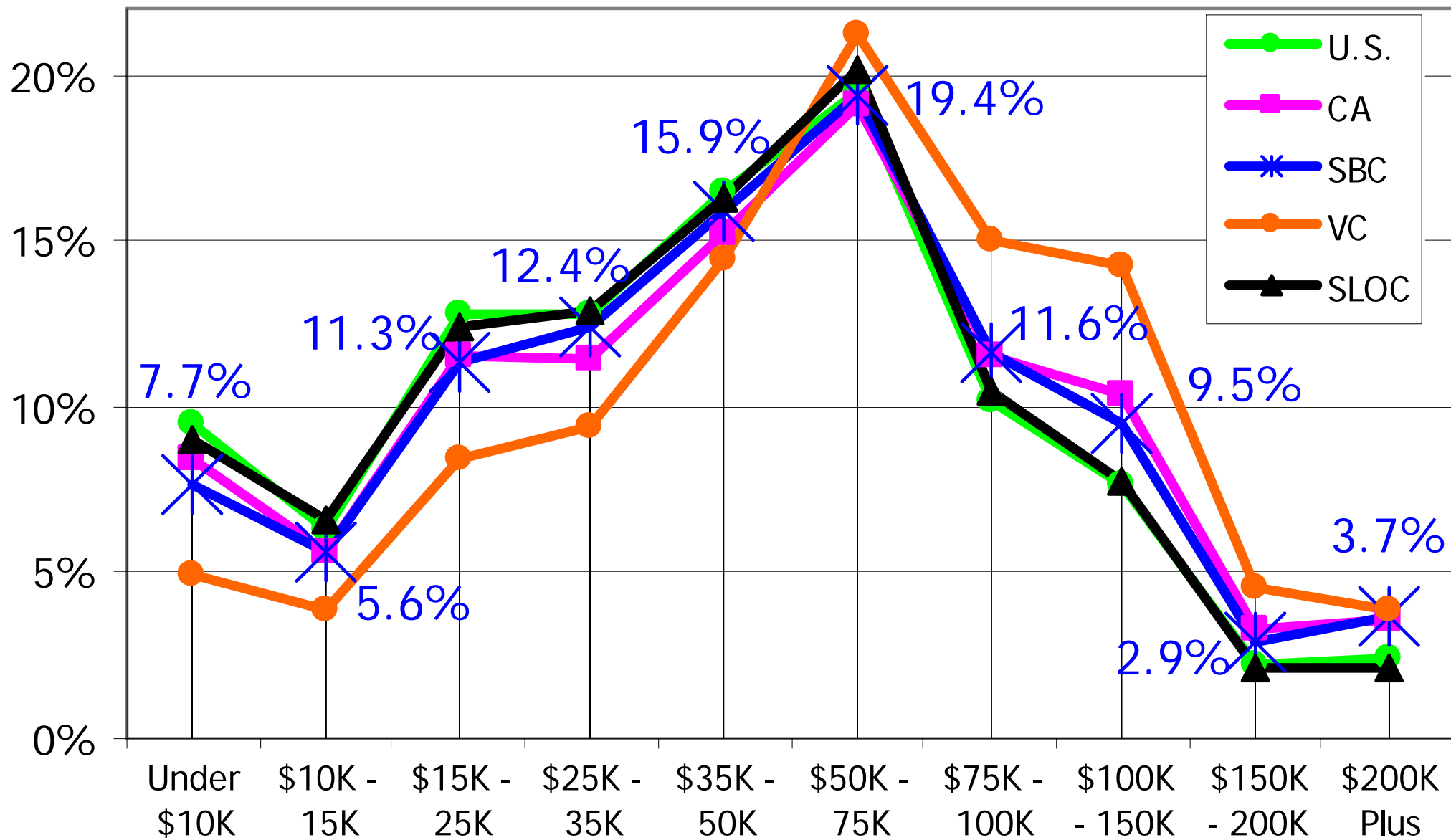
# Total Santa Barbara County Households by Income Bracket, 2000



Source: UCSB Economic Forecast Project 2005



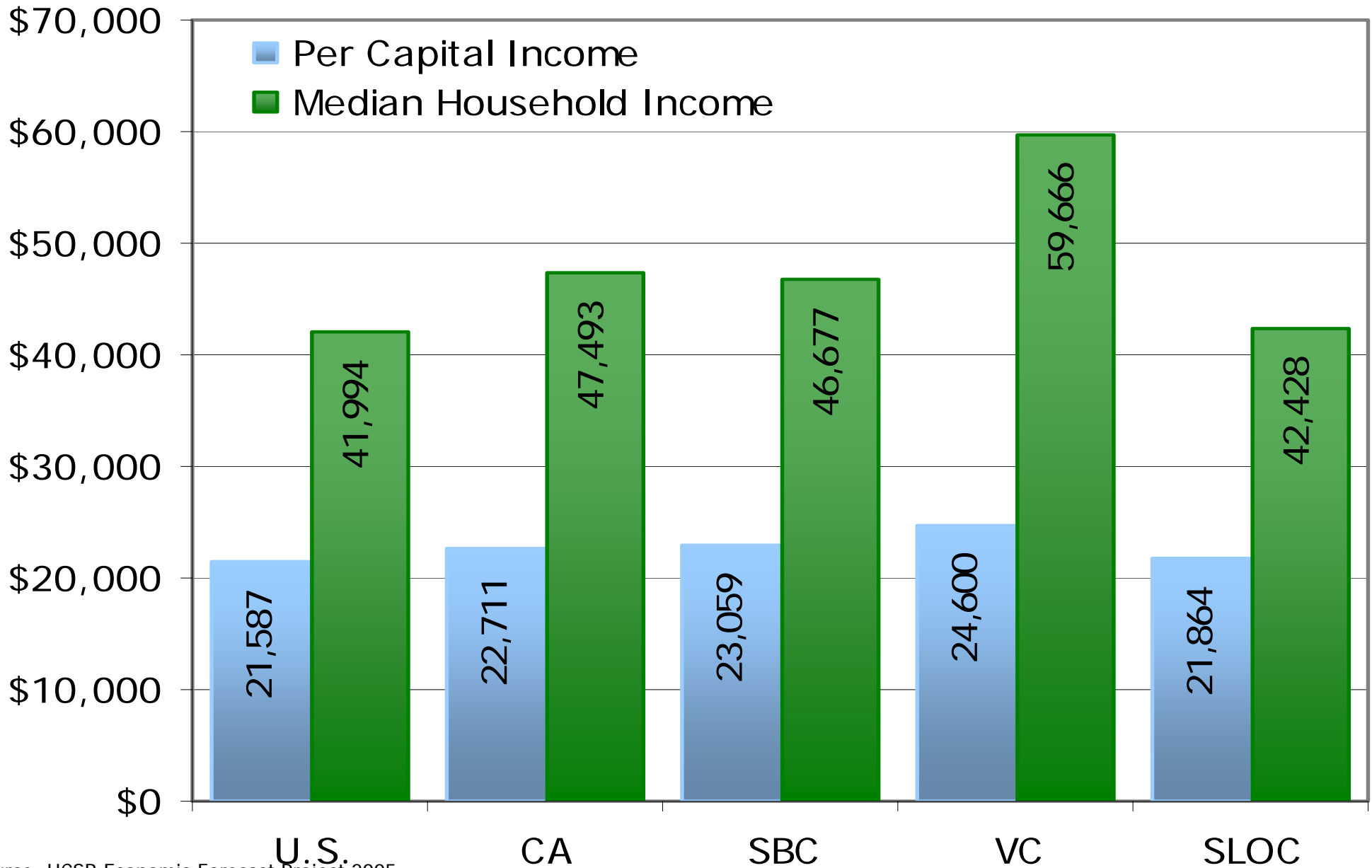
# Percent of Total Households by Income Bracket



Source: UCSB Economic Forecast Project 2005



# Median Household Income Per Capita, 2000

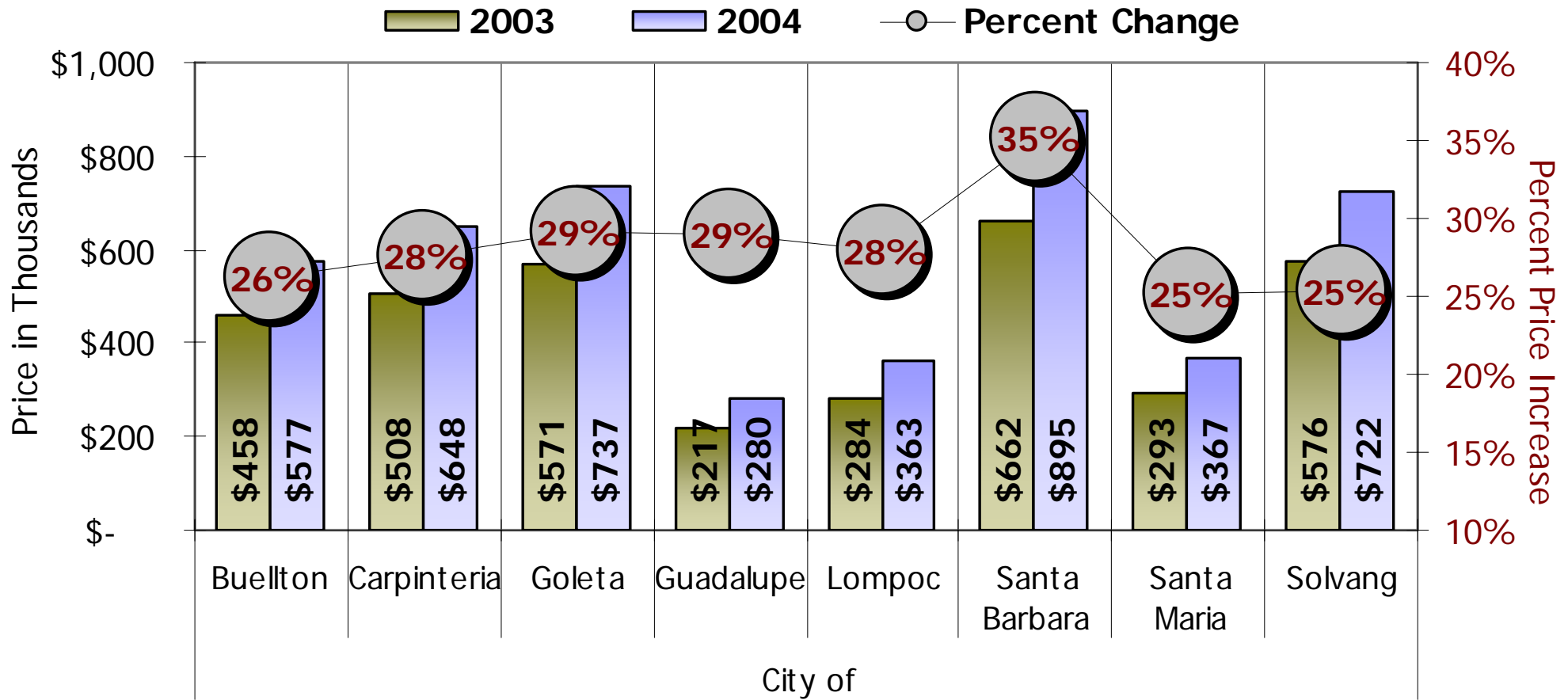


Source: UCSB Economic Forecast Project 2005





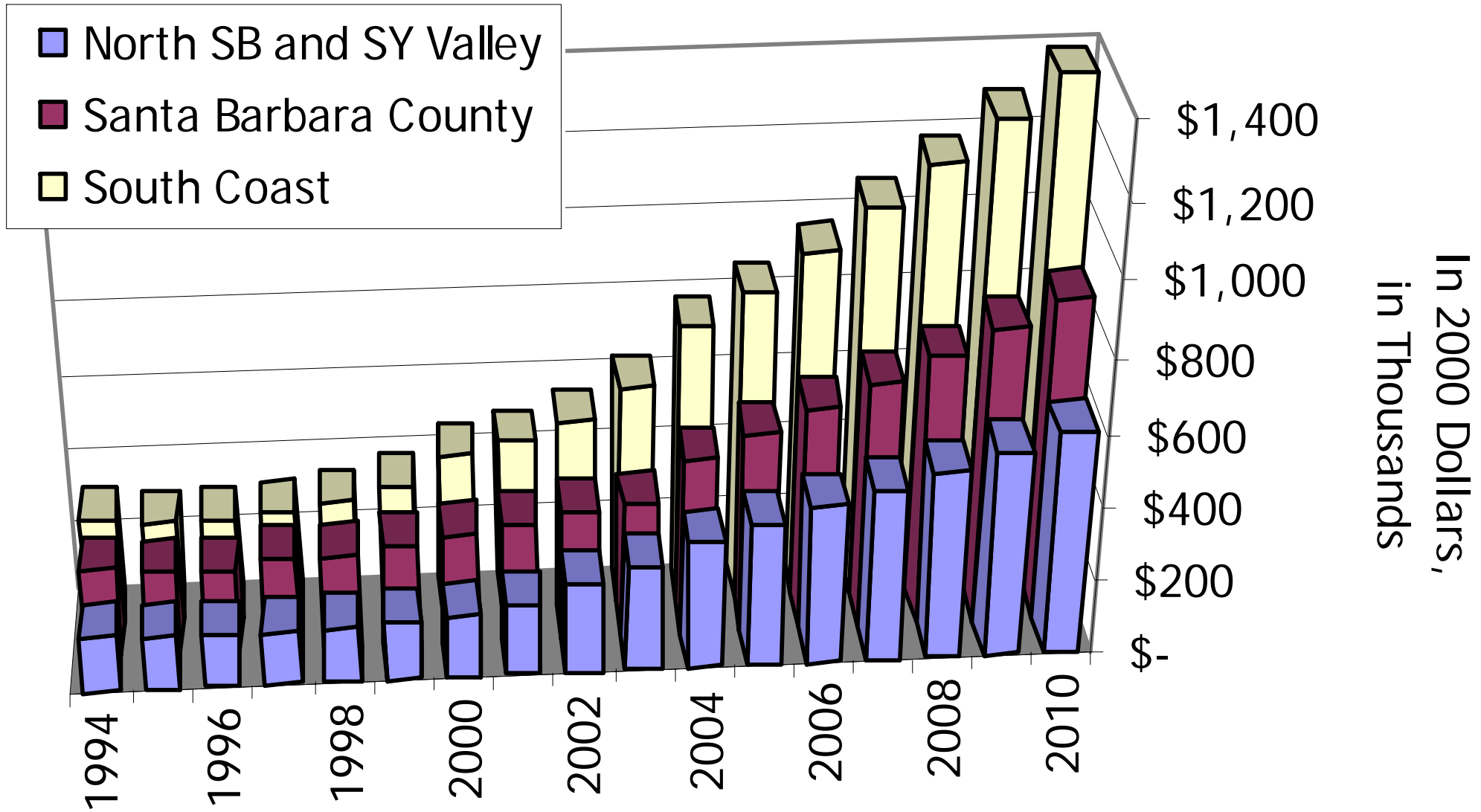
# Nominal Median Home Prices and Percent Change From 2003 to 2004, by City



Source: UCSB Economic Forecast Project 2005



# Median Home Price



Source: UCSB Economic Forecast Project 2005

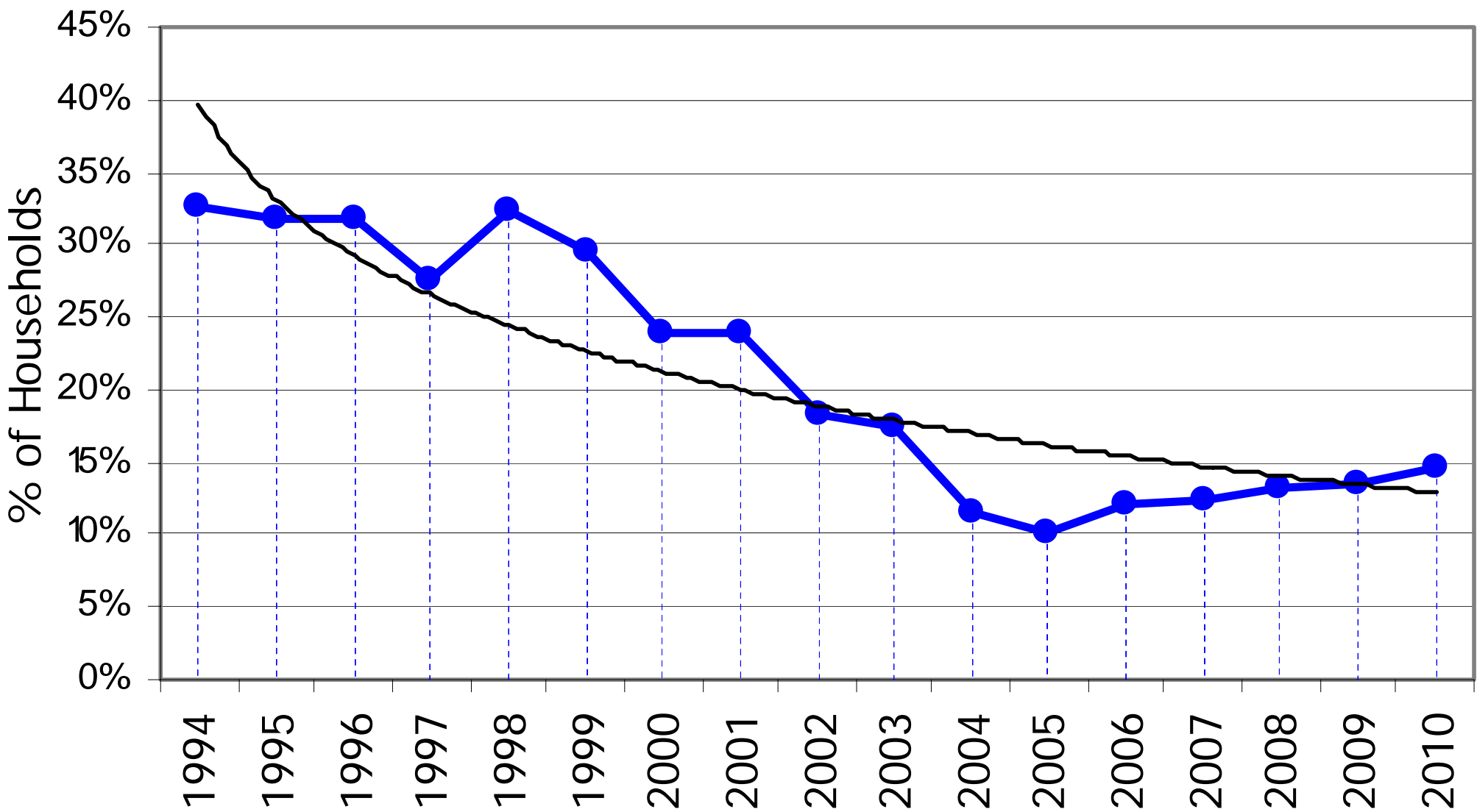






# Housing Affordability Index

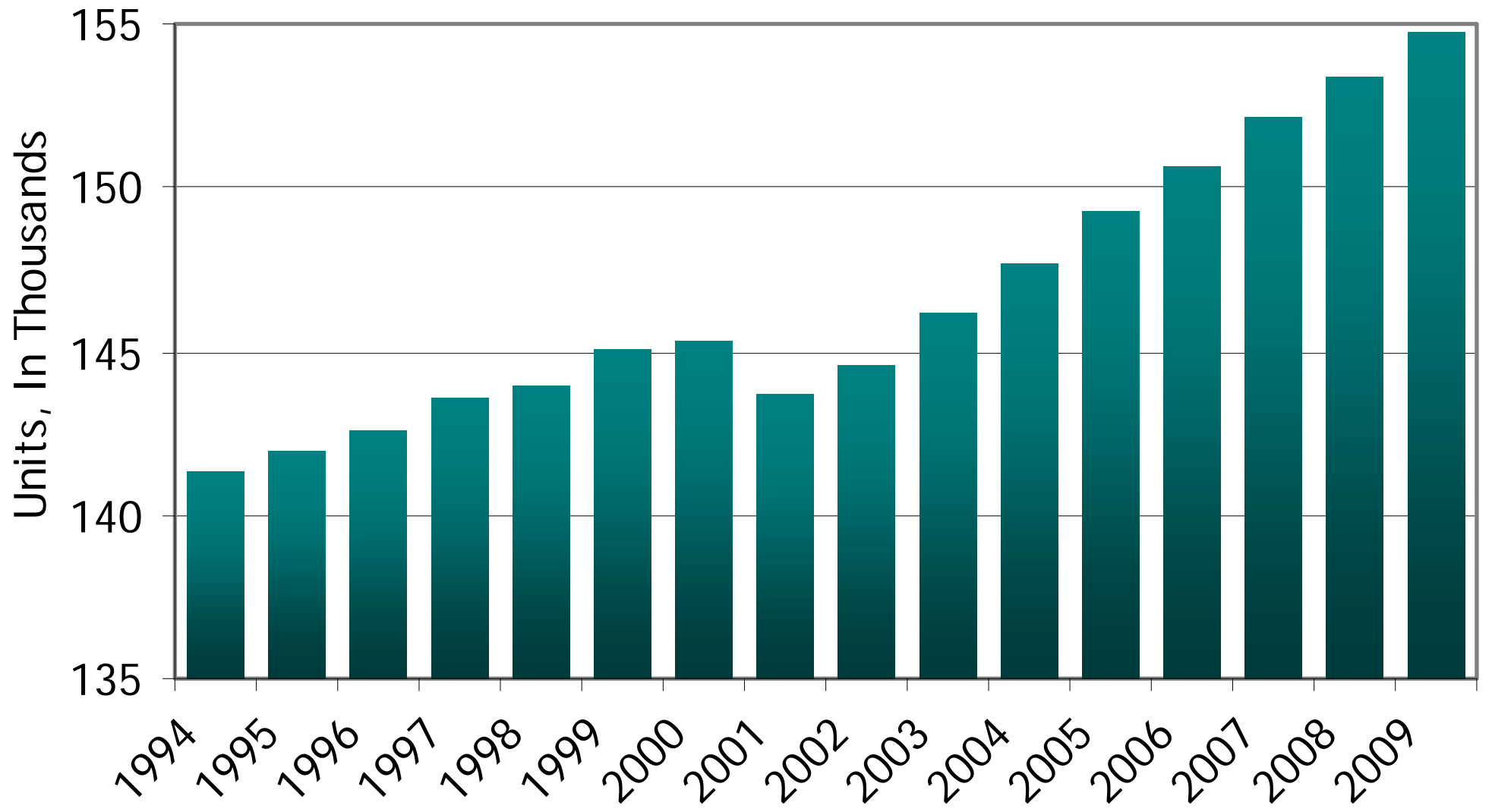
## Percent of Households Able to Afford Median Home Price



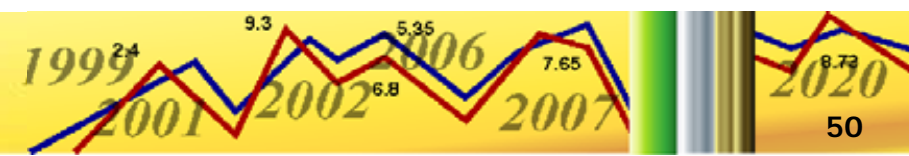
Source: UCSB Economic Forecast Project 2005



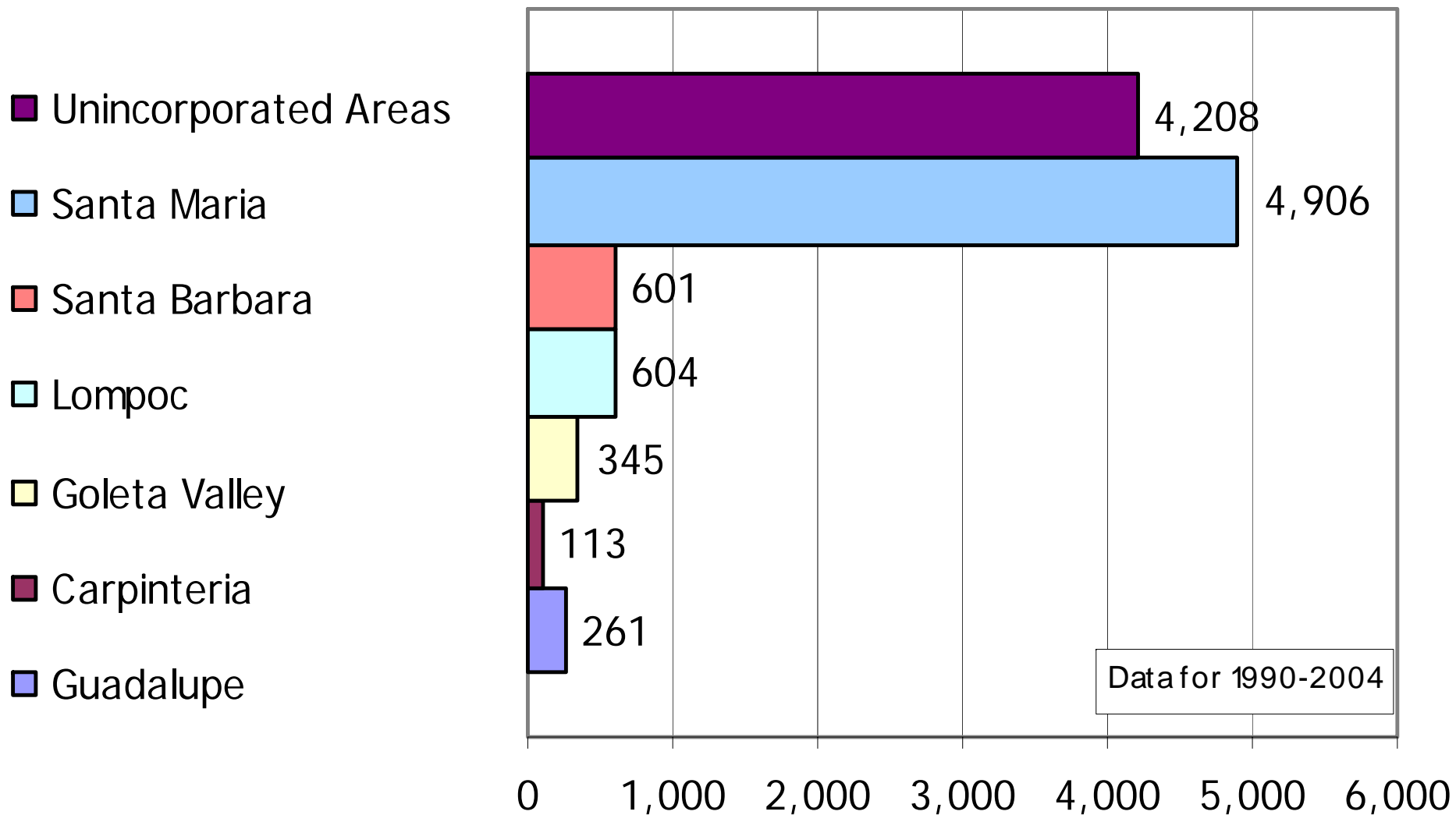
# Housing Stock



Source: UCSB Economic Forecast Project 2005



# Single Family Building Permits

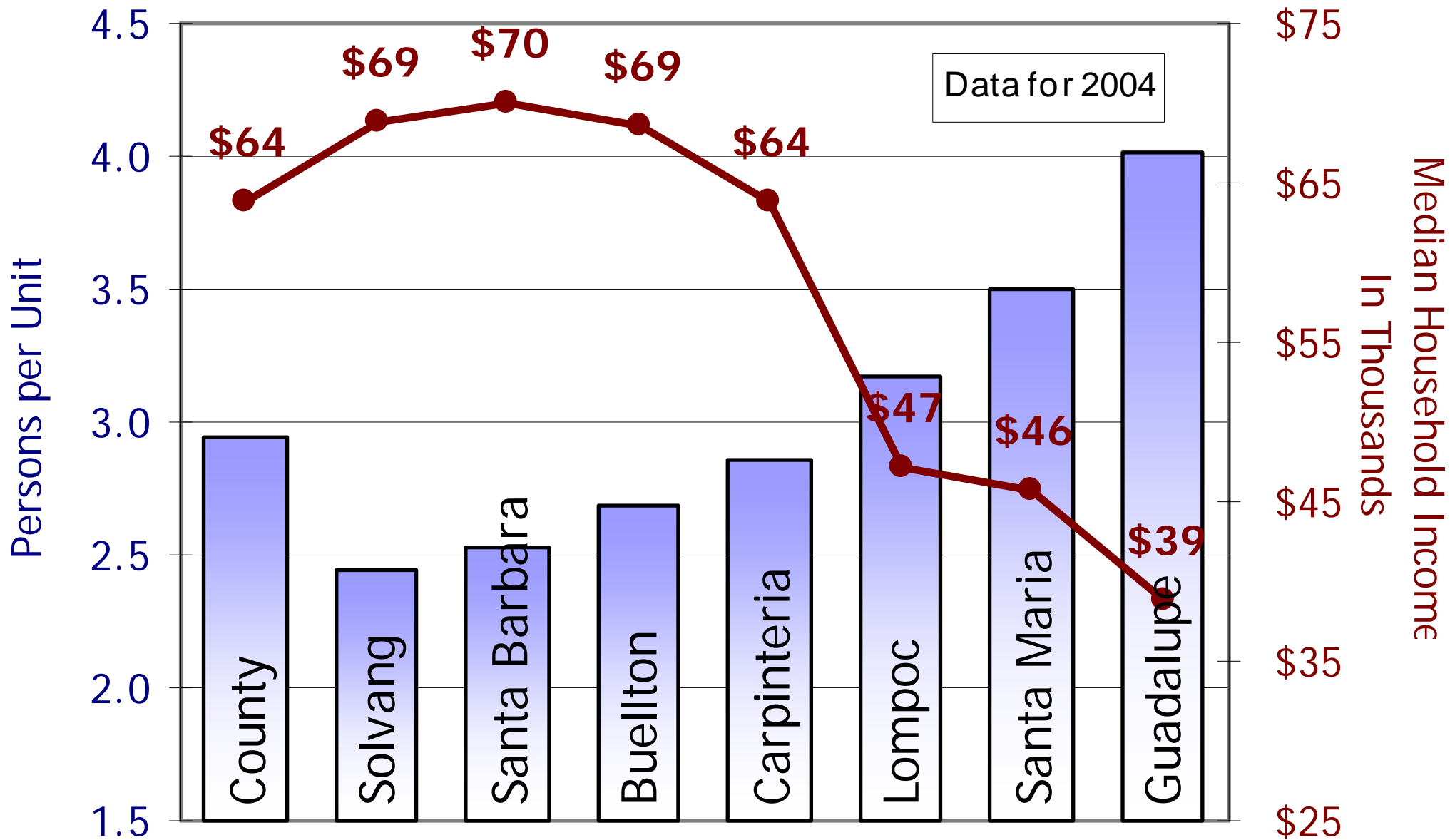


Source: UCSB Economic Forecast Project 2005





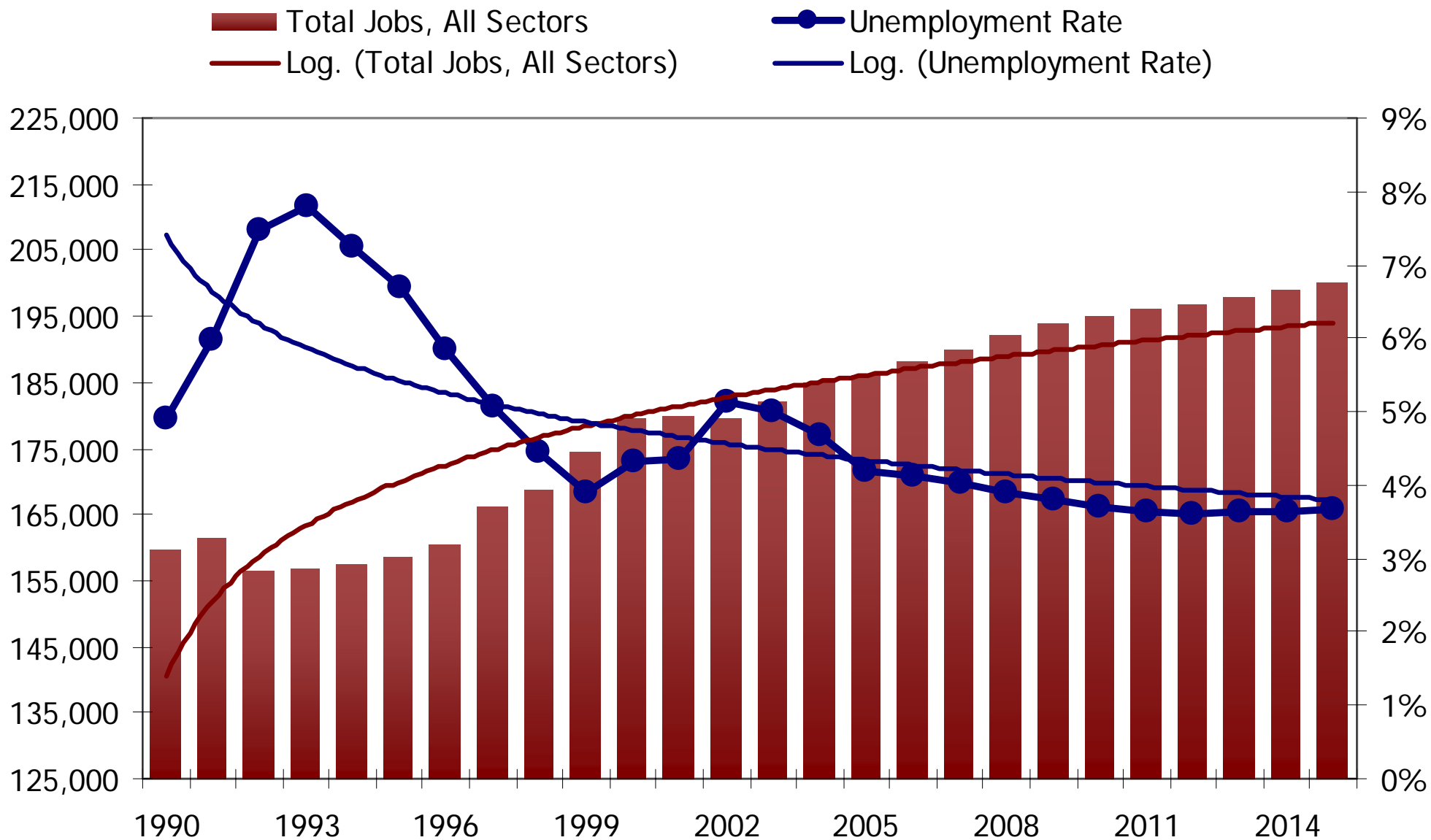
# Housing Density vs. Median Household Income



Source: UCSB Economic Forecast Project 2005



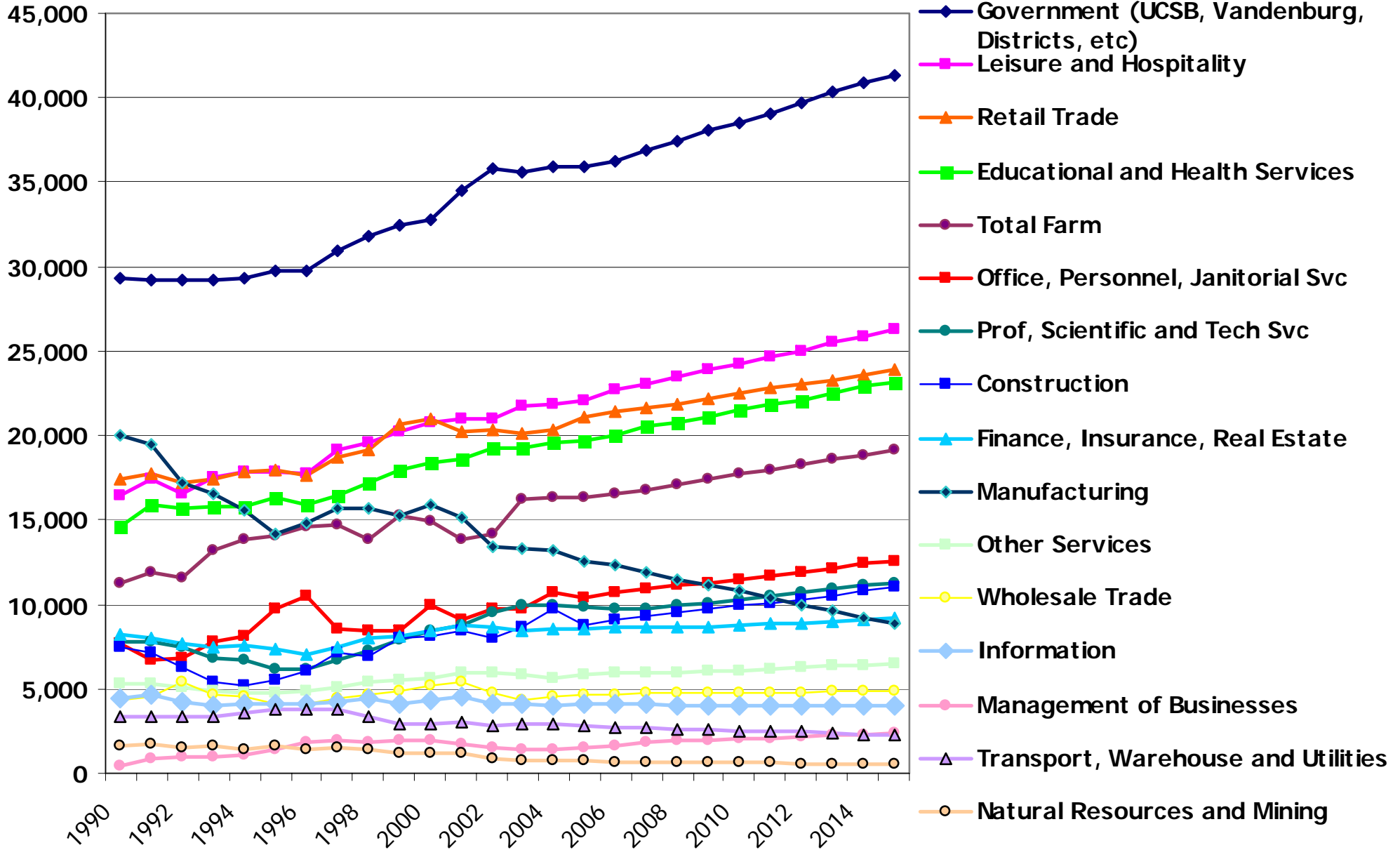
# Employment



Source: U.S. Census Bureau and California State Employment Development Department



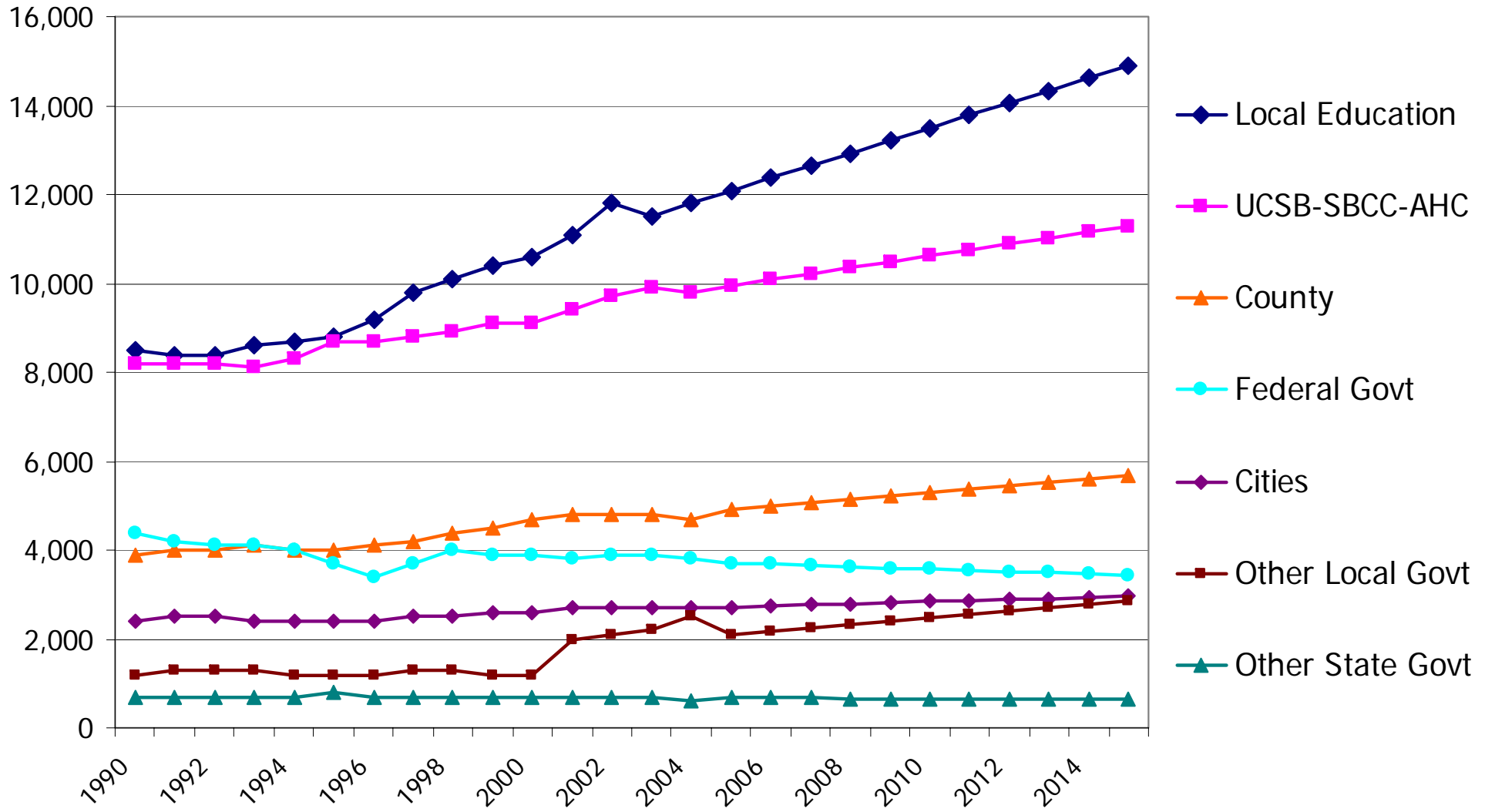
# Job Growth by Job Sector



Source: U.S. Census Bureau and California State Employment Development Department



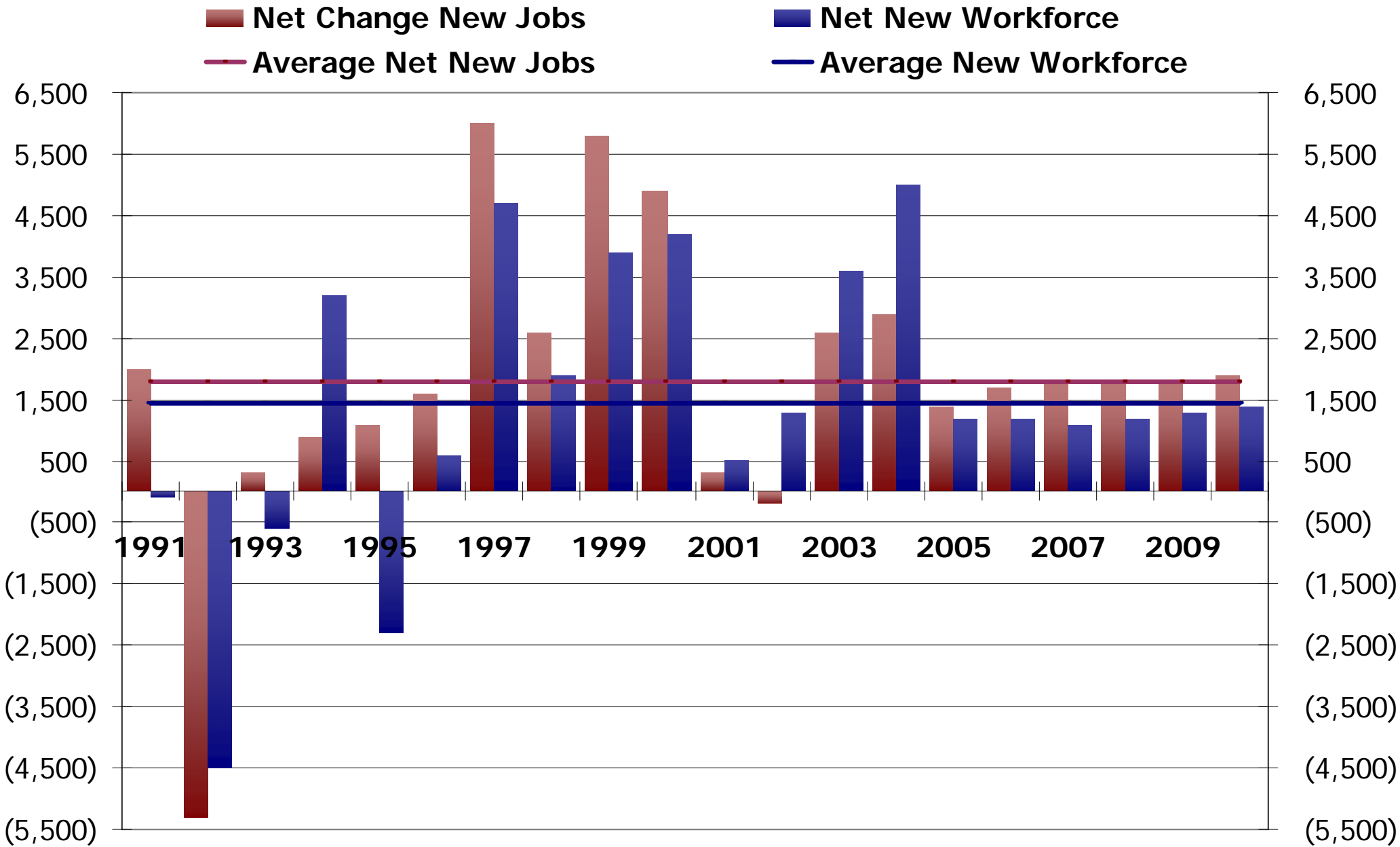
# Job Growth within Government Sector



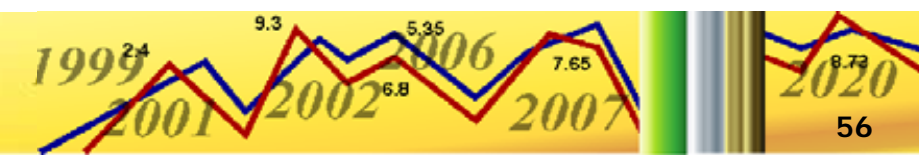
Source: U.S. Census Bureau and California State Employment Development Department



# Net New Job Creation



Source: U.S. Census Bureau and California State Employment Development Department

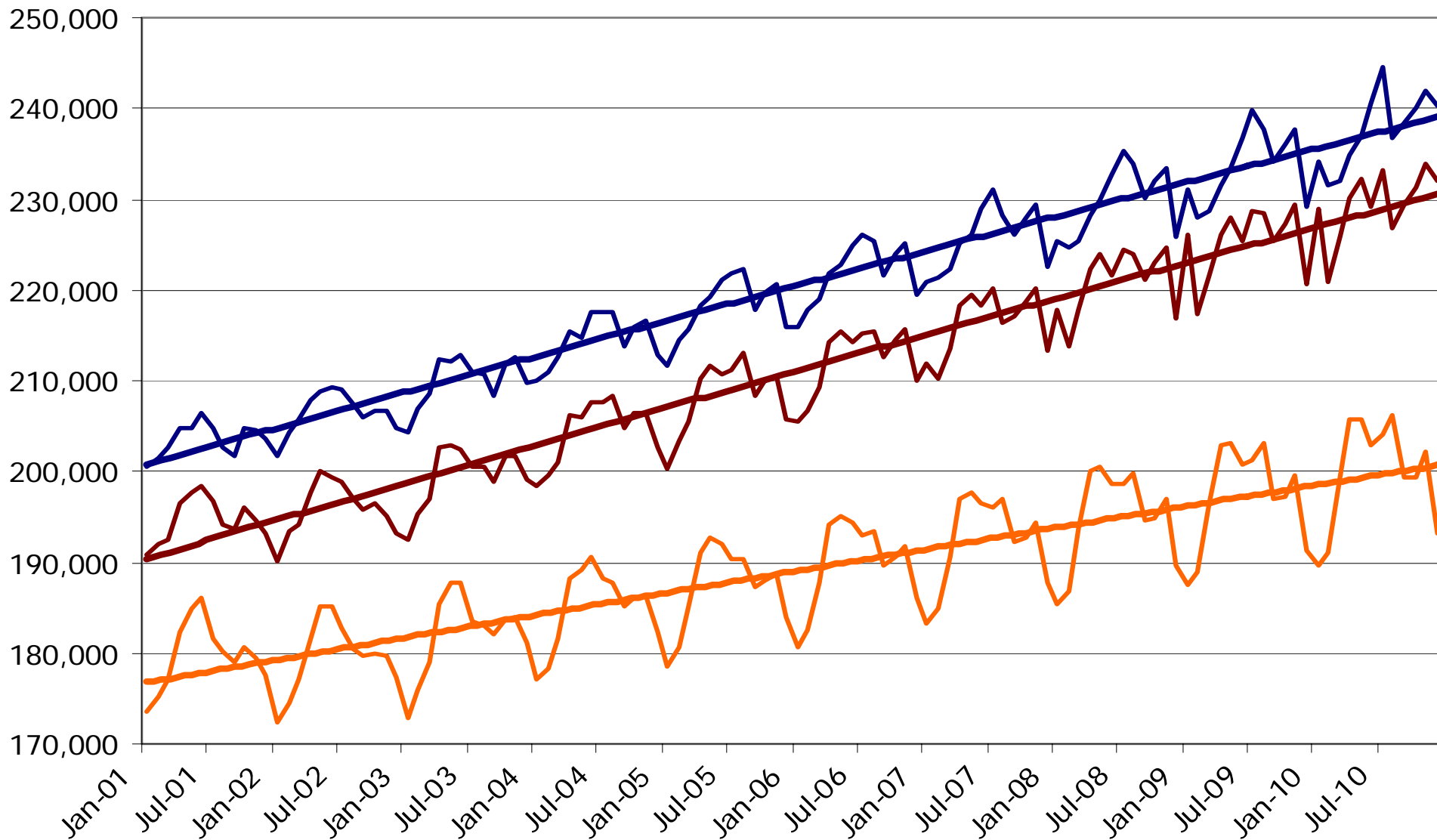




# Growth in Workforce and Jobs



— Civilian Labor Force — Civilian Employment — Total Jobs, All Industries



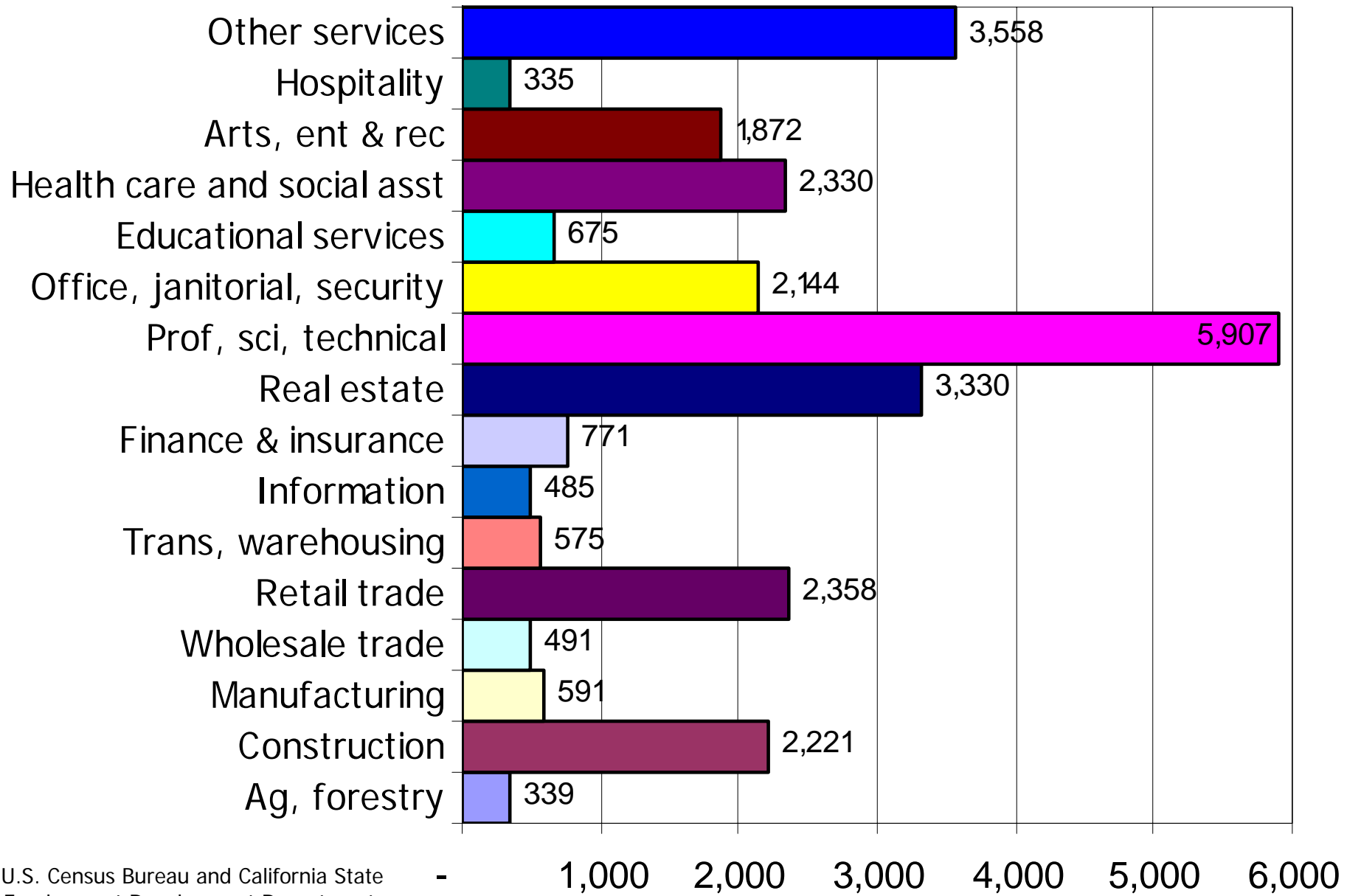
Source: U.S. Census Bureau and California State Employment Development Department



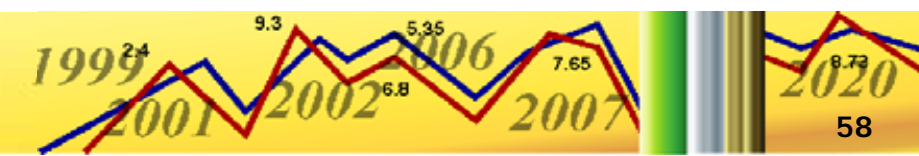


# Number of Sole Proprietors in 2002

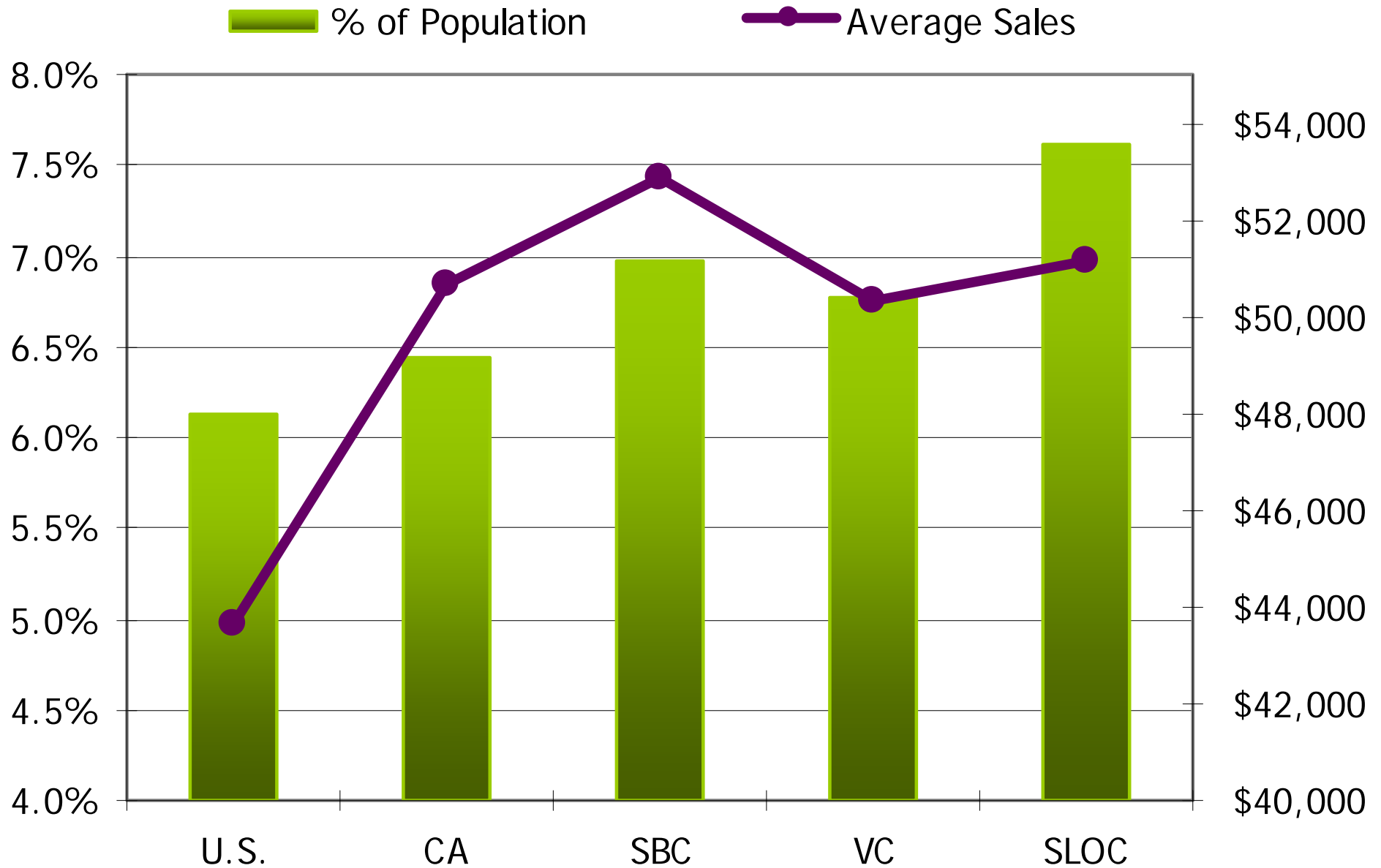
## 28,000 Non-Employee Schedule C Filers



Source: U.S. Census Bureau and California State Employment Development Department



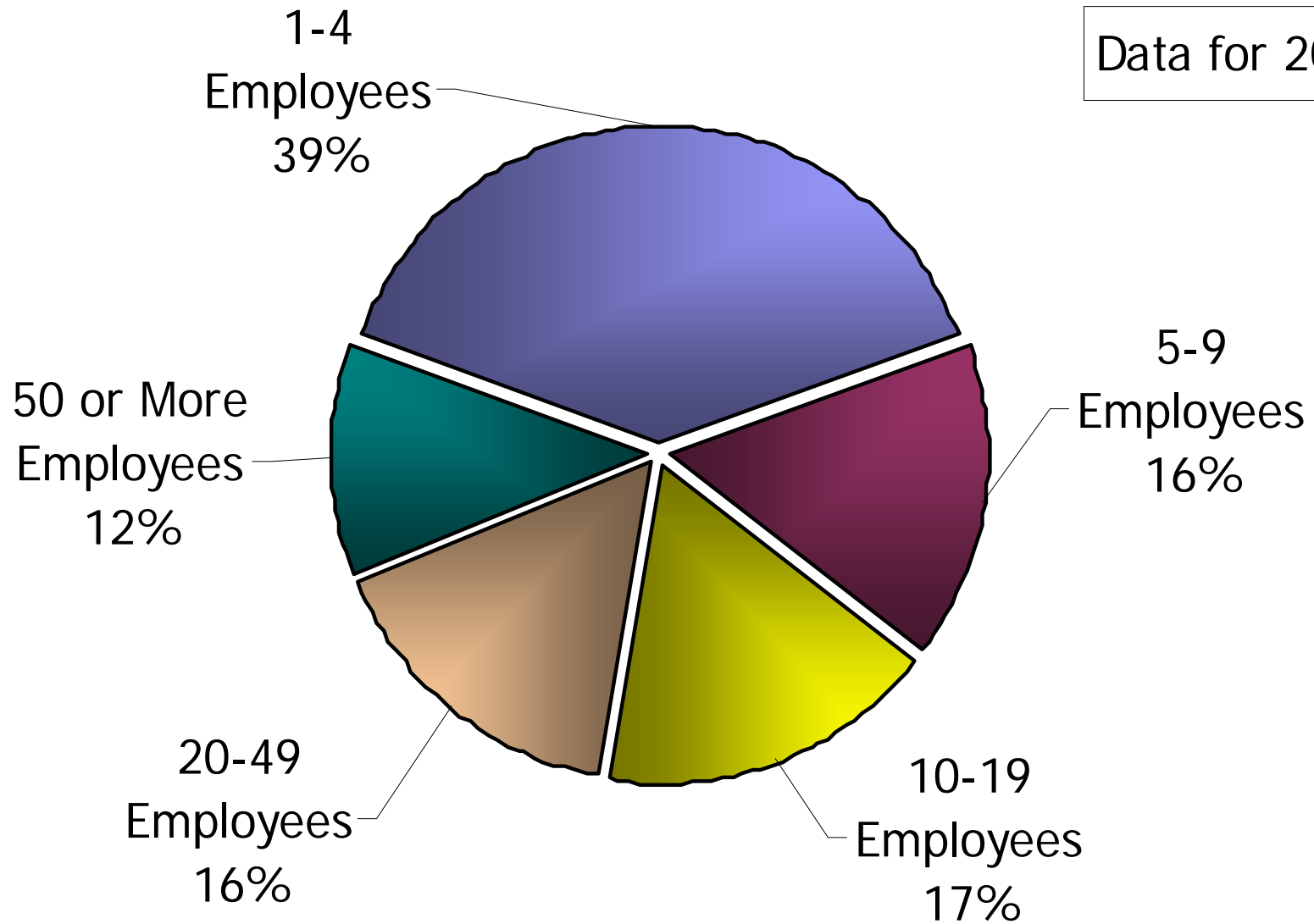
# Sole Proprietors in 2002



Source: U.S. Census Bureau and California State Employment Development Department



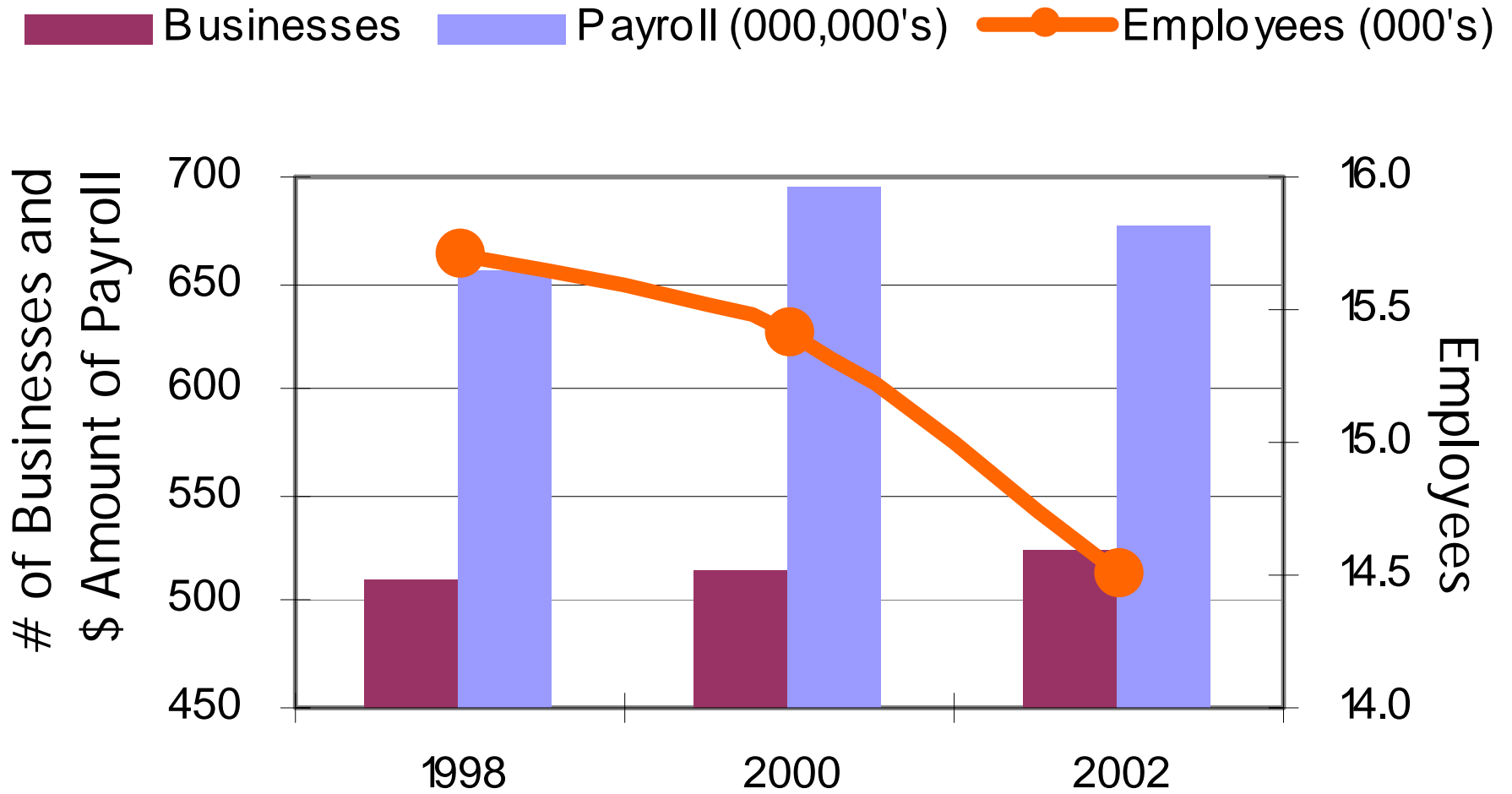
# Employee Count by Size of Manufacturer



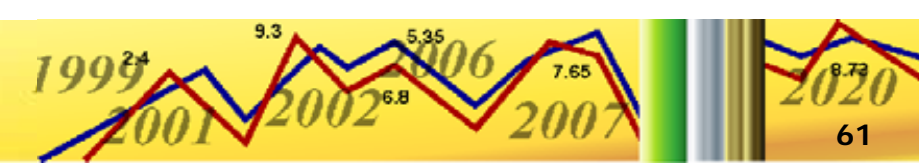
Source: U.S. Census Bureau and California State Employment Development Department



# Manufacturing Jobs



Source: U.S. Census Bureau and California State Employment Development Department



# *Santa Barbara County Human Capital Challenges*



- Large employee population nearing retirement
- Difficulty attracting younger workers to public services
- Meeting needs of multi-generational workforce
- Competition with other employers for qualified workforce
- Mismatch of job requirements and workforce skills
- Trend toward professionalization of County jobs
- County employs many occupations projected to grow fastest
- County experiencing reduced numbers of applicants for entry level jobs
- Developing sound position for County in competitive market for talent



# Disinclination of Young Toward Public Service



Nationally, jobs in the private sector are viewed as “better” at:

- Offering interesting and challenging work
- Rewarding outstanding performance
- Allowing employees to take initiative

## *2001 Hart-Teeter survey of college educated Americans*

The County's experience reflects this trend:

Employees Age 18-29	
2001	11.8%
2005	9.7%

Average General Employee Age at Entry	
Prior to 10/94	33.2
Since 10/94	36.7



# SBC's Unique Challenge



Santa Barbara's housing named "**least affordable**" in U.S. by the National Association of Home Builders, January 2005

Median Home Prices		
Area	6/2005	Increase from 6/2004
SB County	704,270	23.0%
South Coast	1,260,000	15.1%
North Coast	463,380	19.9%

***Single most common reason for voluntary, non-retirement separations in Fiscal Year 2004-05: "Moving Out of Area" (20%)***





# Commuting Workforce



Increasingly, County Employees Are a Commuting Workforce

	2000	2005	Change
<b>Total Regular EES</b>	<b>4,271</b>	<b>4,120</b>	<b>151</b>
<b>Live in South County</b>	<b>1,845</b>	<b>1,556</b>	<b>289</b>
<b>Live in North County</b>	<b>1,945</b>	<b>1,942</b>	<b>3</b>
<b>Live Outside SB County</b>	<b>481</b>	<b>621</b>	<b>(140)</b>
	<b>11.3%</b>	<b>15.0%</b>	



# Total Compensation is Not Competitive



85% of classifications surveyed in 2004 were found to pay compensation amounts totaling less than others - under market compensation rates

Differential to survey mean in 2005:

Staff Nurse	-20.1%
Appraiser II	-14.3%
Environmental Health Specialist	-20.5%
Mental Health Practitioner II	-19.2%
Corrections Officer	-15.4%
Eligibility Worker II	-15.1%
Office Assistant II	-20.6%



# Total Compensation is Not Competitive



## Insurance:

- Employee monthly cost for Family HMO Insurance
  - Santa Barbara County \$ 373.04
  - 10 County Average \$ 209.77\*
  - Local City Average \$ 175.50\*\*

\* 56% of SB County employee cost

\*\* 47% of SB County employee cost

Based on 2005 premium for agency's highest cost HMO plan & cost for largest General bargaining unit

## Retirement:

- Comparison agencies have better retirement formulas than Santa Barbara County



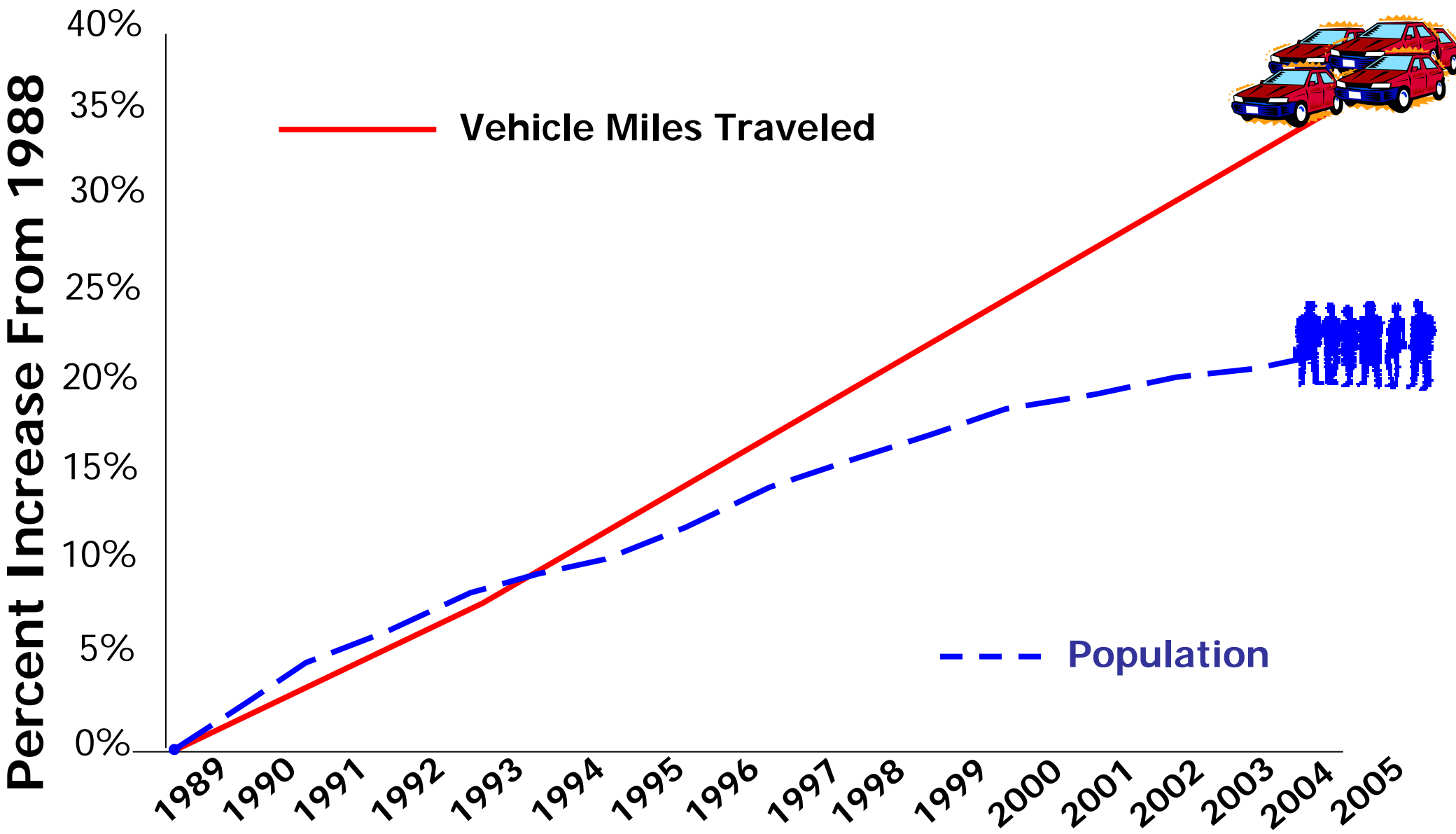
# *Human Capital Strategy*



- Develop organizational depth and flexibility through systems and programs that encourage employee development, initiative and organizational loyalty
- Develop compensation and reward strategies to attract and retain high performing employees
- Identify human capital needs as an organizational priority and commit resources to implement strategies



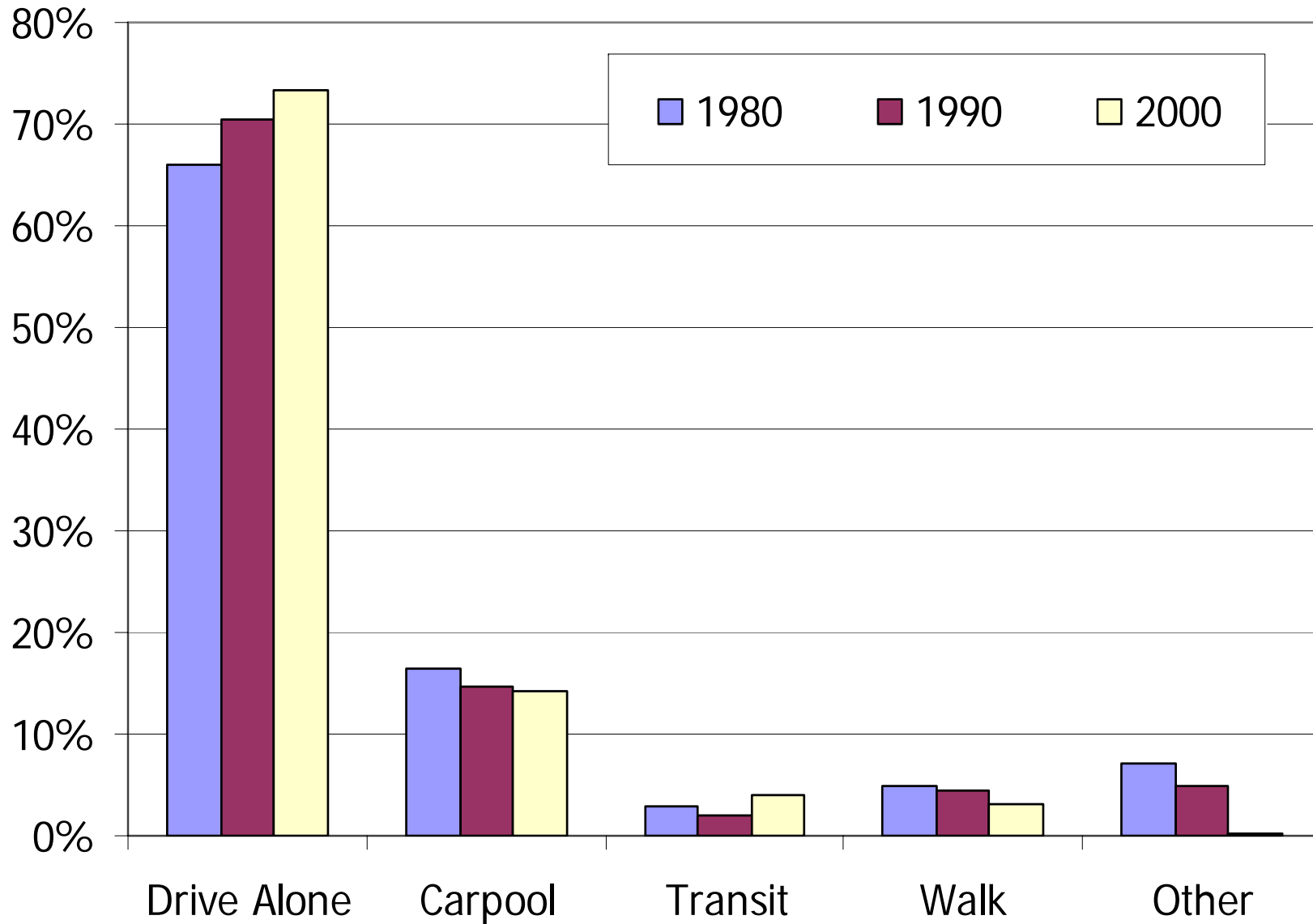
# Transportation Vehicle Mile Growth



Source: County of Santa Barbara, Public Works



# County-wide Commuting Trends

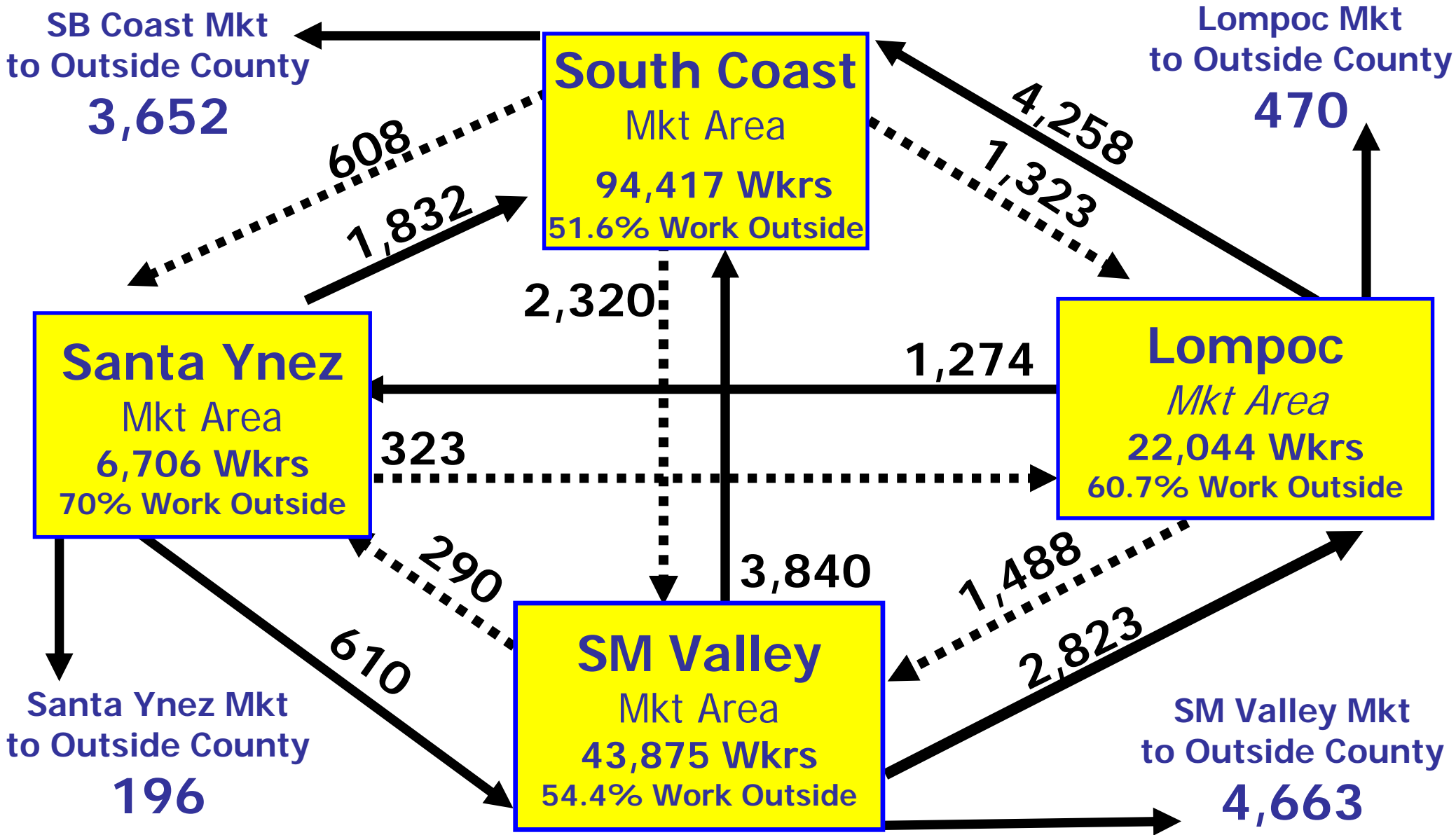


Source: County of Santa Barbara, Public Works





# Commutate Patterns Within County

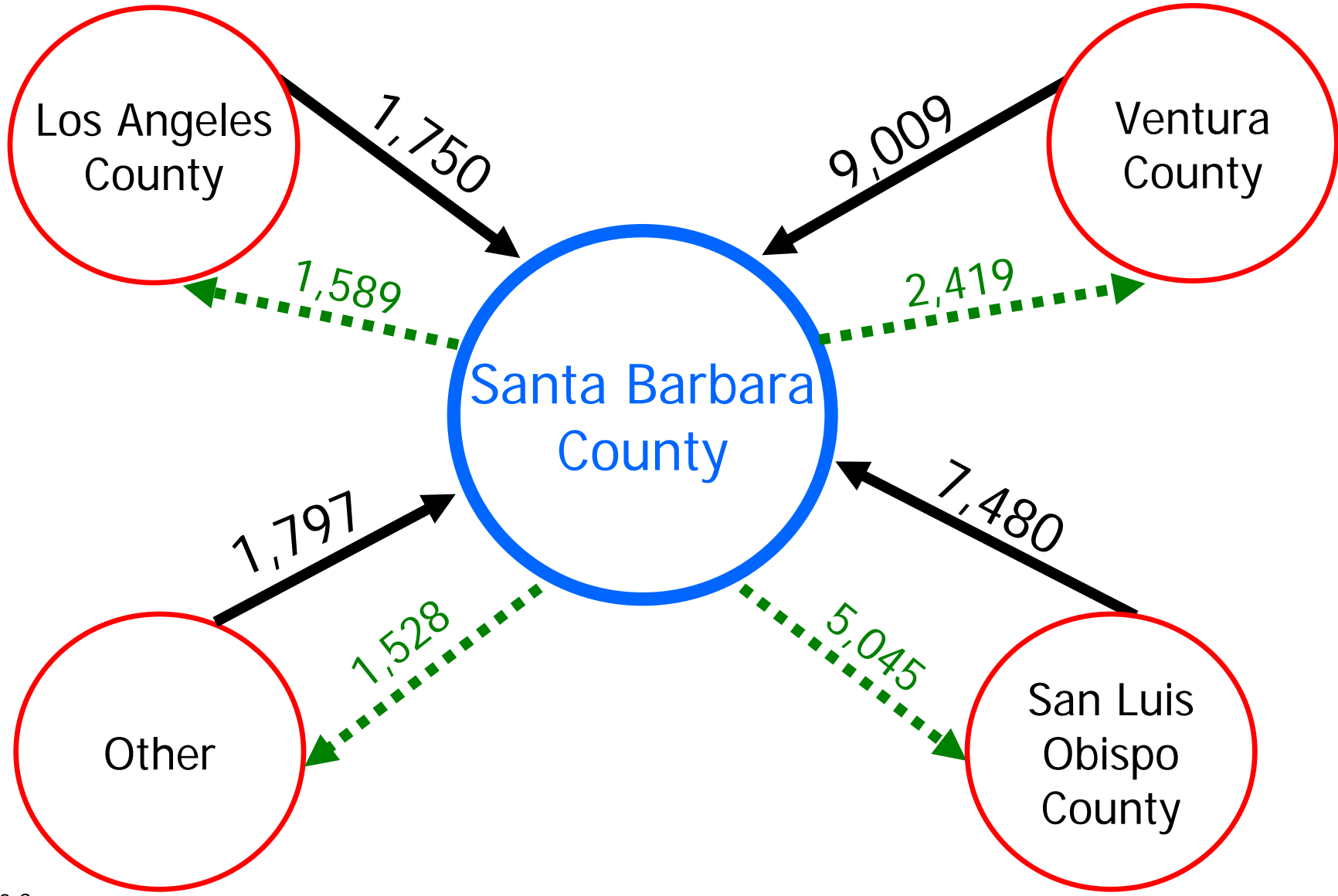


Source: 2000 Census





# Commuter Patterns To / From Neighboring Counties



Source: 2000 Census

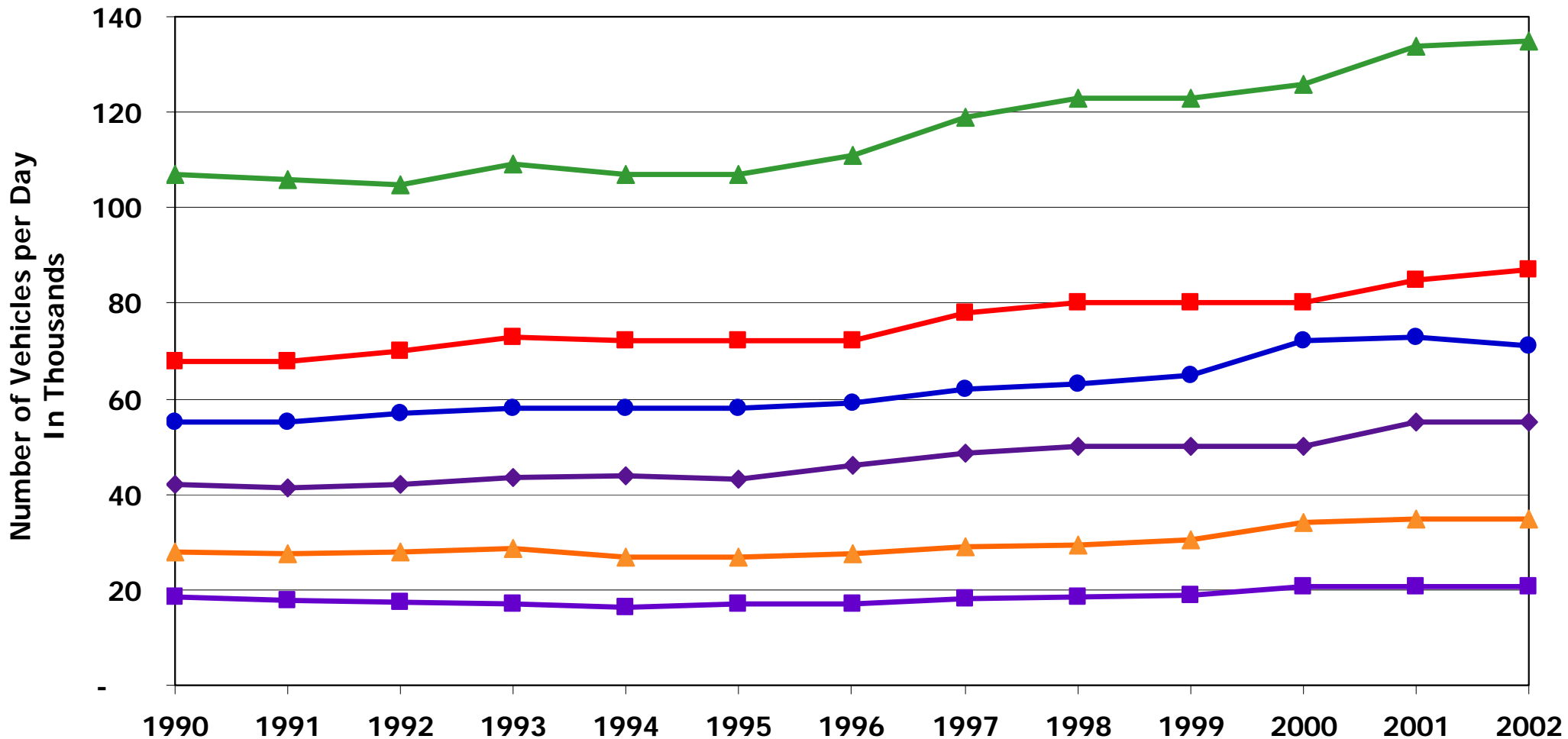






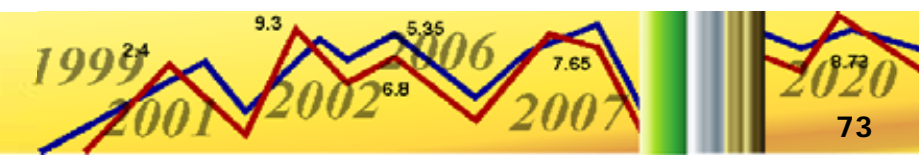
# Vehicle Count on Highway 101 Through Santa Barbara County

- Sheffield Drive, Montecito
- Fairview Avenue, Goleta
- Junction 246, Buellton
- Carillo Street, Santa Barbara
- El Capitan Beach State Park, Gaviota
- Donnovan Road, Santa Maria



Source: Santa Barbara Association of Governments – 2002 Commute Profile

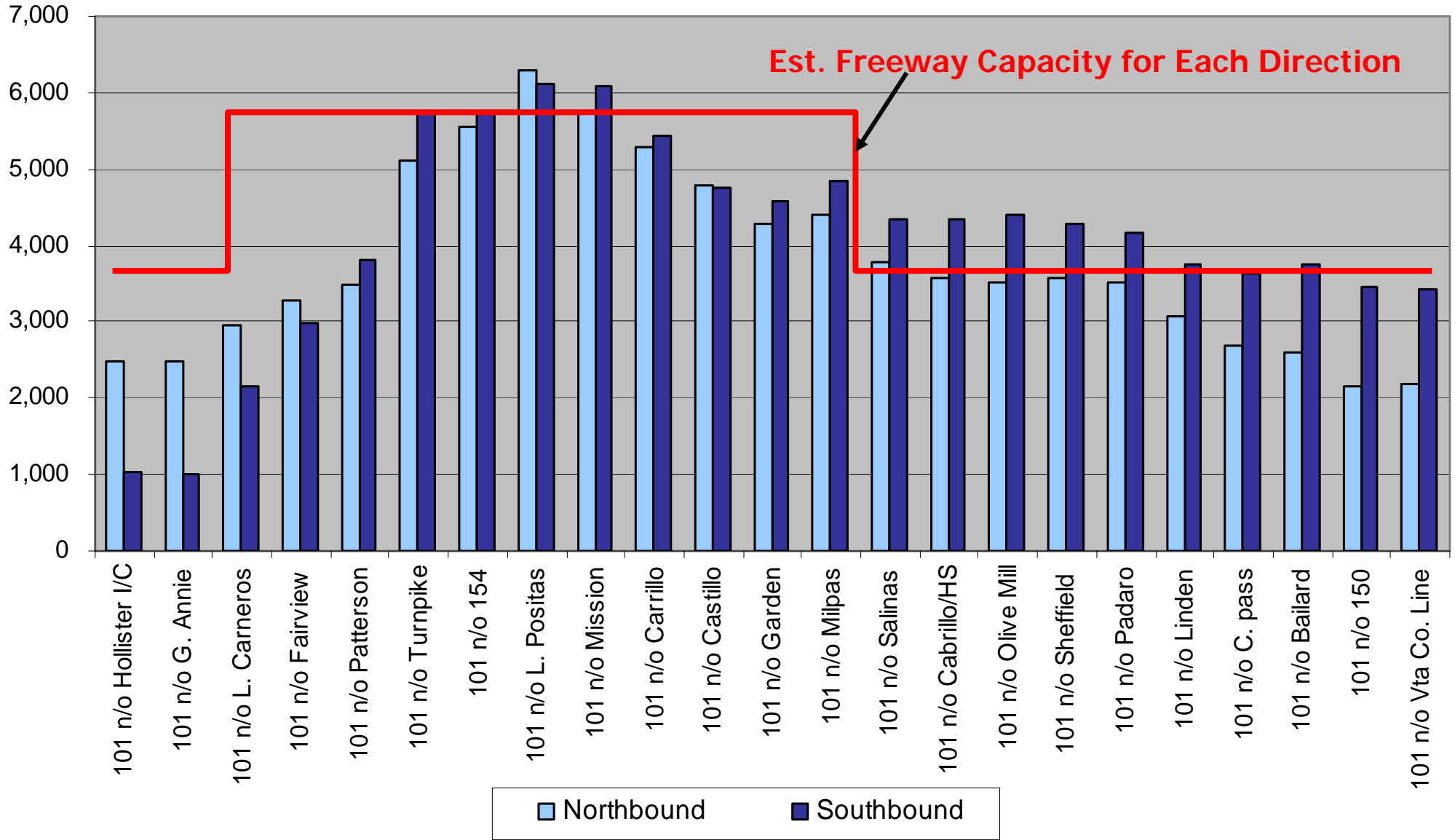
Strategic Scan



# Highway 101 South Coast Traffic



South Coast Highway 101  
2000 Base Case PM Peak Traffic by Direction



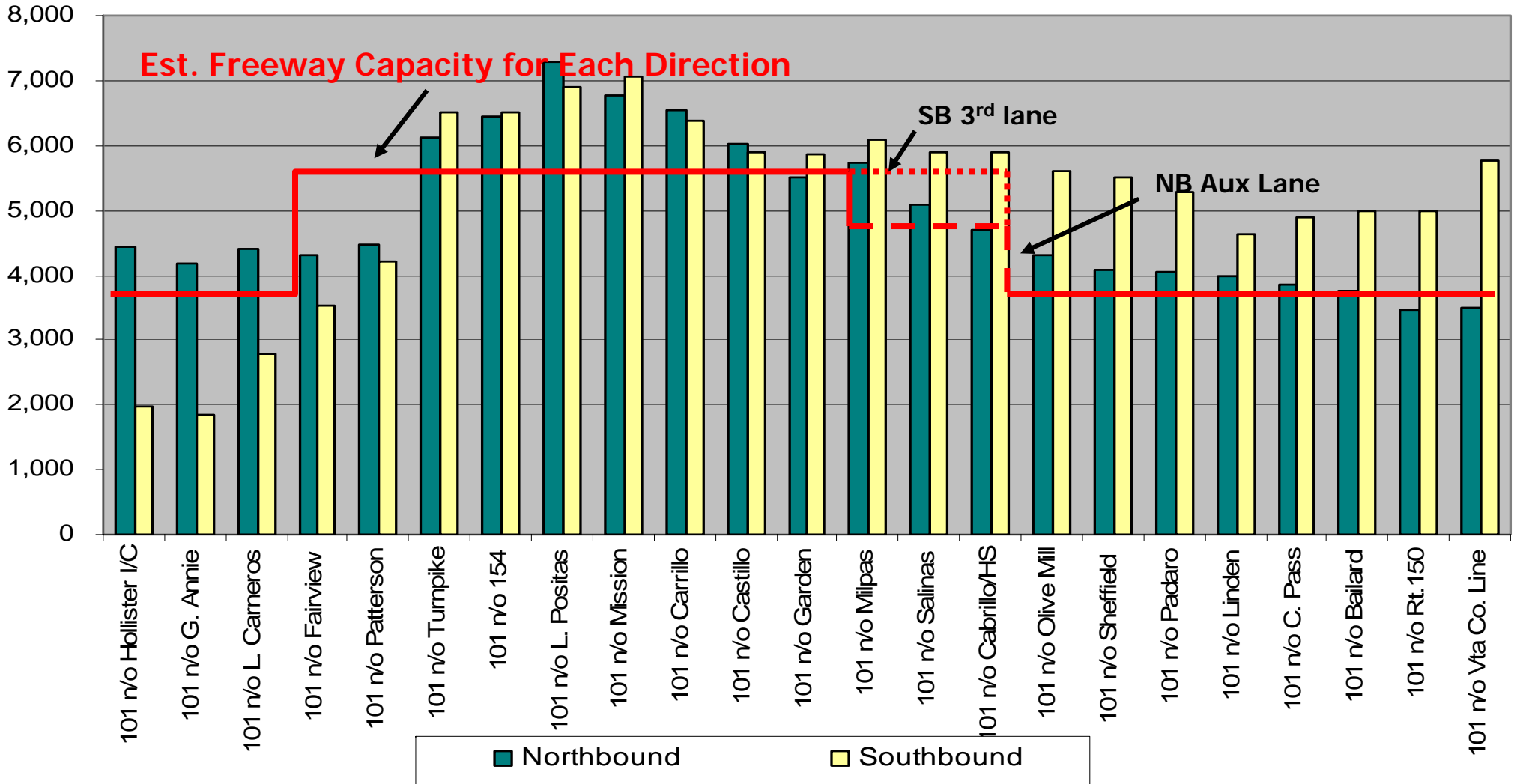
Source: County of Santa Barbara, Public Works



# Highway 101 South Coast Traffic Forecast



South Coast Highway 101  
2030 PM Peak Forecast by Direction



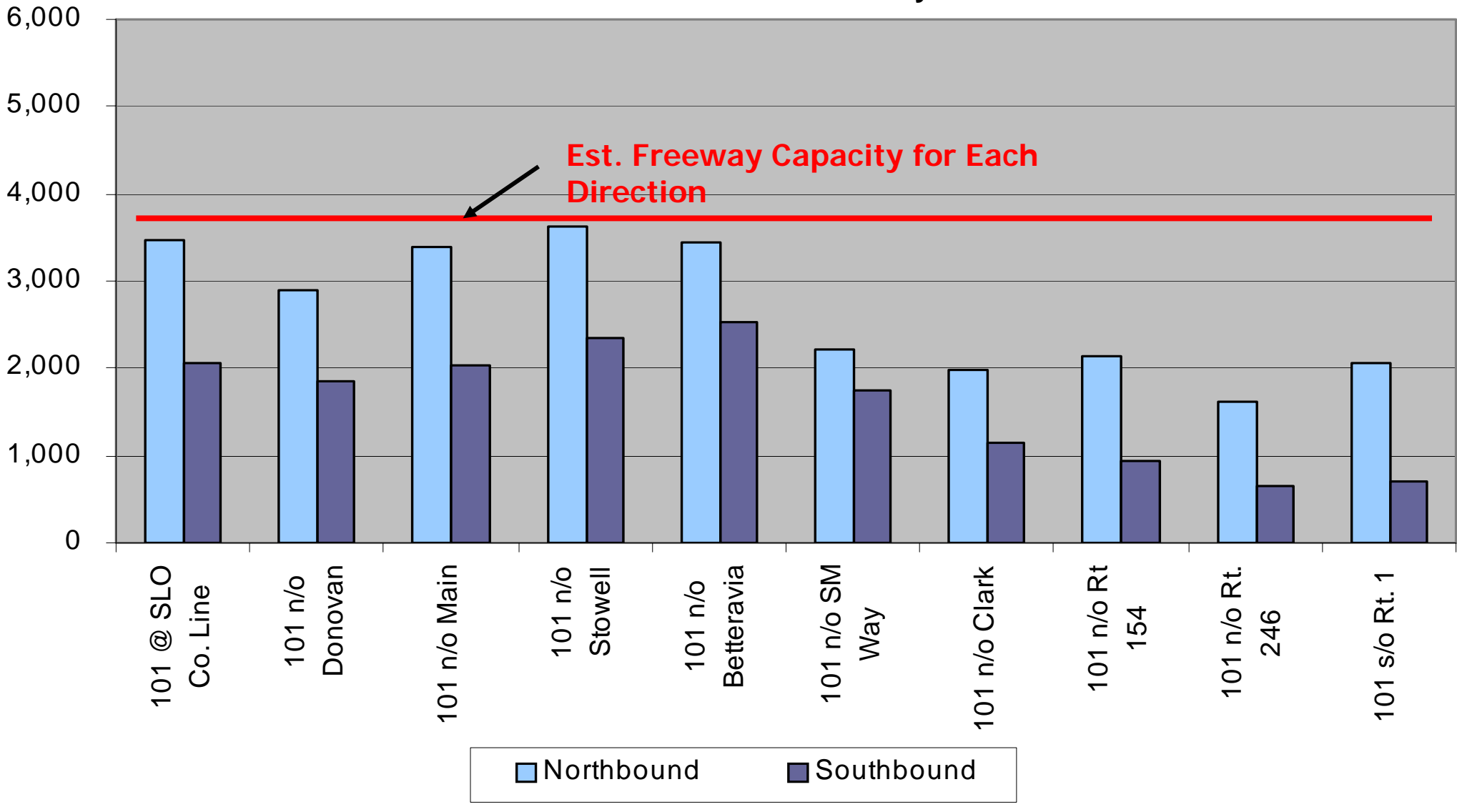
Source: County of Santa Barbara, Public Works



# Highway 101 North County Traffic



North County Highway 101  
2000 Base Case PM Peak Traffic by Direction



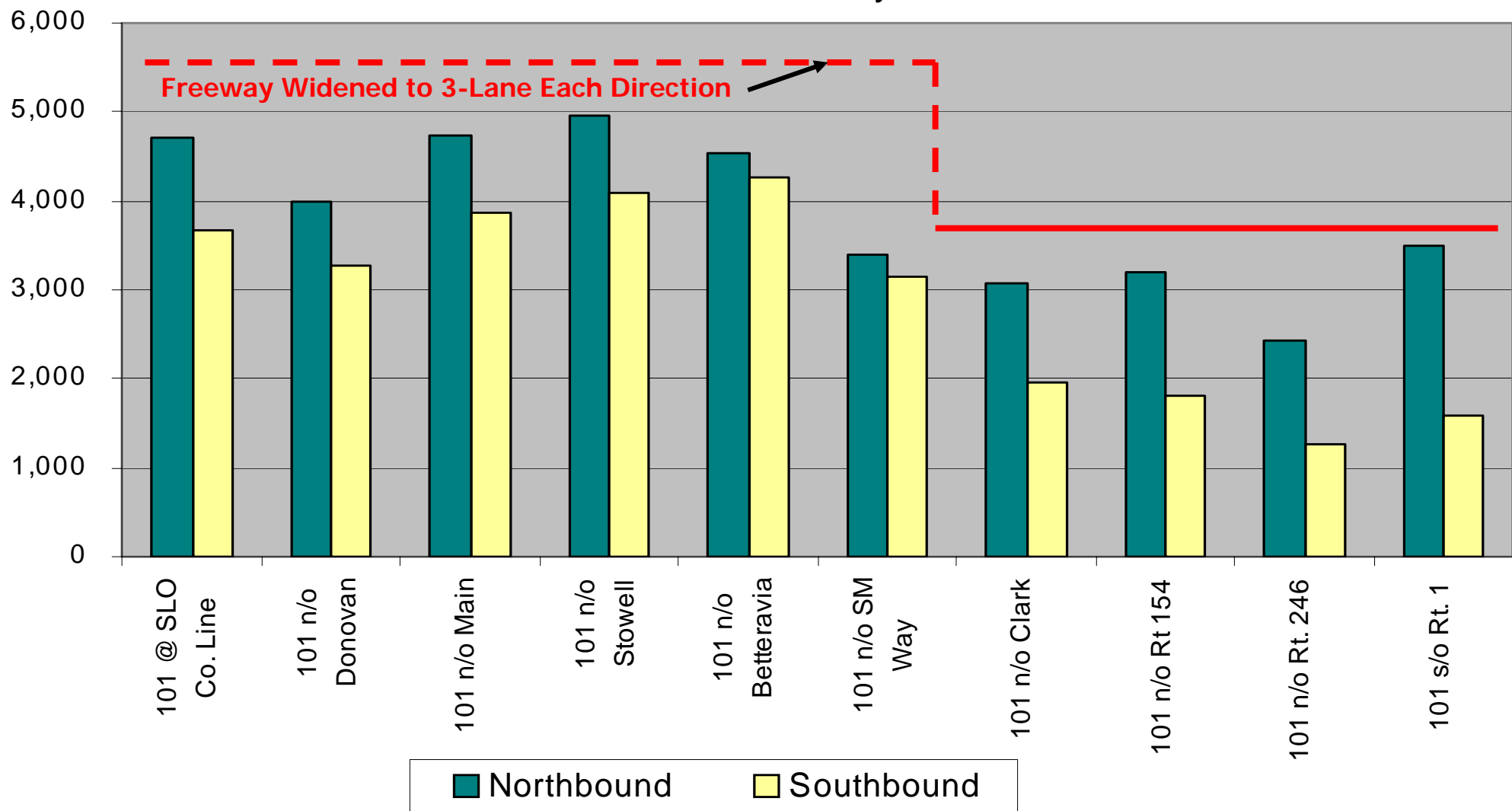
Source: County of Santa Barbara, Public Works



# Highway 101 North County Traffic Forecast



North County Highway 101  
2030 PM Peak Traffic by Direction

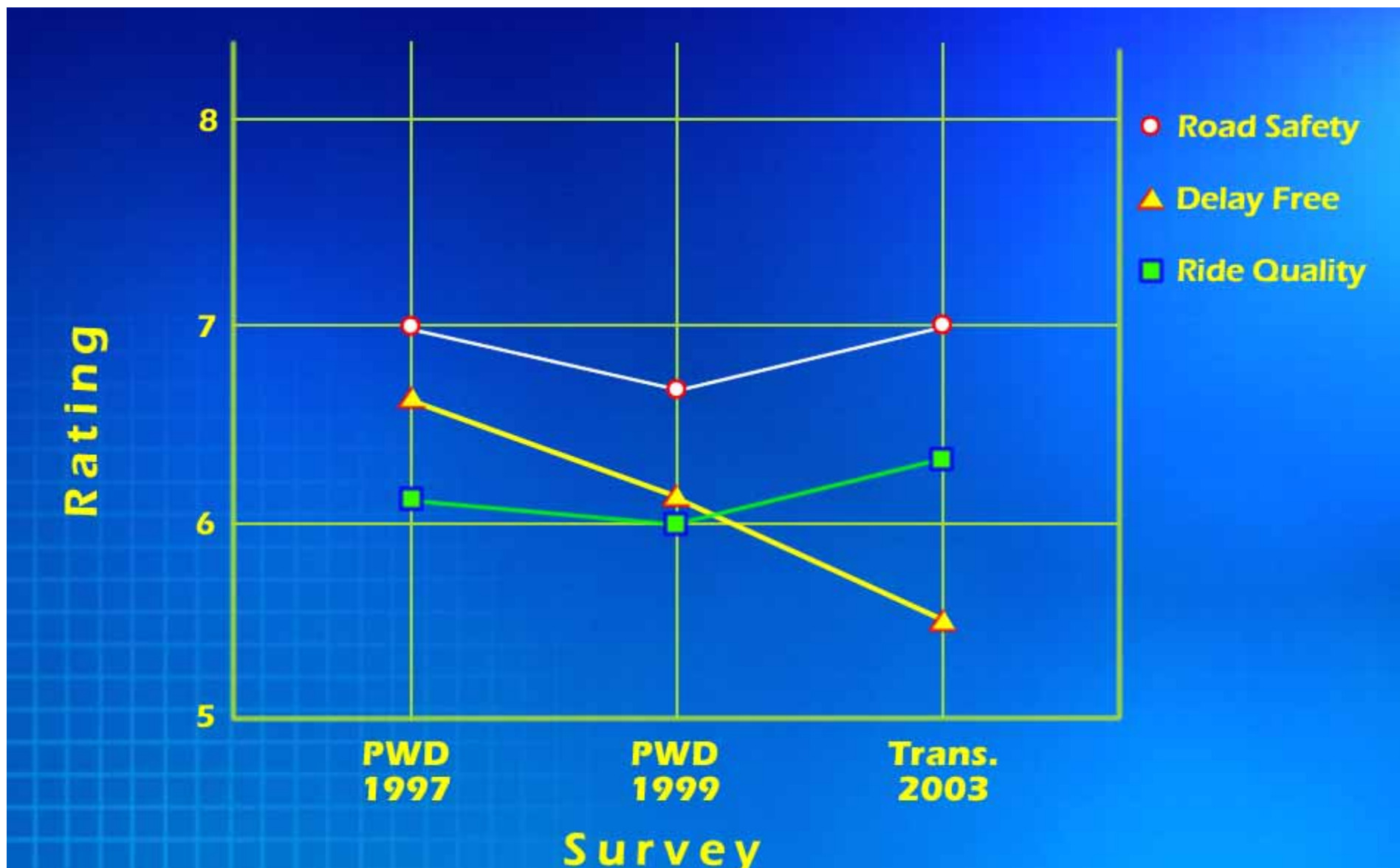


Source: County of Santa Barbara, Public Works



# Customer Ratings

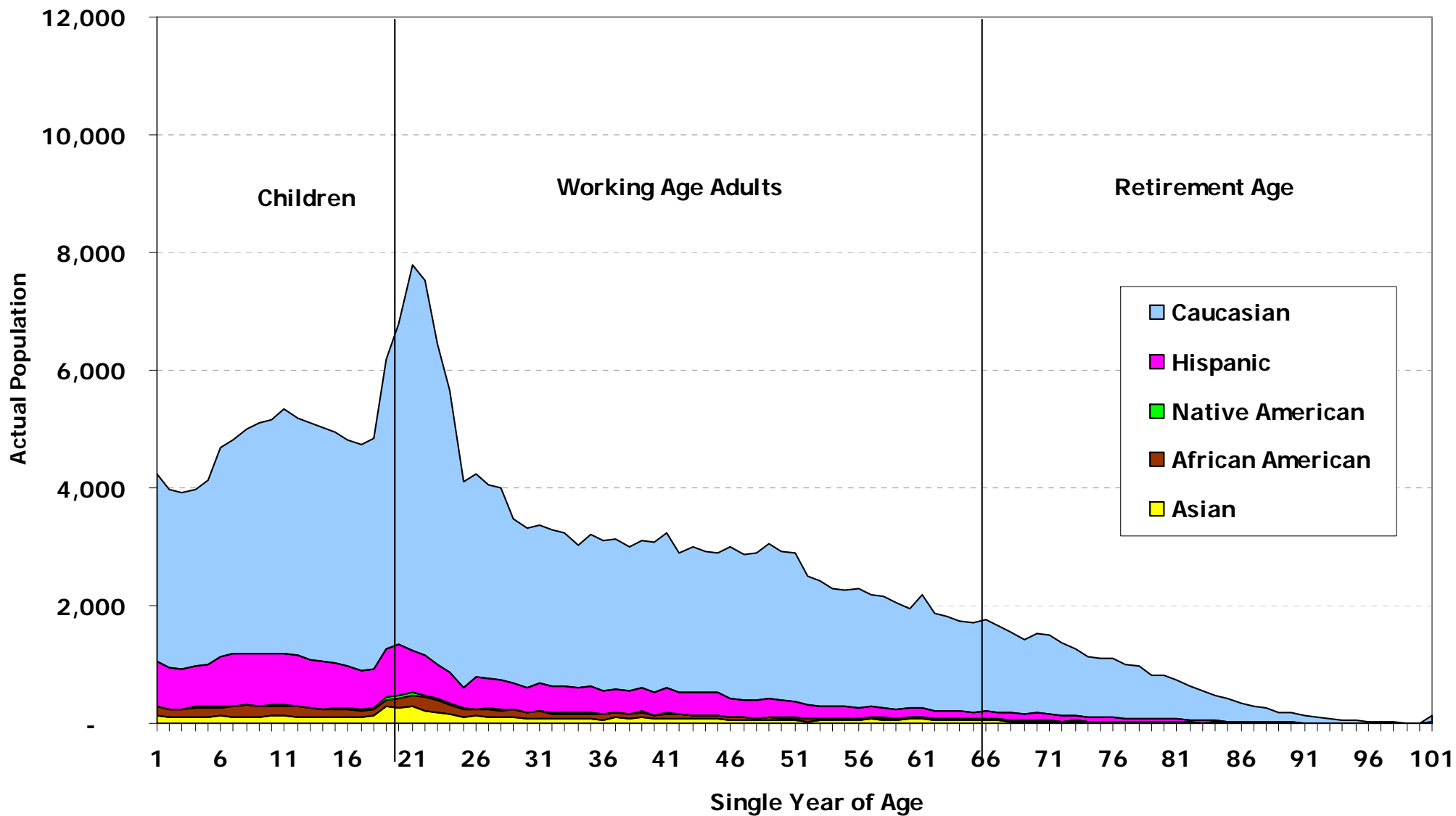
## Ride Safety, Delays, and Quality



Source: County of Santa Barbara, Public Works



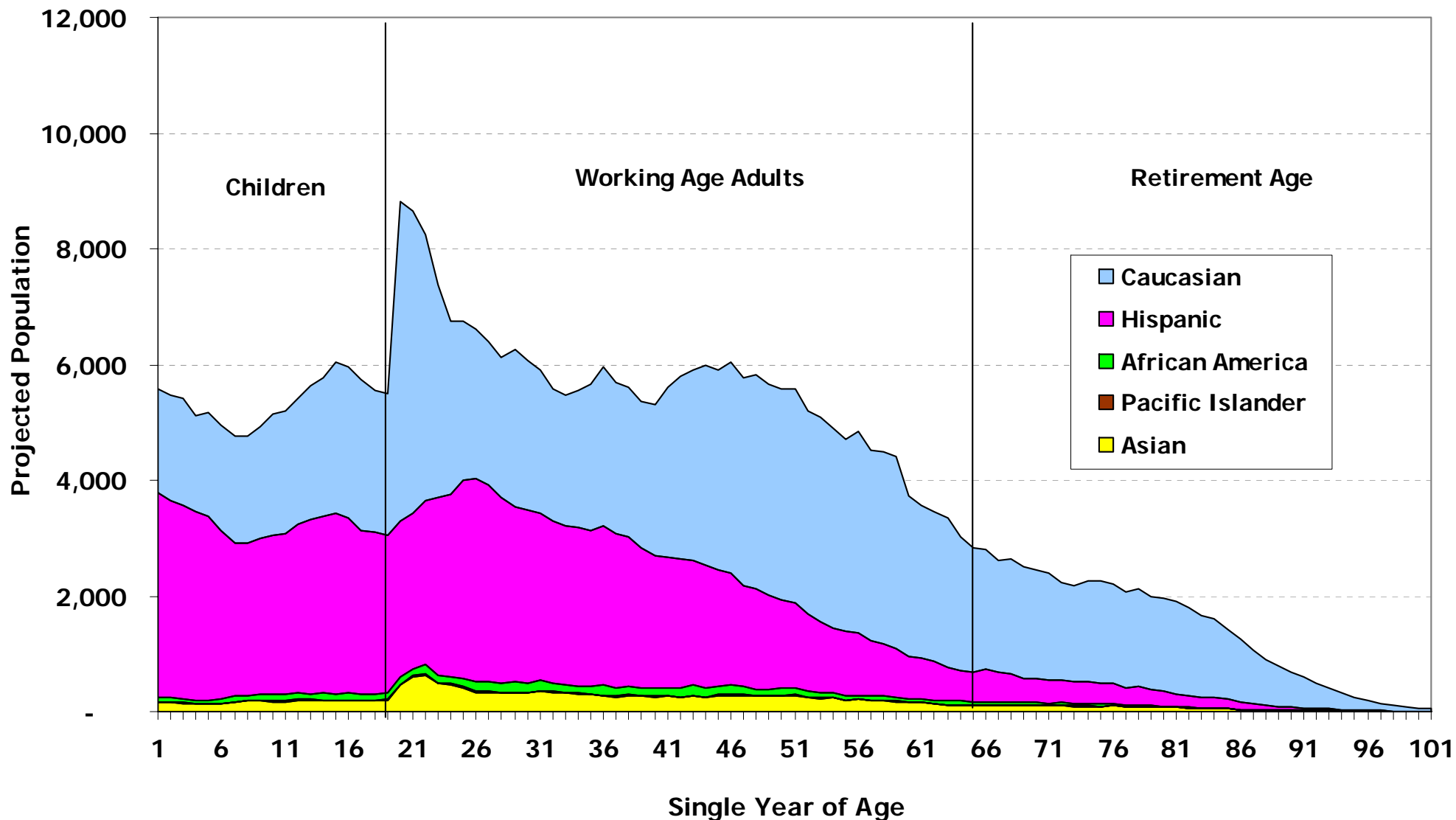
# Population by Age and Ethnicity, 1970



Source: CA Department of Finance Demographic Research Unit



# Population by Age and Ethnicity, 2005

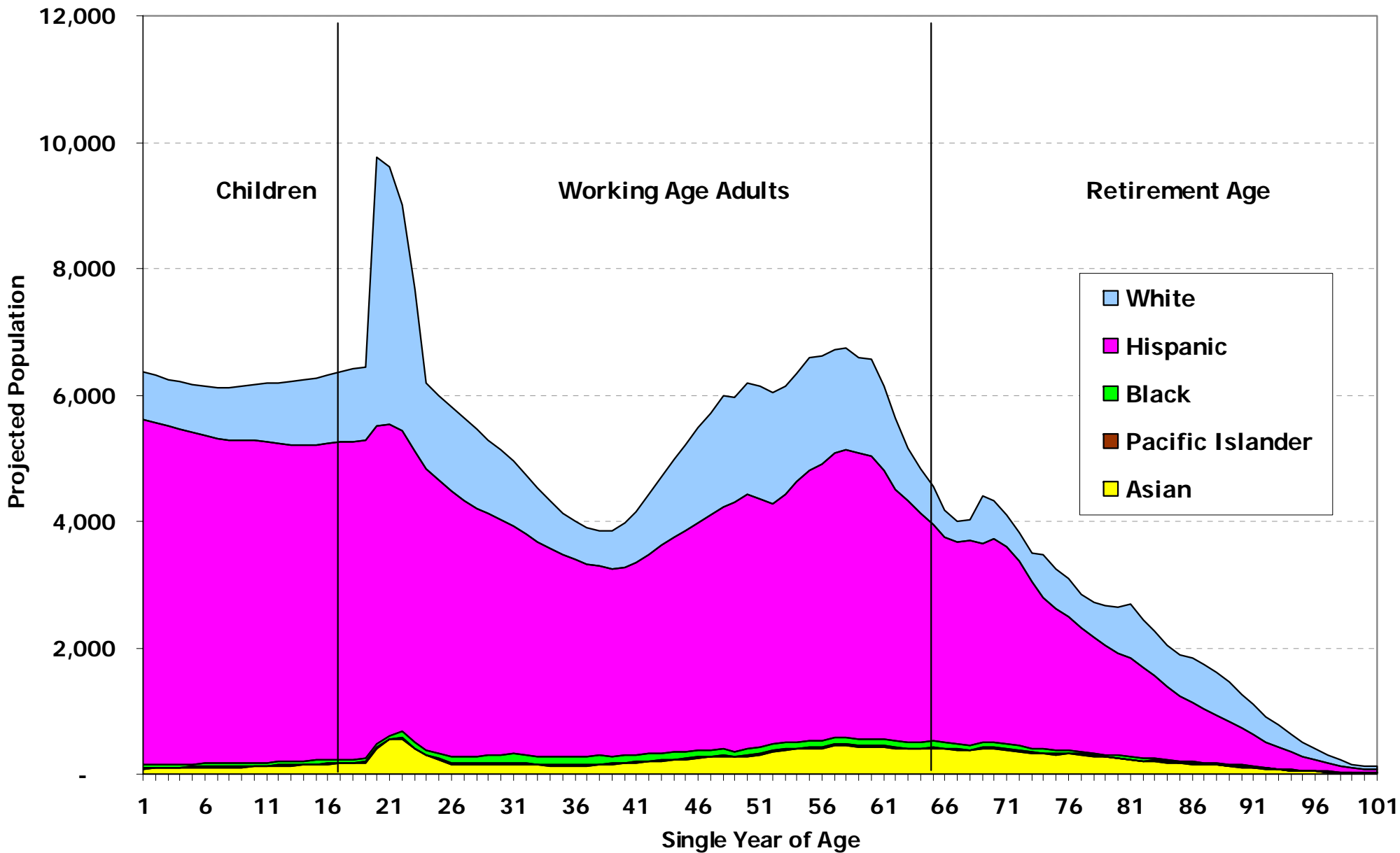


Source: CA Department of Finance Demographic Research Unit





# Population by Age and Ethnicity, 2025

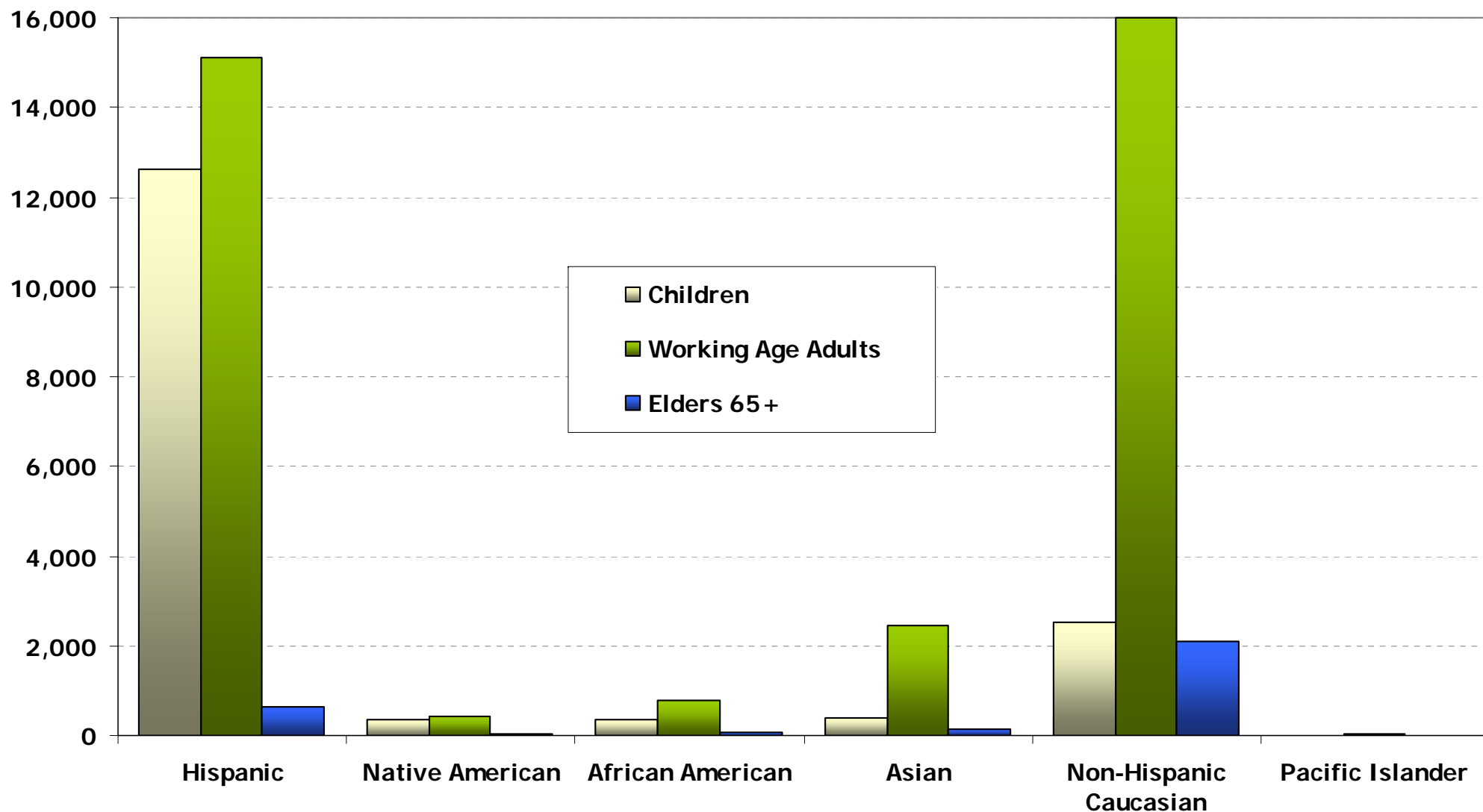


Source: CA Department of Finance Demographic Research Unit

**Strategic Scan**



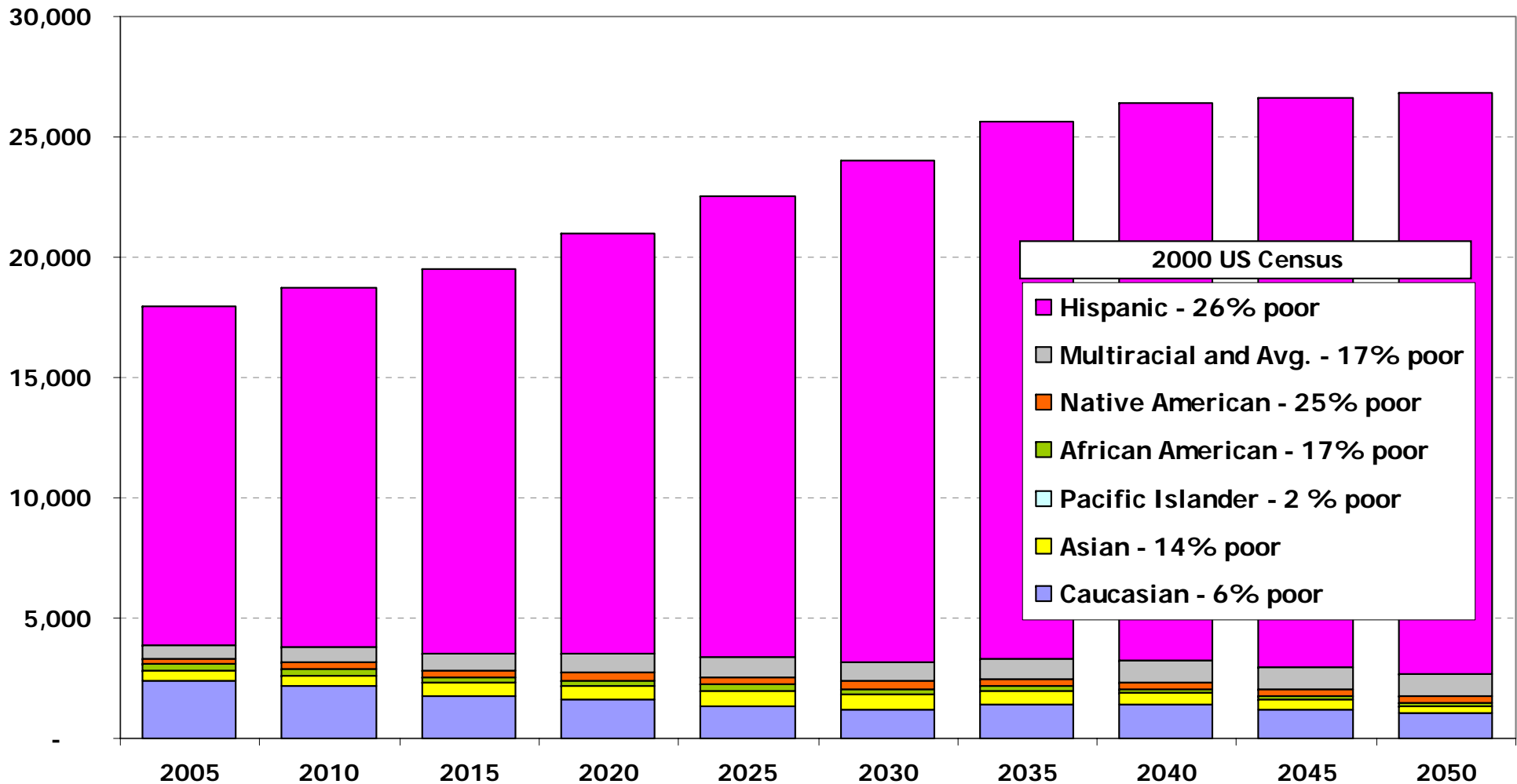
# Number of Persons Below Poverty Level by Age Group and Major Ethnic Group



Source: 2000 US Census



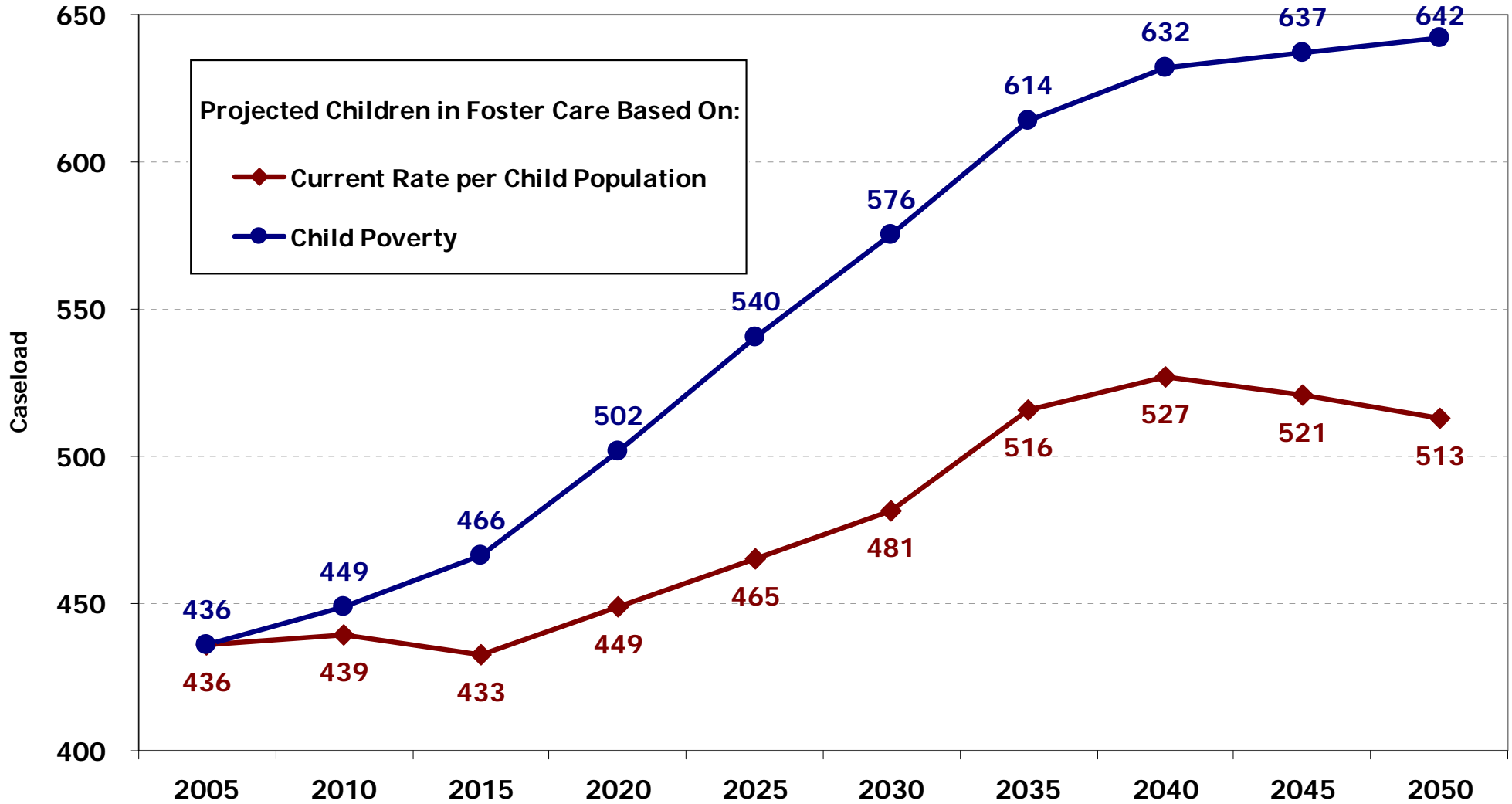
# Projected Children in Poverty by Major Ethnic Group



Source: 2000 US Census and California Department of Finance



# Projected Monthly Average Caseload of Children in Foster Care

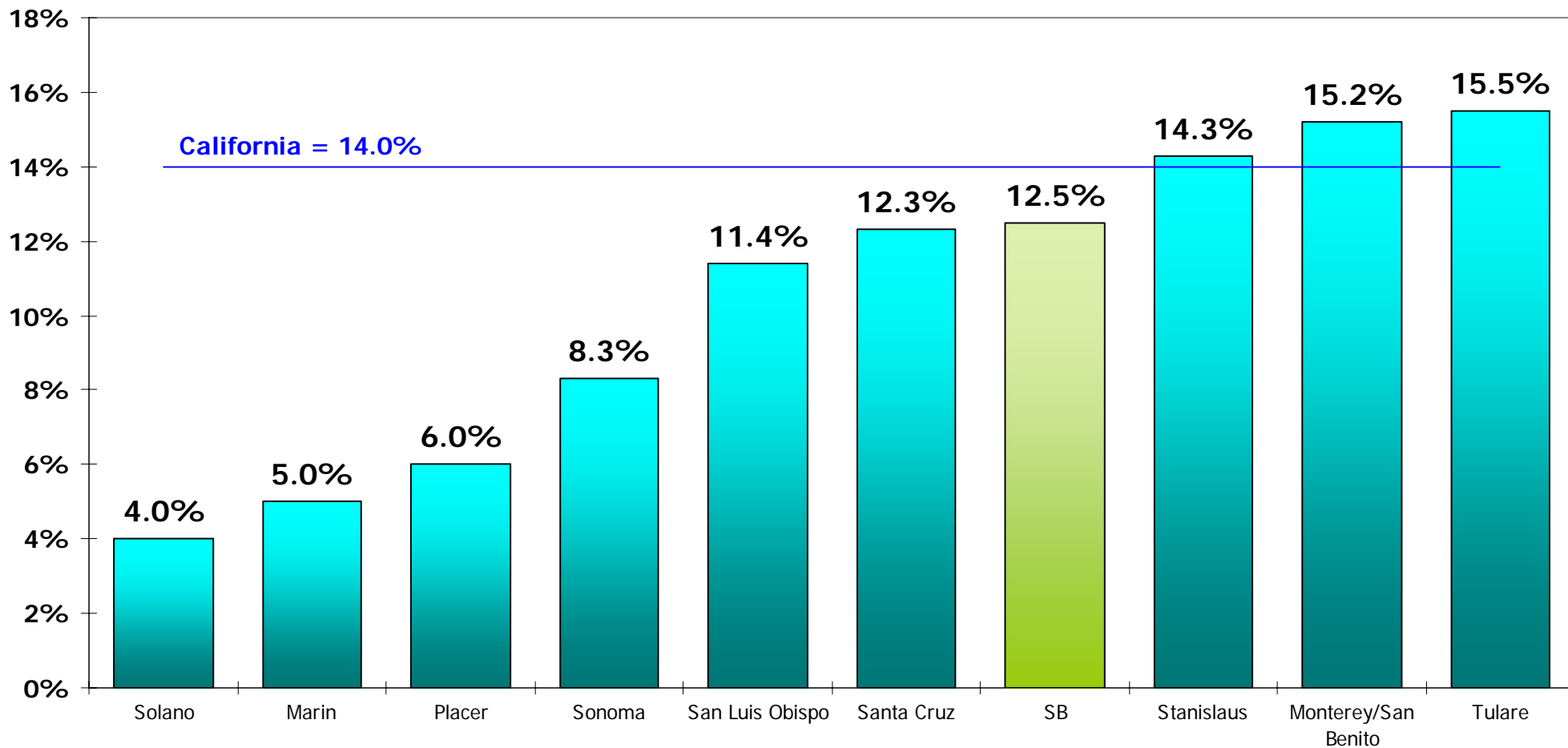


Source: 2000 US Census, California Department of Finance, County Department of Social Services





# Uninsured Residents Santa Barbara and Benchmark Counties 2003

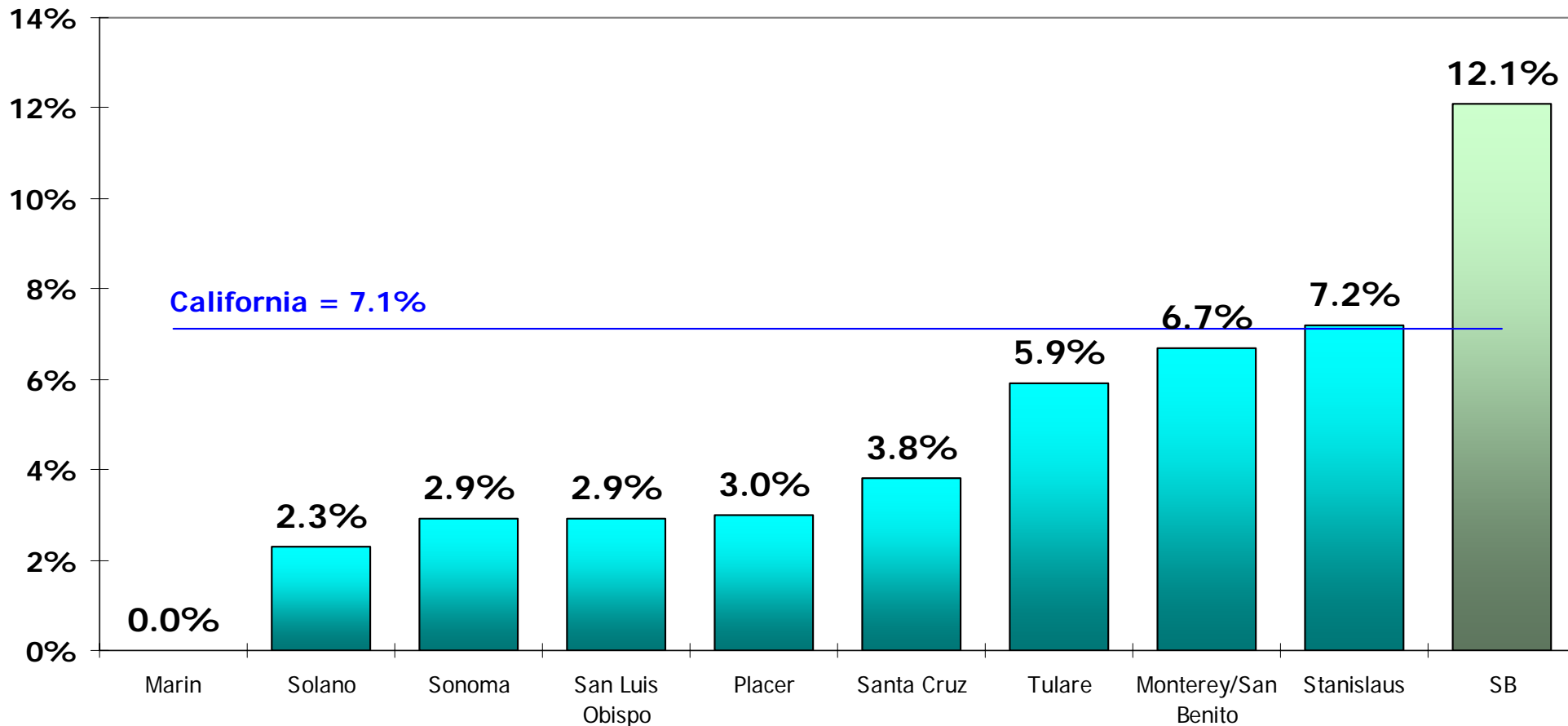


Source: County of Santa Barbara, Public Health





# Uninsured Children Aged 0 to 17 Santa Barbara and Benchmark Counties 2003

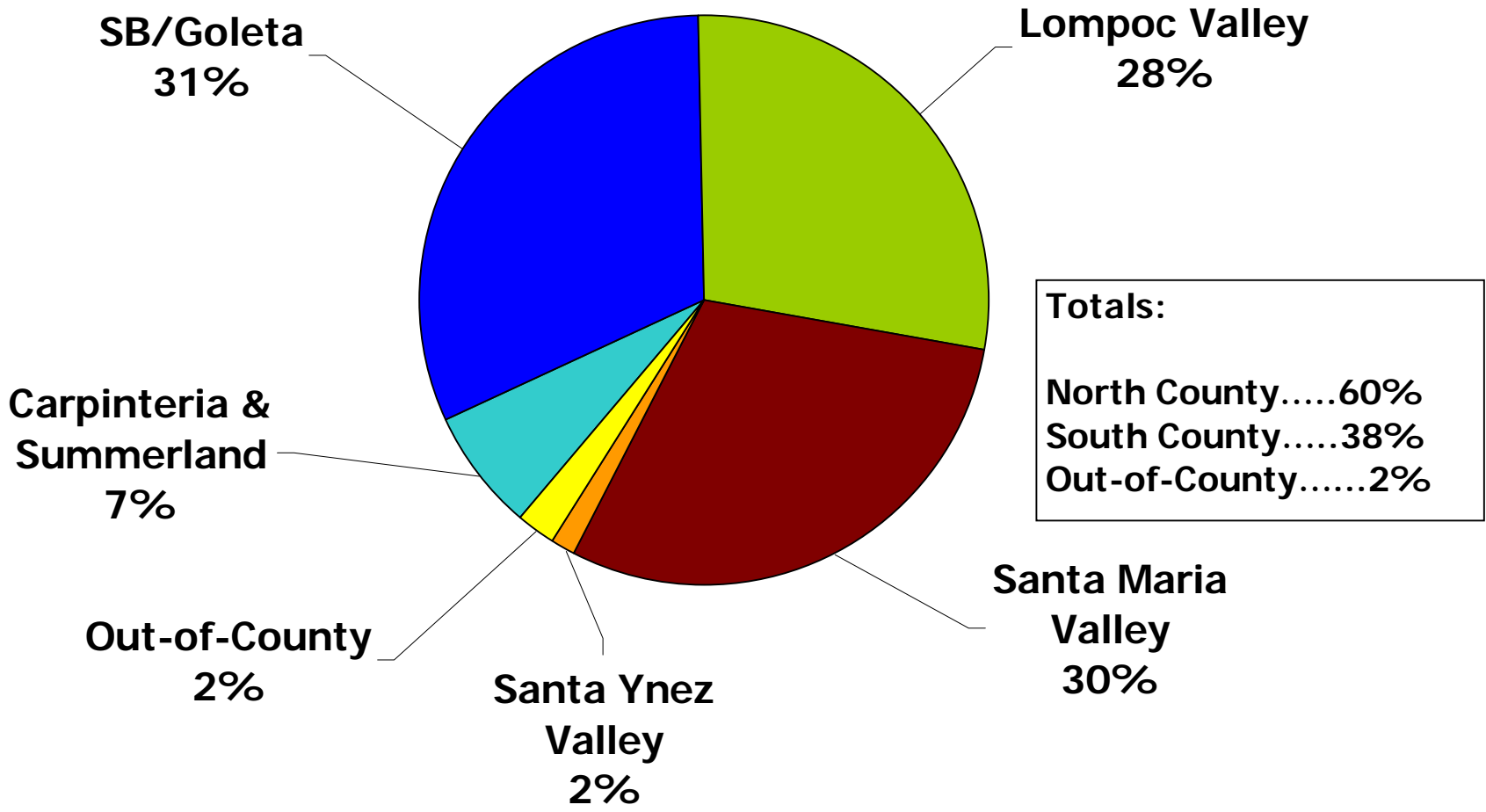


Source: County of Santa Barbara, Public Health

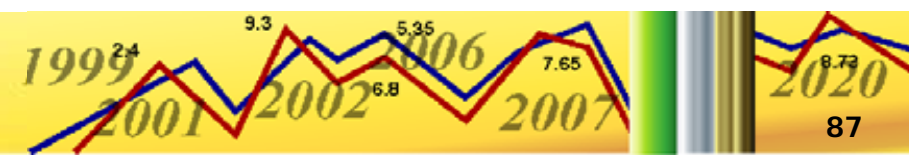


# Where do Public Health Patients Live?

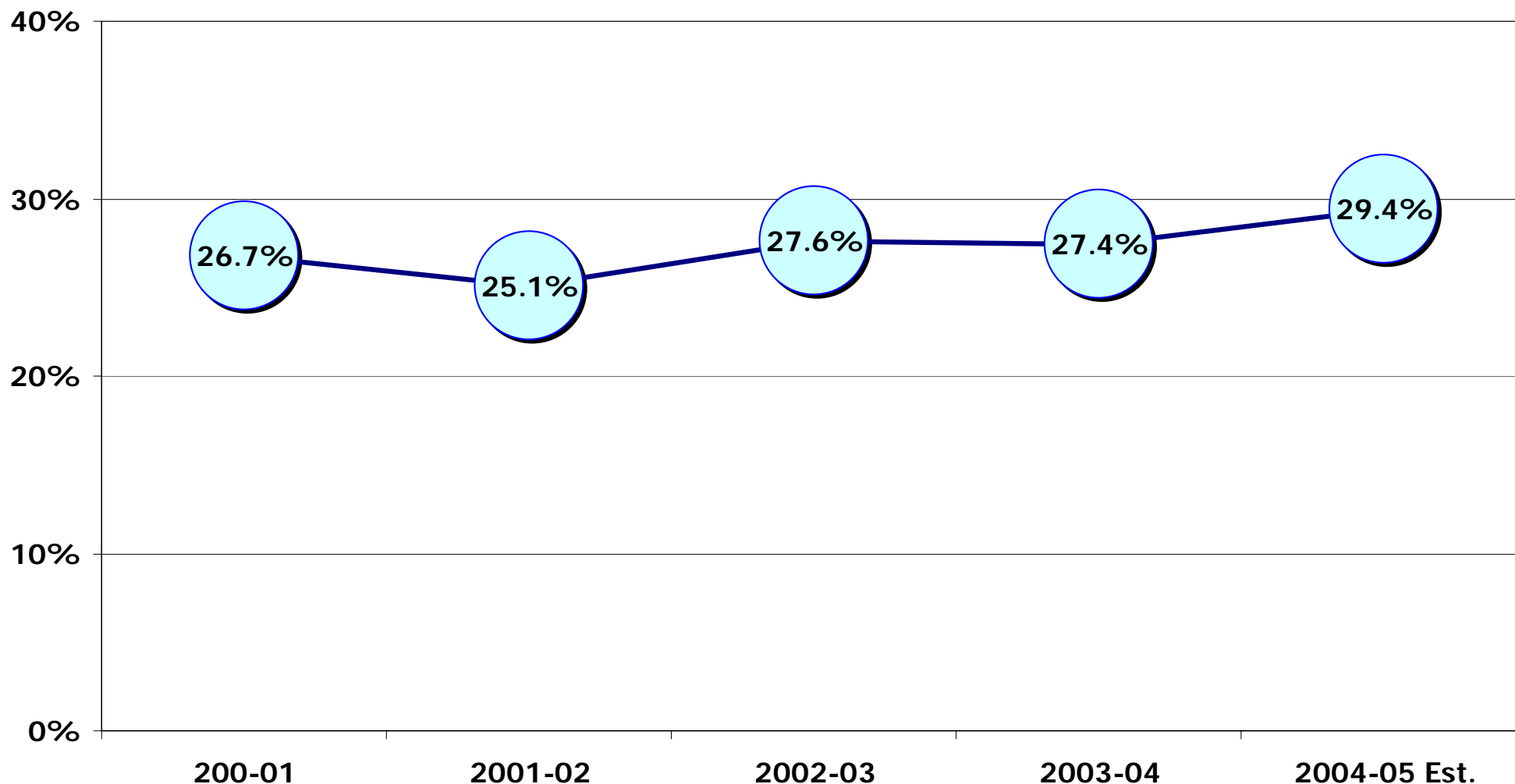
## Total Fiscal Year Clients = 29,102



Source: County of Santa Barbara, Public Health



# Percent of Public Health Patients Without Insurance Coverage

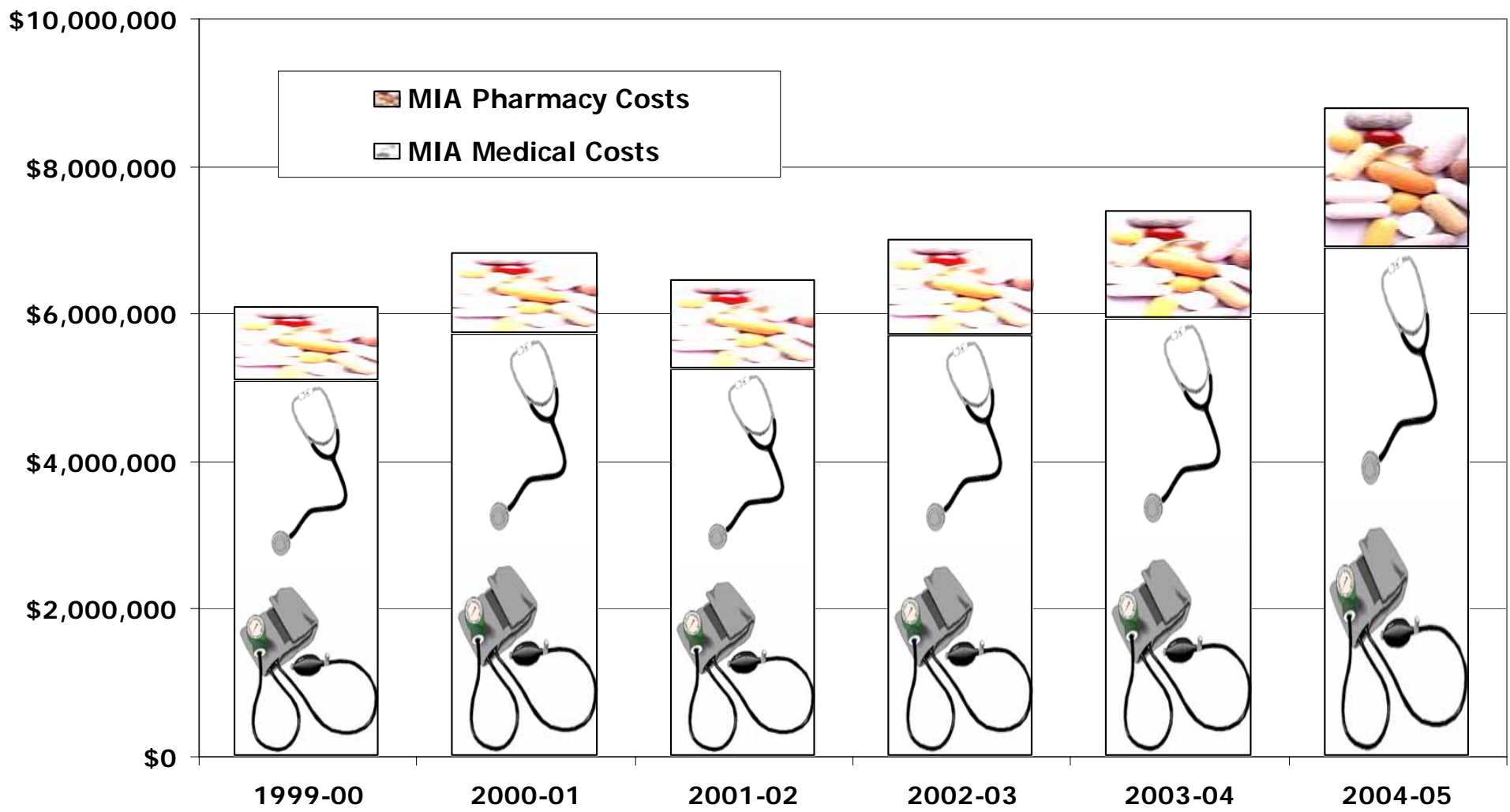


Source: County of Santa Barbara, Public Health





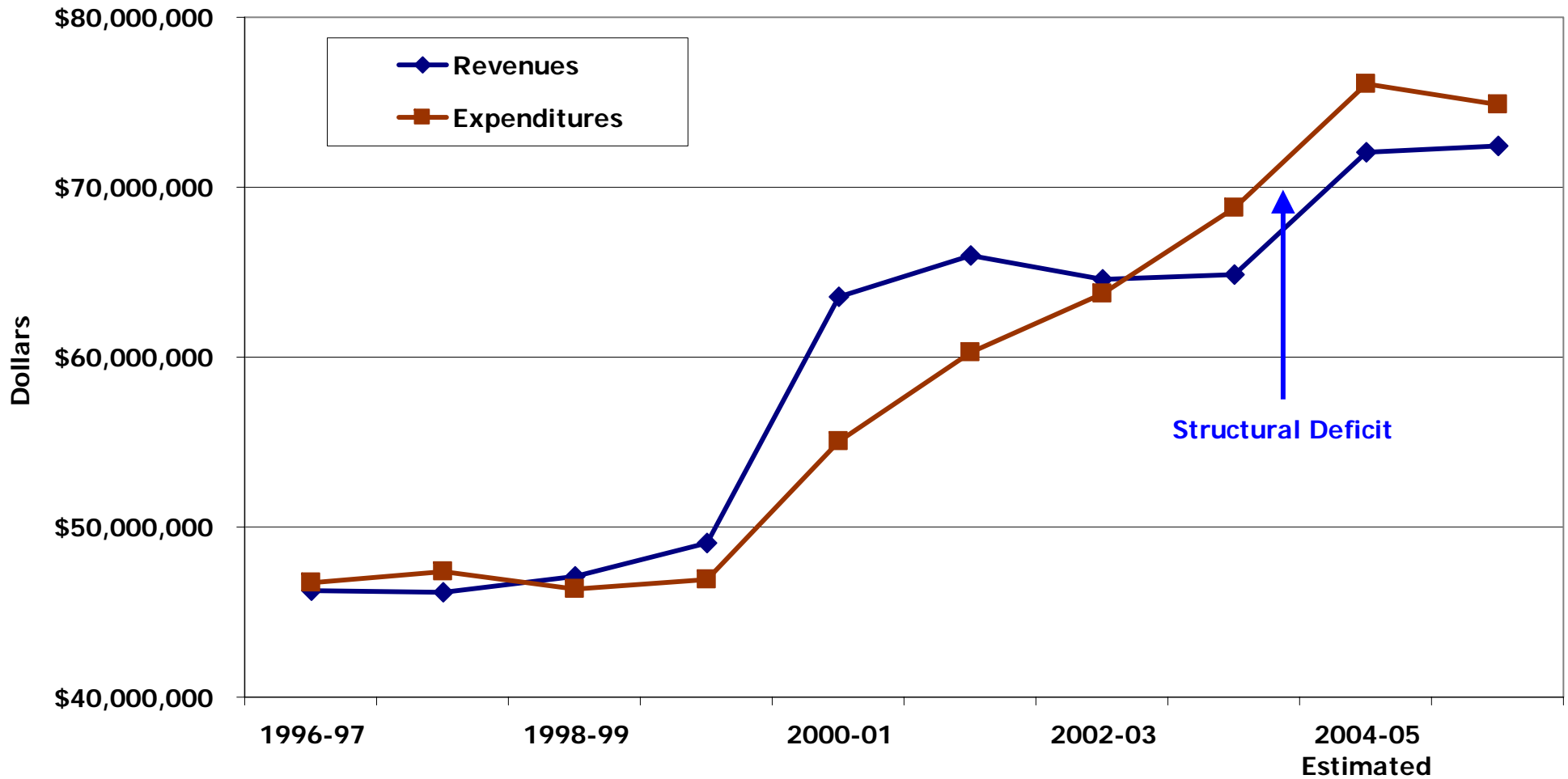
# MIA Program Costs



Source: County of Santa Barbara, Public Health



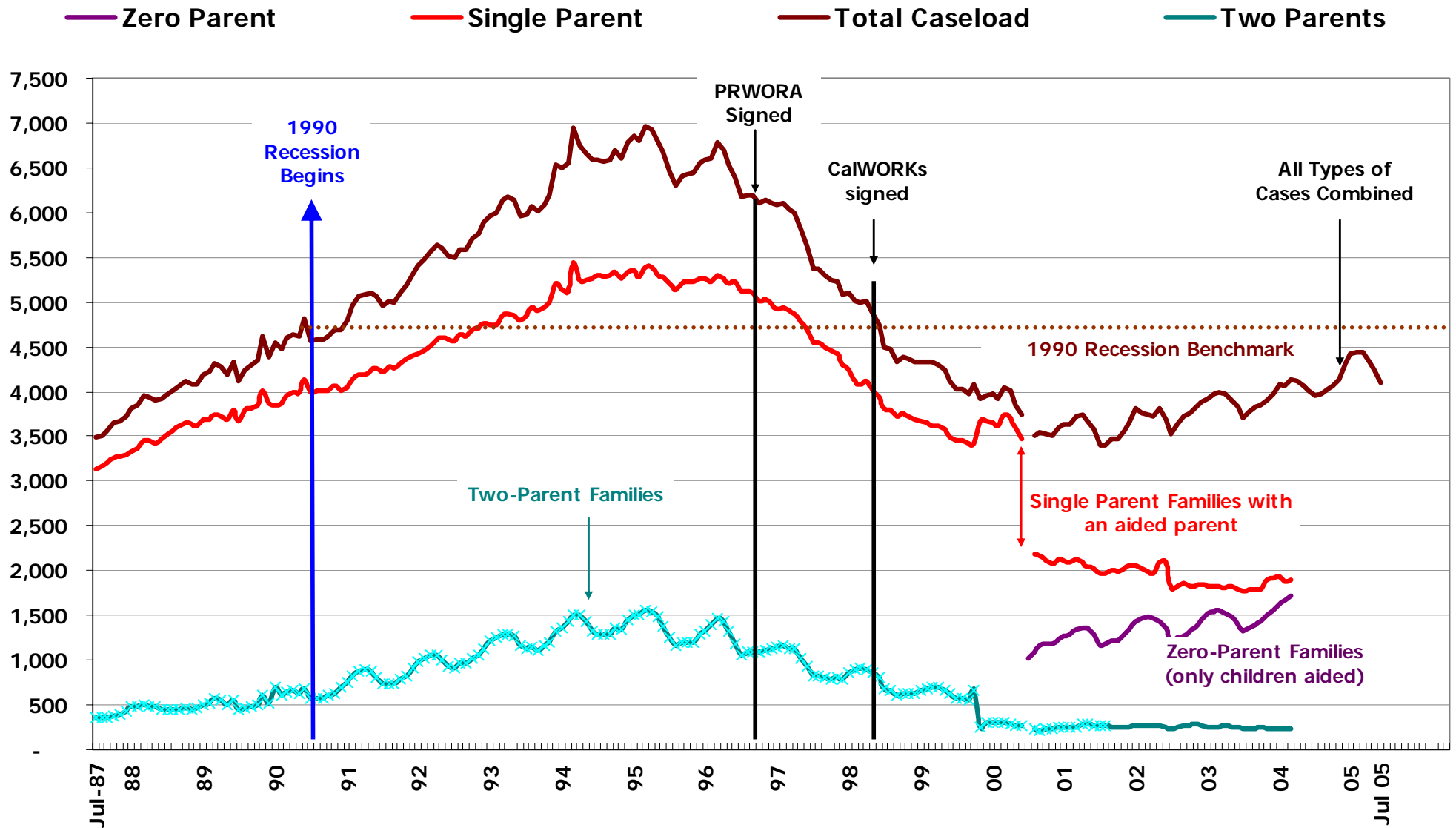
# Public Health Revenue and Expenditure Trend



Source: County of Santa Barbara, Public Health



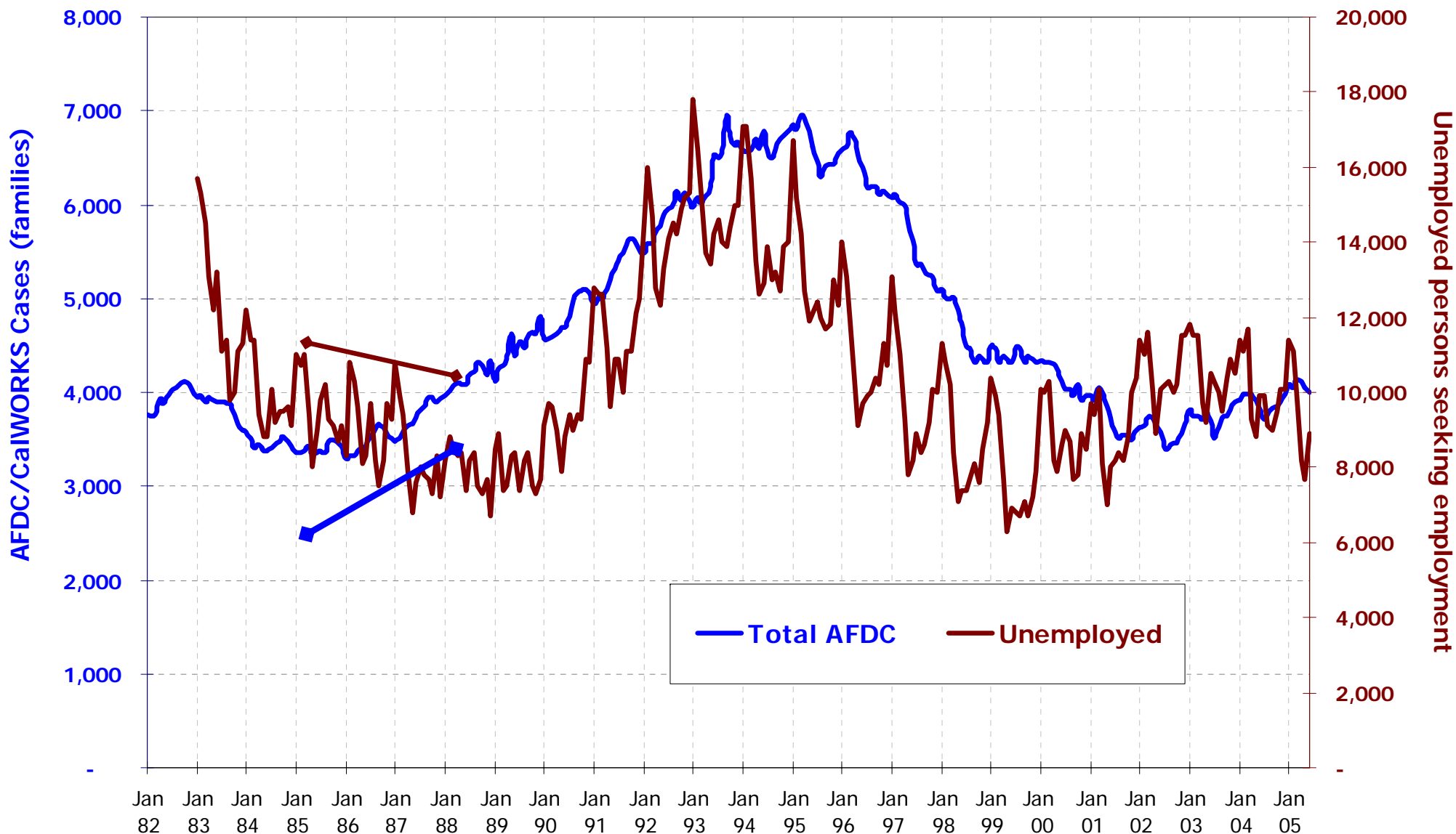
# CalWorks Caseloads



Source: County of Santa Barbara, Social Services



# Historical AFDC/CalWORKs and Unemployment Trends

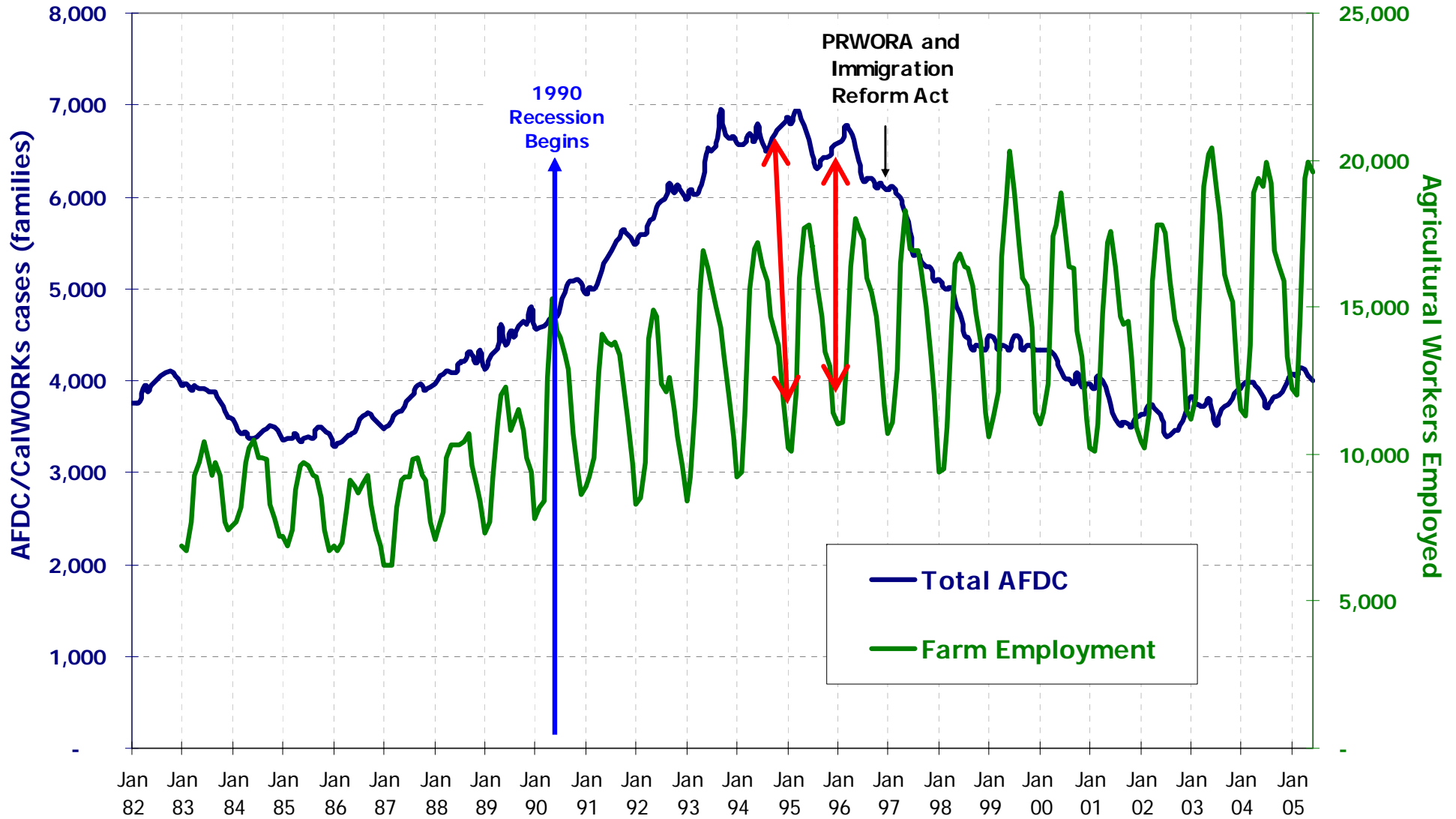


Source: County of Santa Barbara, Social Services





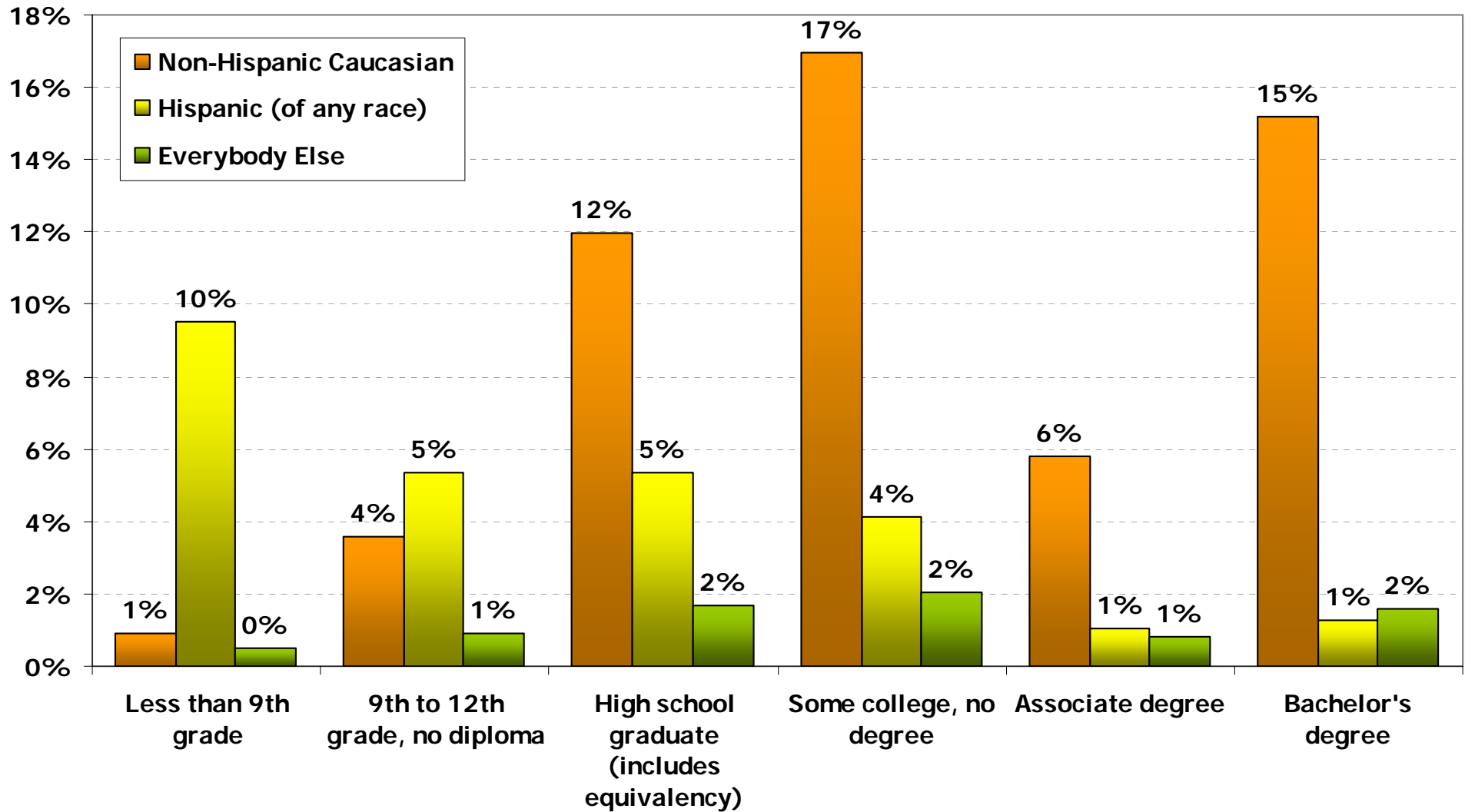
# Number of Agricultural Workers Employed and AFDC/CalWORKs Cases



Source: County of Santa Barbara, Social Services



# Educational Distribution of All Adults 25 and Older

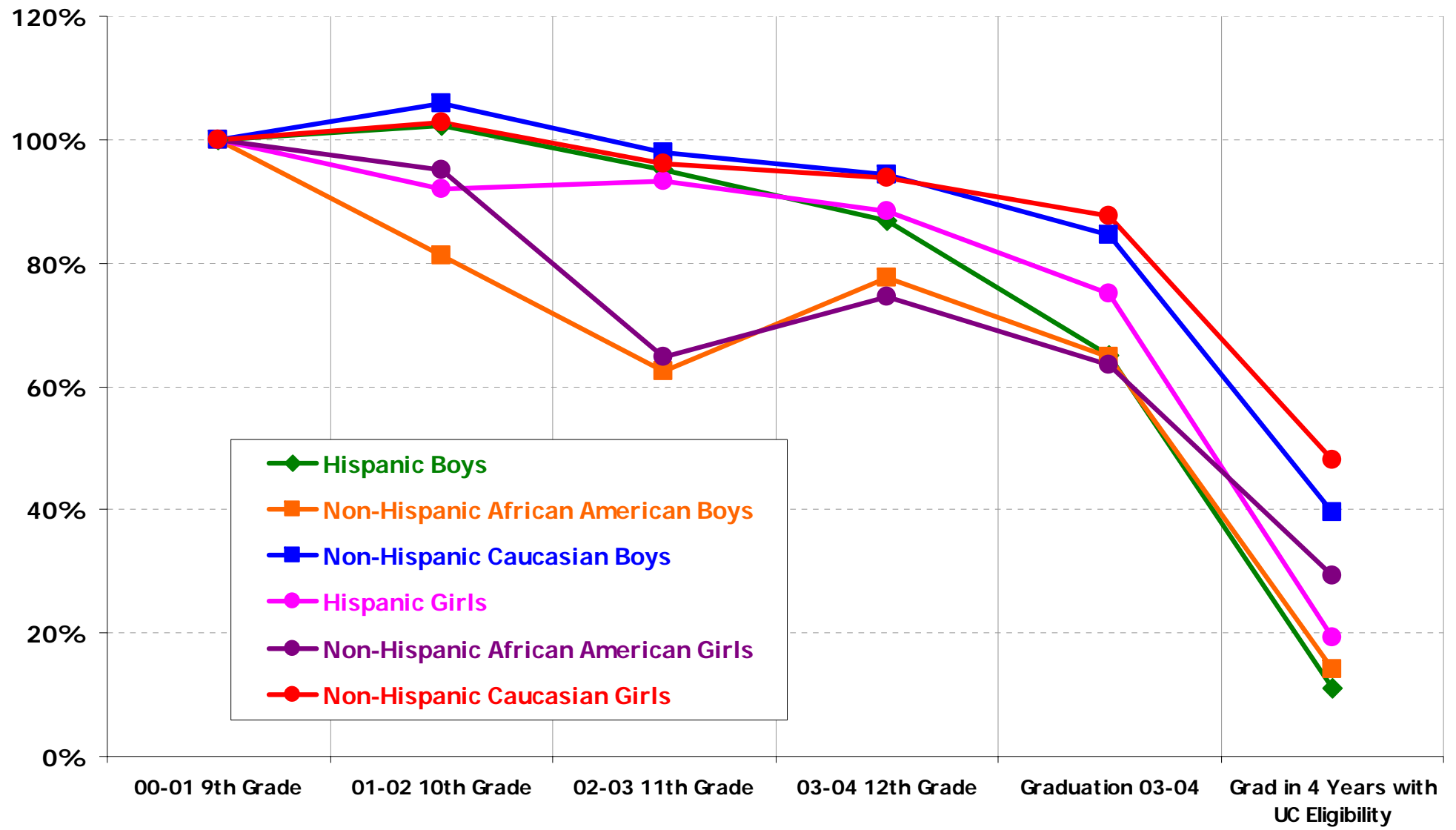


Source: 2000 US Census

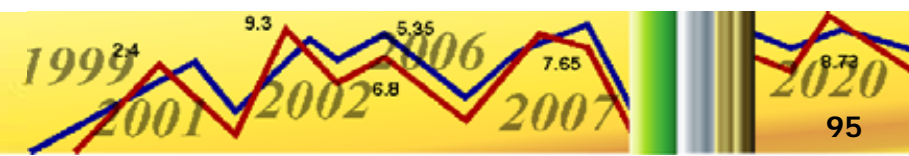




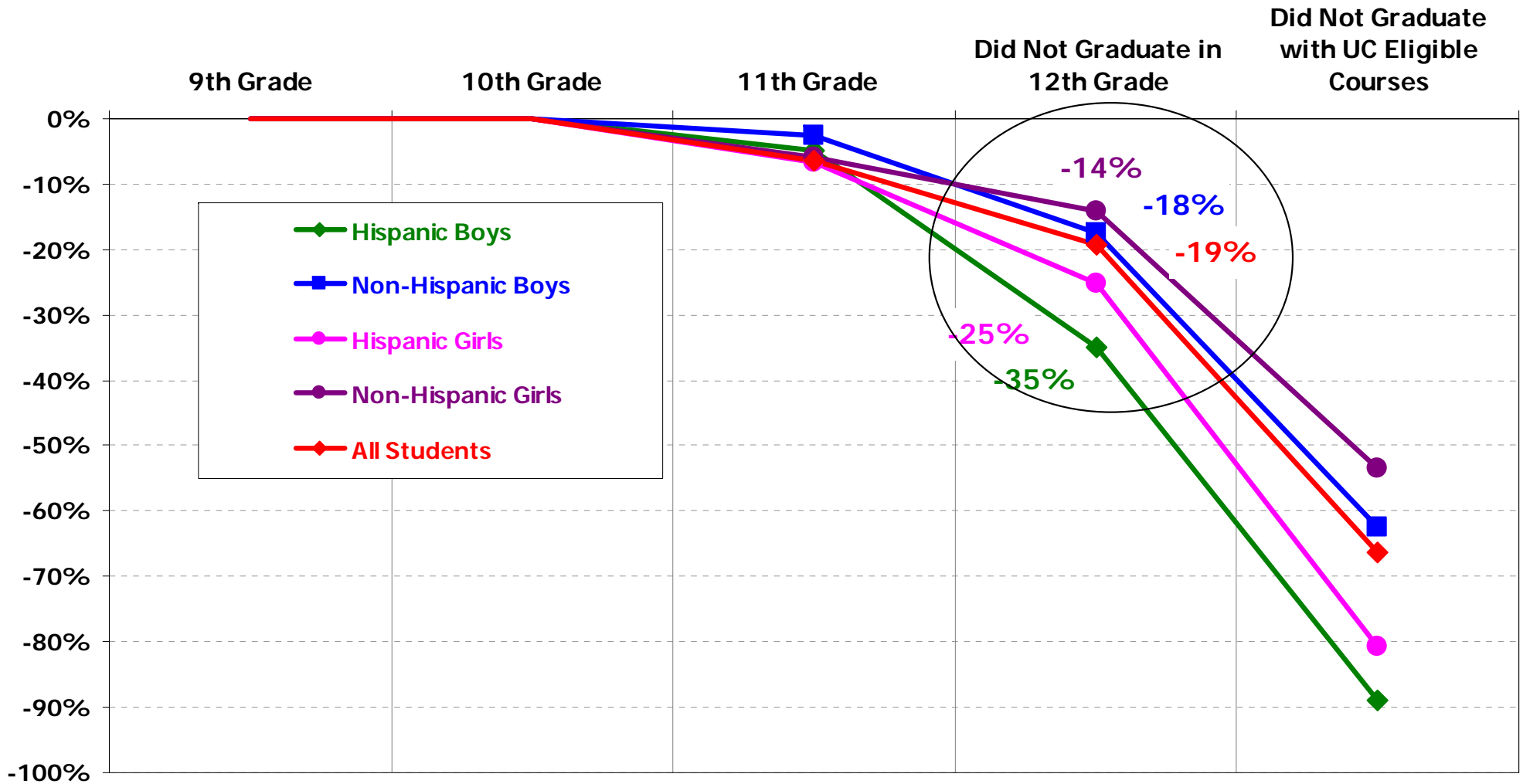
# Estimated Rates for High School Graduation within 4 Years and UC System Eligible Graduates by Gender and Major Ethnic Group



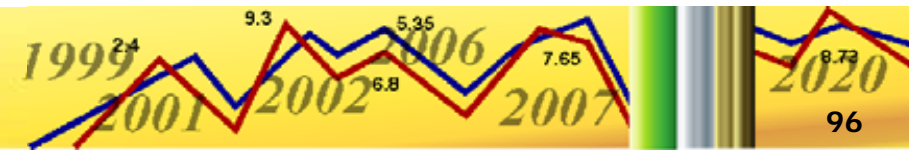
Source: California Department of Education



# Time Trajectory to Graduation and UC Entrance Eligibility, Graduation Year 2003-04



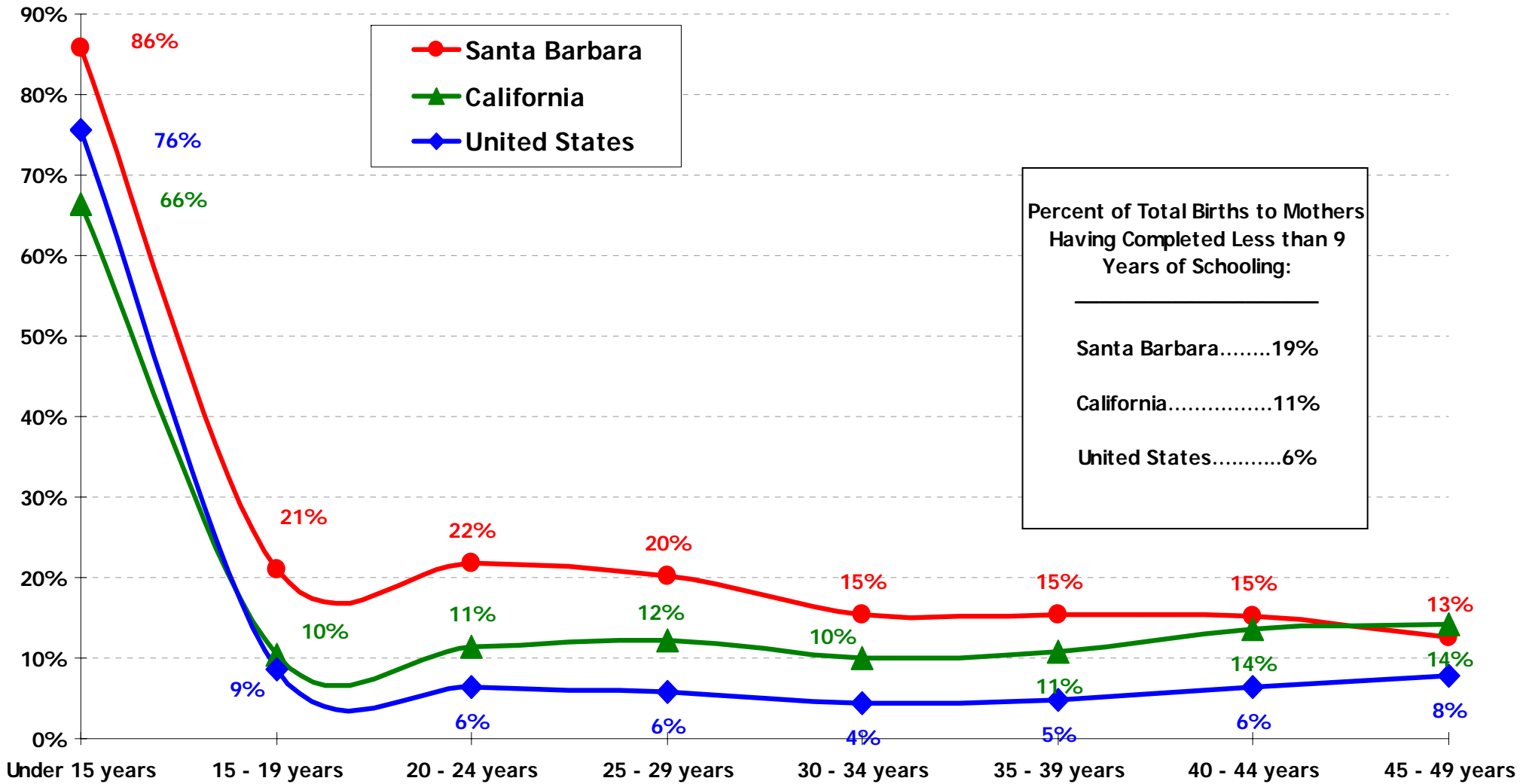
Source: CA Department of Education CBEDS - does not count GED







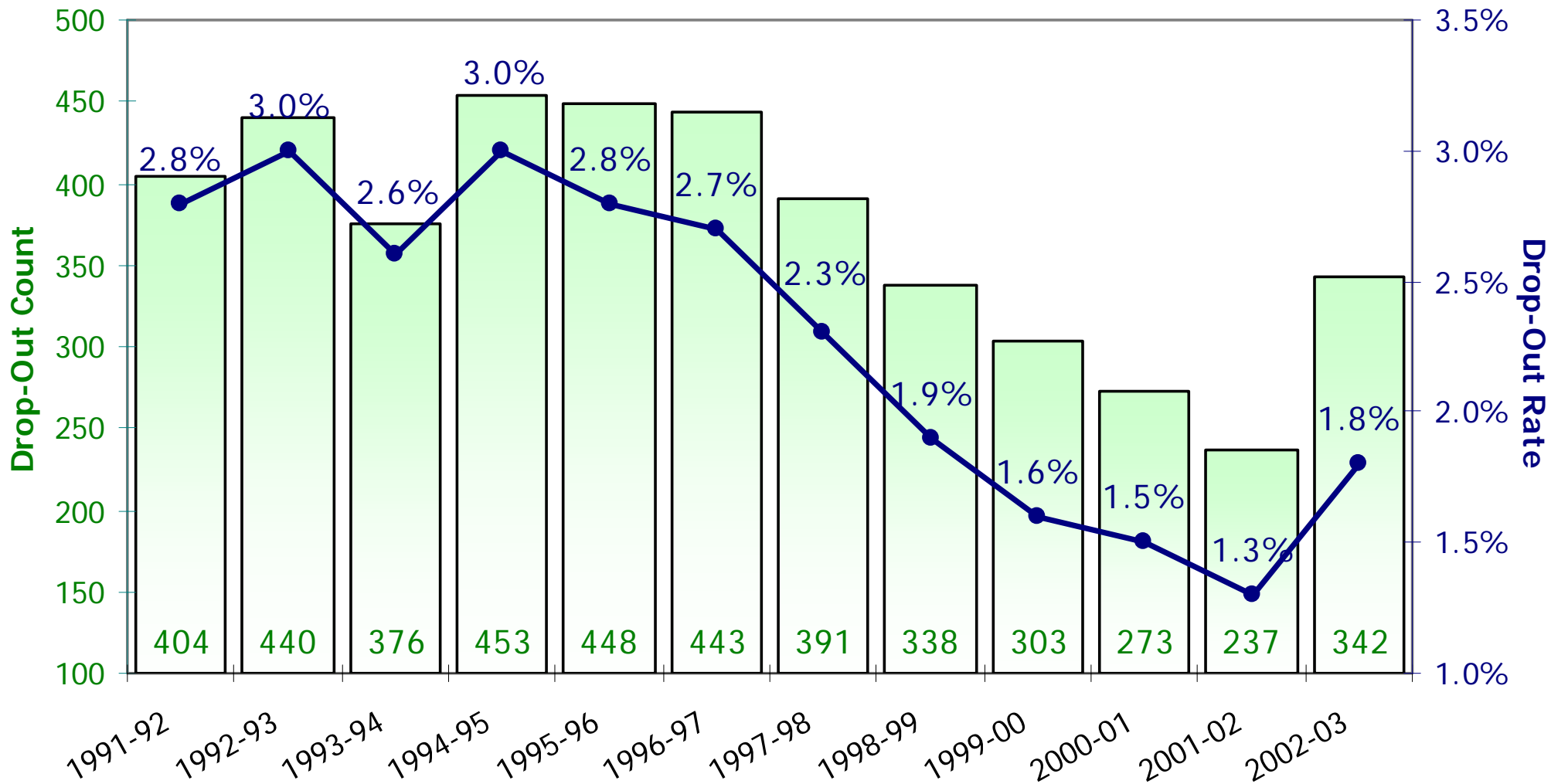
# Proportion of Total Births to Mothers Having Completed Less than 9 Years of Schooling to Relative Educational Levels of Mothers of 2008 First Graders



Source: CDC Wonder Natality Database and Center for Immigration Studies (undocumented statistics)



# County Drop-Out Count and Rate Grades 9-12



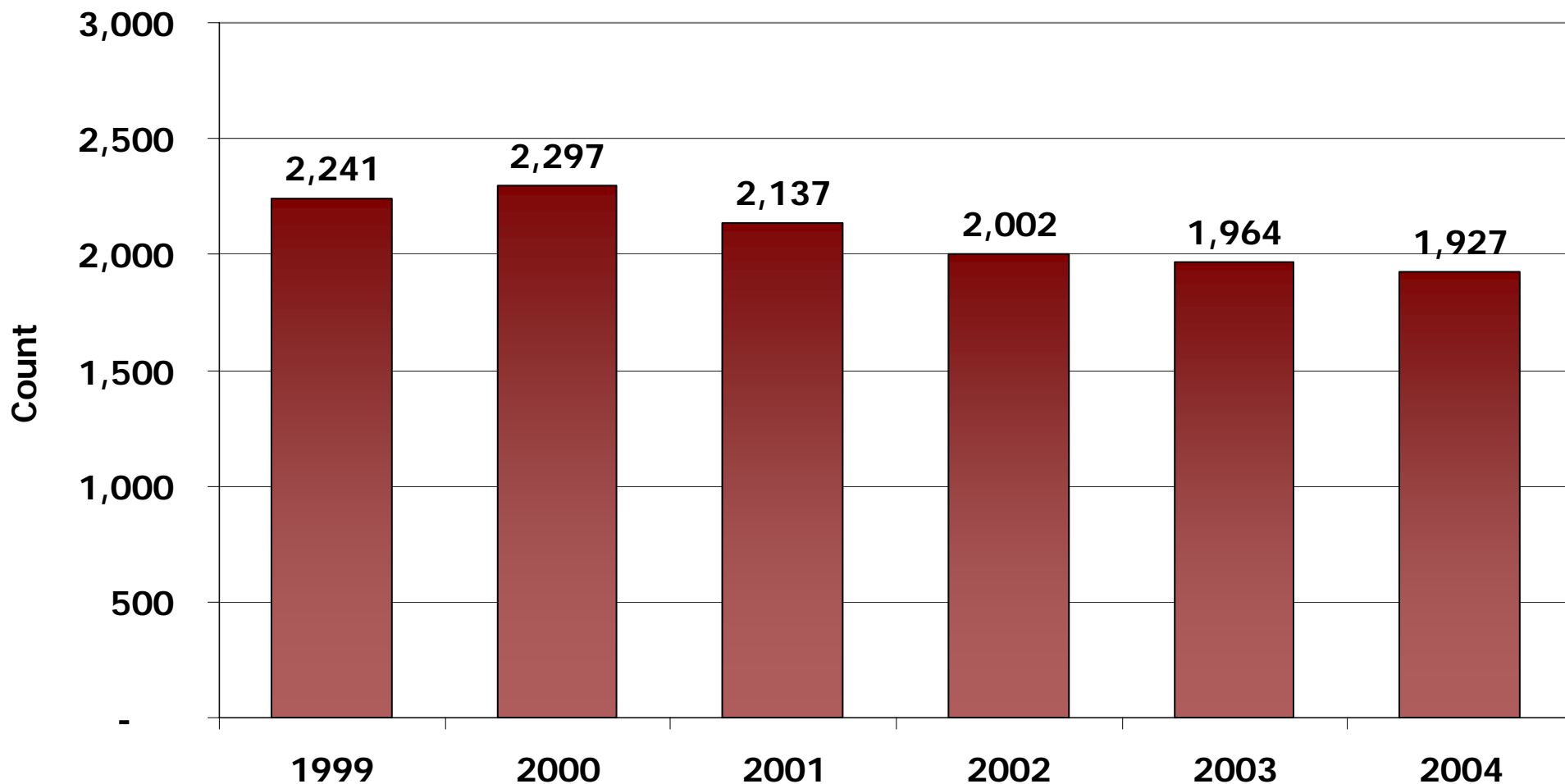
Source: California Department of Education





# 'Part I' Crimes

## Homicide, Rape, Robbery, Aggravated Assault, Burglary, Motor Vehicle Theft



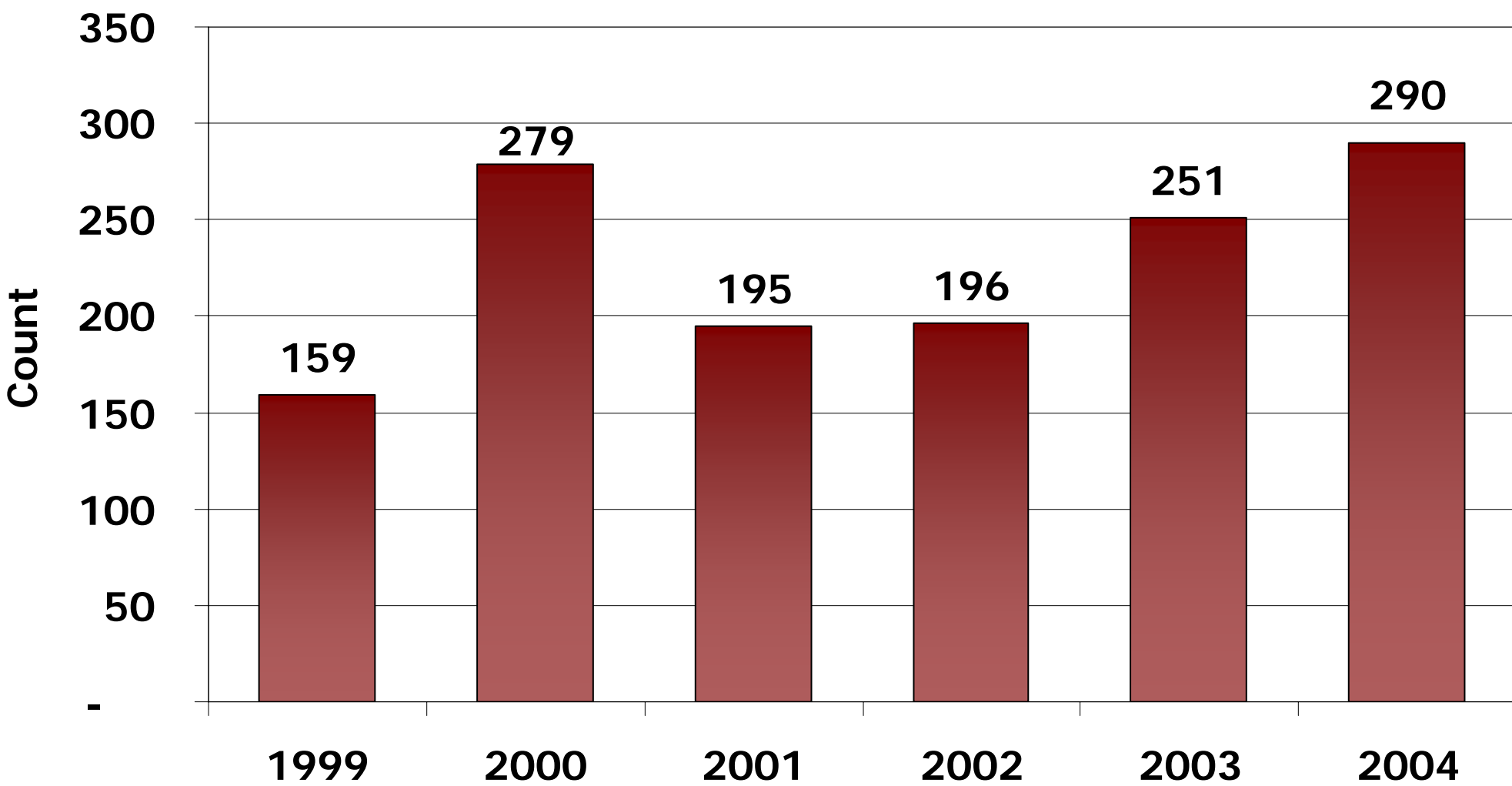
Source: County of Santa Barbara, Sheriff

*Strategic Scan*





# Arrests for being Under the Influence of a Controlled Substance

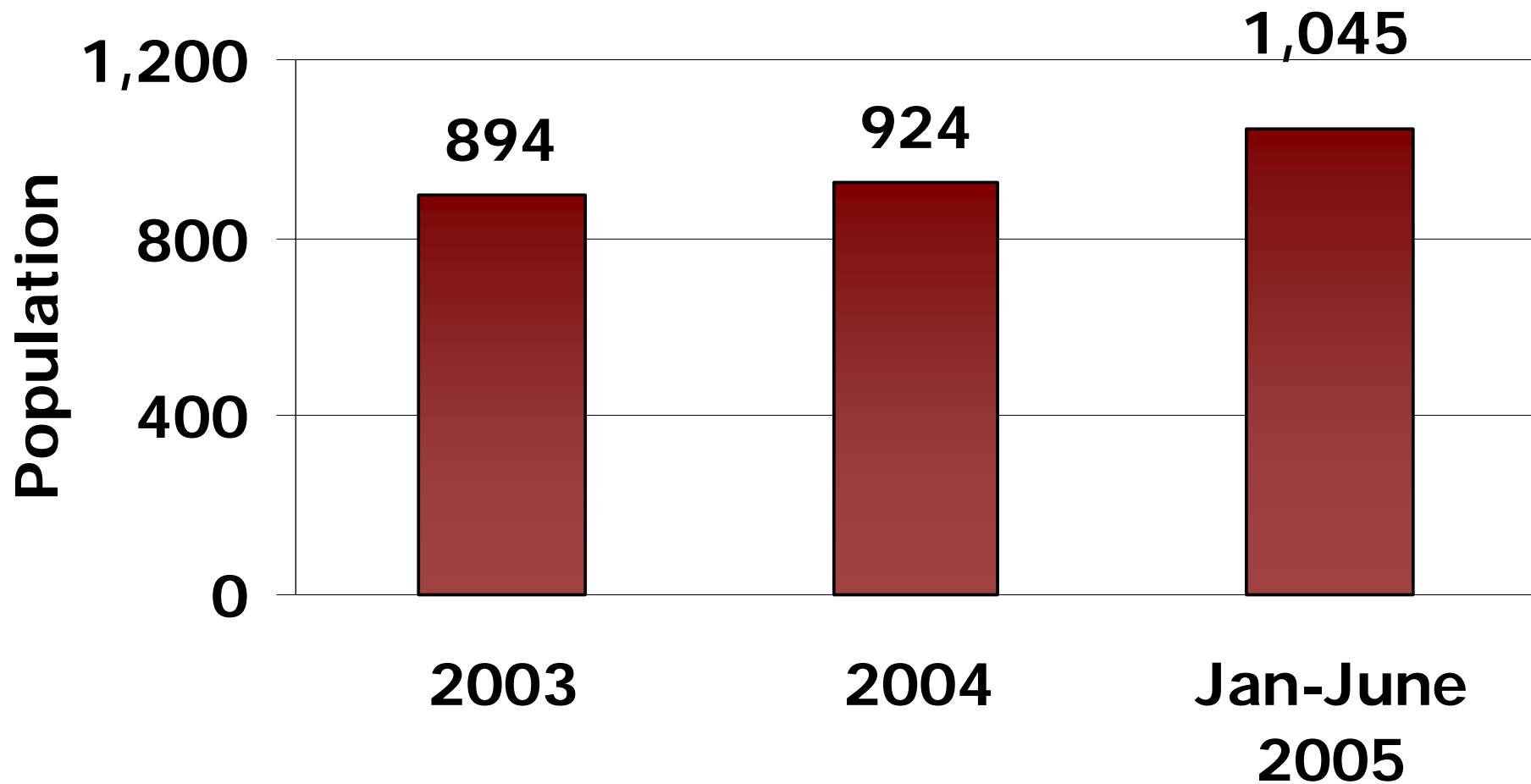


Source: County of Santa Barbara, Sheriff





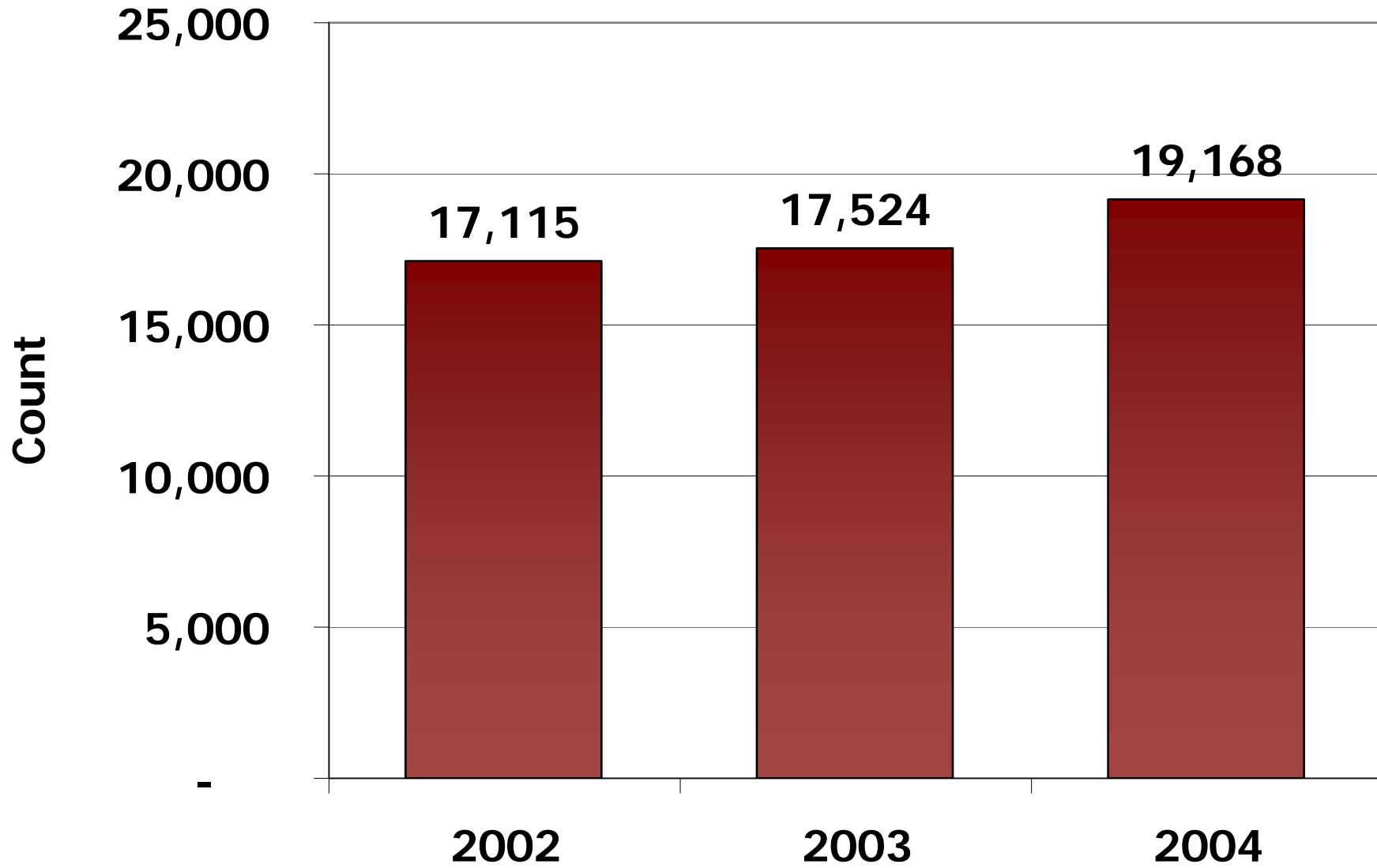
# *Santa Barbara Average Daily Population within Custody Facilities*



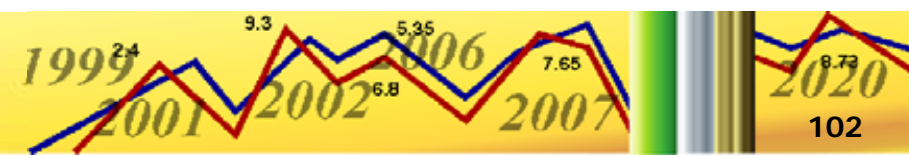
Source: County of Santa Barbara, Sheriff



# Yearly Jail Booking Count



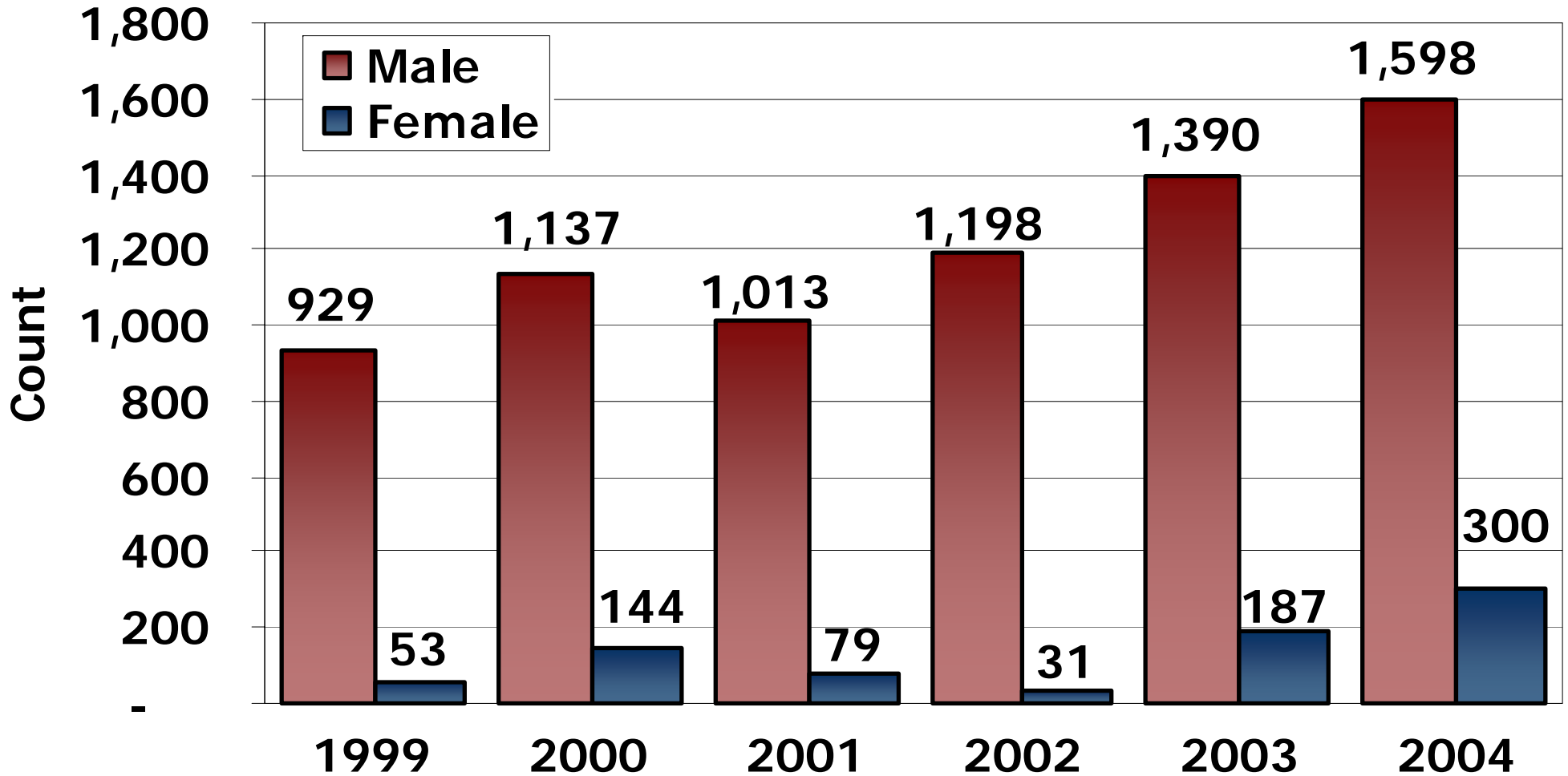
Source: County of Santa Barbara, Sheriff



# Jail Cap Releases



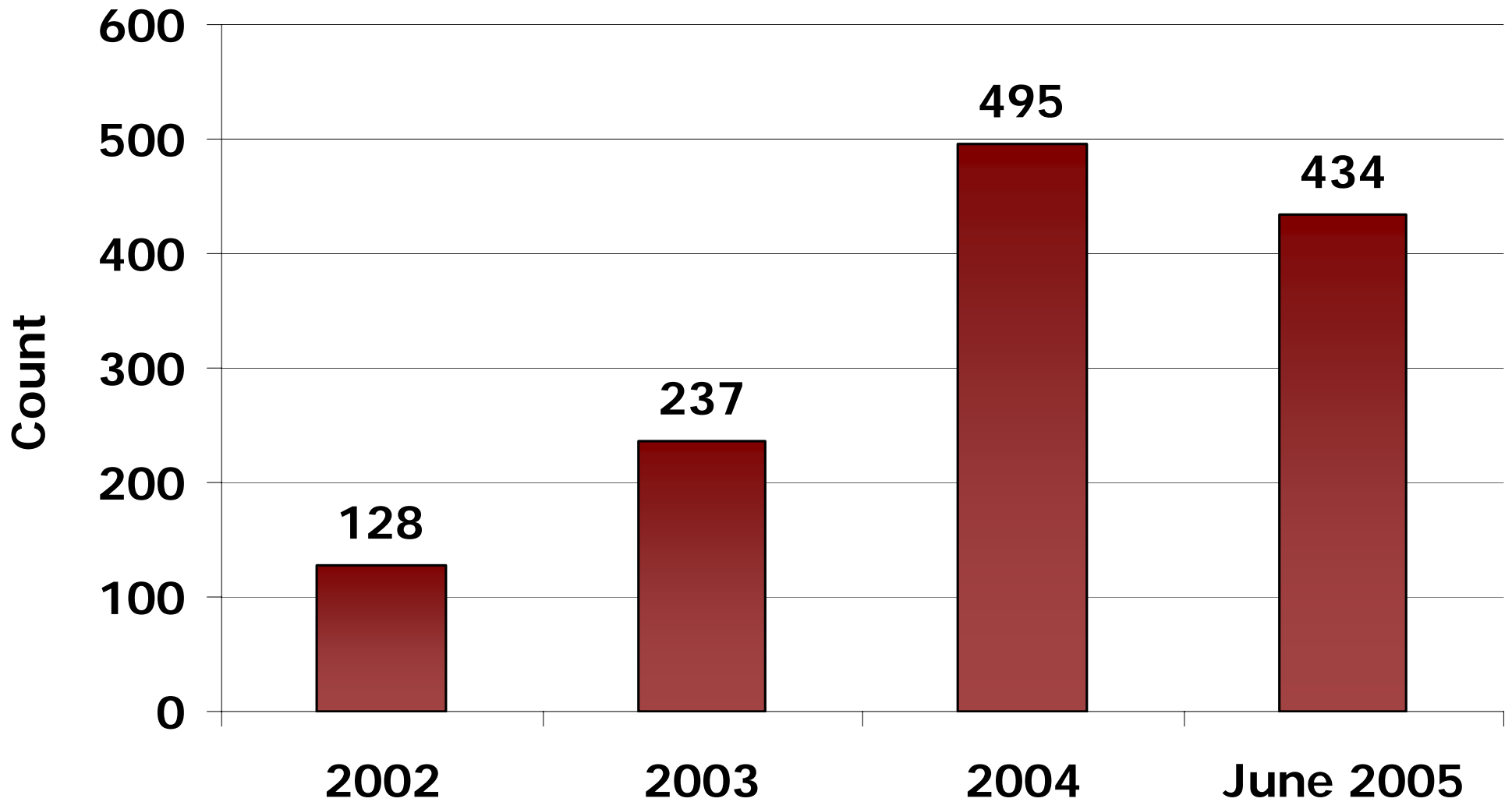
Total Release Count 1999-2004: 8,059



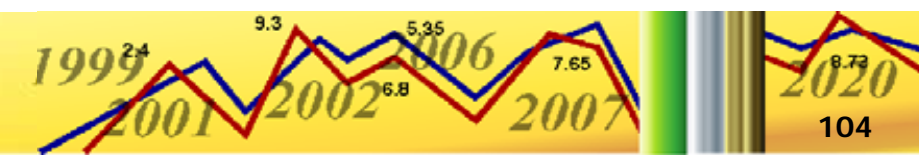
Source: County of Santa Barbara, Sheriff



# Number of Inmates Sleeping on the Floor

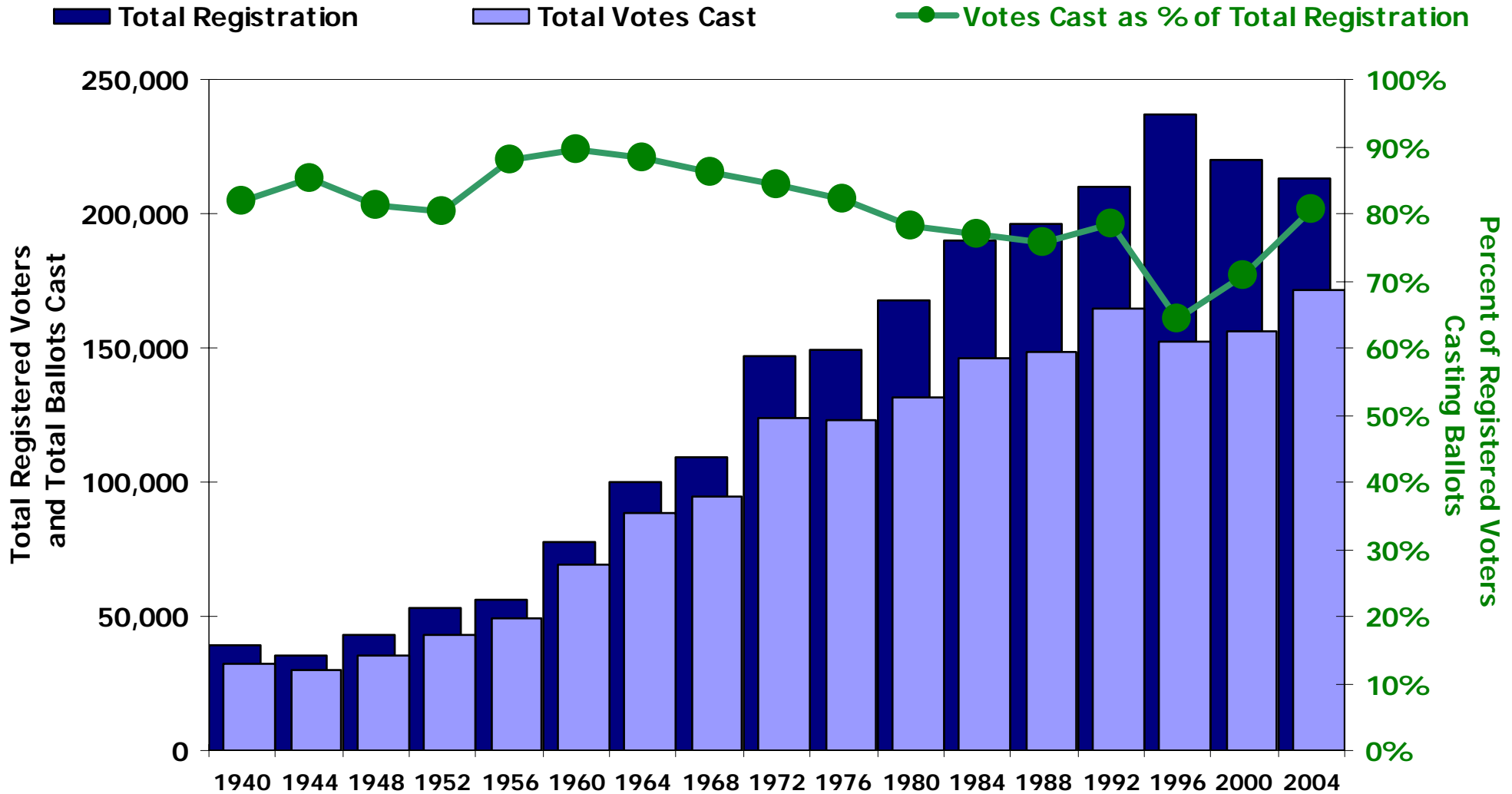


Source: County of Santa Barbara, Sheriff





# Presidential Election History for Santa Barbara County





***With thanks to all who  
worked diligently to bring  
the Board of Supervisors  
the 2005 Strategic Scan***

