

Santa Barbara County

Recommended Operational Plan | Fiscal Years 2013-14 & 2014-15



Navigating Towards a Stable Future

Front Cover:

Autumn Reflection - A breathtaking fall afternoon on Paradise Road following the Santa Ynez River. The Cottonwoods and Sycamores have turned yellow and gold after the first cold nights of autumn.

Copyright of the artist, Karen Fedderson, oil on canvas. 50" x 80"

Her art can be found at: <http://www.fedderson-fineart.com/contact.html>

COUNTY OF SANTA BARBARA
OPERATING PLAN
FISCAL YEAR 2013-14 RECOMMENDED BUDGET
FISCAL YEAR 2014-15 PROPOSED BUDGET

Presented in May 2013 to the

BOARD OF SUPERVISORS

Salud Carbajal, Chair
Janet Wolf
Doreen Farr
Peter Adam
Steve Lavagnino, Vice Chair

First District
Second District
Third District
Fourth District
Fifth District

By

Chandra L. Wallar
County Executive Officer

Robert W. Geis, CPA
Auditor-Controller



GOVERNMENT FINANCE OFFICERS ASSOCIATION

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Budget Presentation
Award*

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**Santa Barbara County
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For the Fiscal Year Beginning

July 1, 2012

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Executive Director

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to the County of Santa Barbara, California for its annual budget for the fiscal year beginning July 1, 2012. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communications device. This was the fifteenth consecutive year that the County has received this prestigious award.

This award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.

FISCAL YEAR 2013-14 RECOMMENDED BUDGET

FISCAL YEAR 2014-2015 PROPOSED BUDGET

Acknowledgements:

County Executive Office

Tom Alvarez
Budget Director

Jette Christiansson
Richard Morgantini

John Jayasinghe
Joseph Toney

Dennis Bozanich

Auditor-Controller

Betsy Schaffer
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Stephen Chen
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Stephen Williams

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Katherine Wang
Adriana Zidek

Human Resources

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DIRECTORY OF ELECTED AND APPOINTED COUNTY OFFICIALS

First District

Salud Carbajal, Supervisor, Chair
www.countyofsb.org/bos/carbajal

Second District

Janet Wolf, Supervisor
www.countyofsb.org/bos/wolf

Third District

Doreen Farr, Supervisor
www.countyofsb.org/bos/farr

Fourth District

Peter Adam, Supervisor
<http://countyofsb.org/bos/adam>

Fifth District

Steve Lavagnino, Supervisor, Vice Chair
www.countyofsb.org/bos/lavagnino

Agricultural / Weights & Measures

Cathleen Fisher, Agricultural Commissioner
www.countyofsb.org/agcomm

Alcohol, Drug, and Mental Health Services

Dr. Takashi M. Wada, MD, MPH, Interim Director
www.countyofsb.org/admhs

Auditor-Controller

Robert W. Geis, CPA, CPFO (Elected)
www.countyofsb.org/auditor

Child Support Services

Carrie Topliffe, CPA, Director
www.countyofsb.org/dcss

Community Services

Herman Parker, Director
www.sbparks.org
www.countyofsb.org/housing

County Executive Officer – Clerk of the Board

Chandra L. Wallar, County Executive Officer
www.countyofsb.org/ceo

County Clerk-Recorder-Assessor

Joseph E. Holland, CPFO (Elected)
www.sbcassessor.com

County Counsel

Dennis Marshall
www.countyofsb.org/counsel

Court Special Services

Gary Blair, Executive Officer
www.sbcourts.org

District Attorney

Joyce E. Dudley (Elected)
www.countyofsb.org/da

Fire Department

Michael Dyer, Chief
www.sbcfire.com

General Services

Matthew Pontes, Director
www.countyofsb.org/gc

Planning and Development/Strategic Planning

Glenn Russell, Director
www.sbcountyplanning.org

Probation Department

Beverly A. Taylor, Chief Probation Officer
www.countyofsb.org/probation

Public Defender

Raimundo Montes De Oca, Public Defender
www.publicdefendersb.org

Public Health Services

Dr. Takashi M. Wada, MD, MPH, Director
www.sbcphd.org

Public Works/Flood Control

Scott McGolpin, Director
www.countyofsb.org/pwd

Sheriff

William F. Brown (Elected)
www.sbsheriff.org

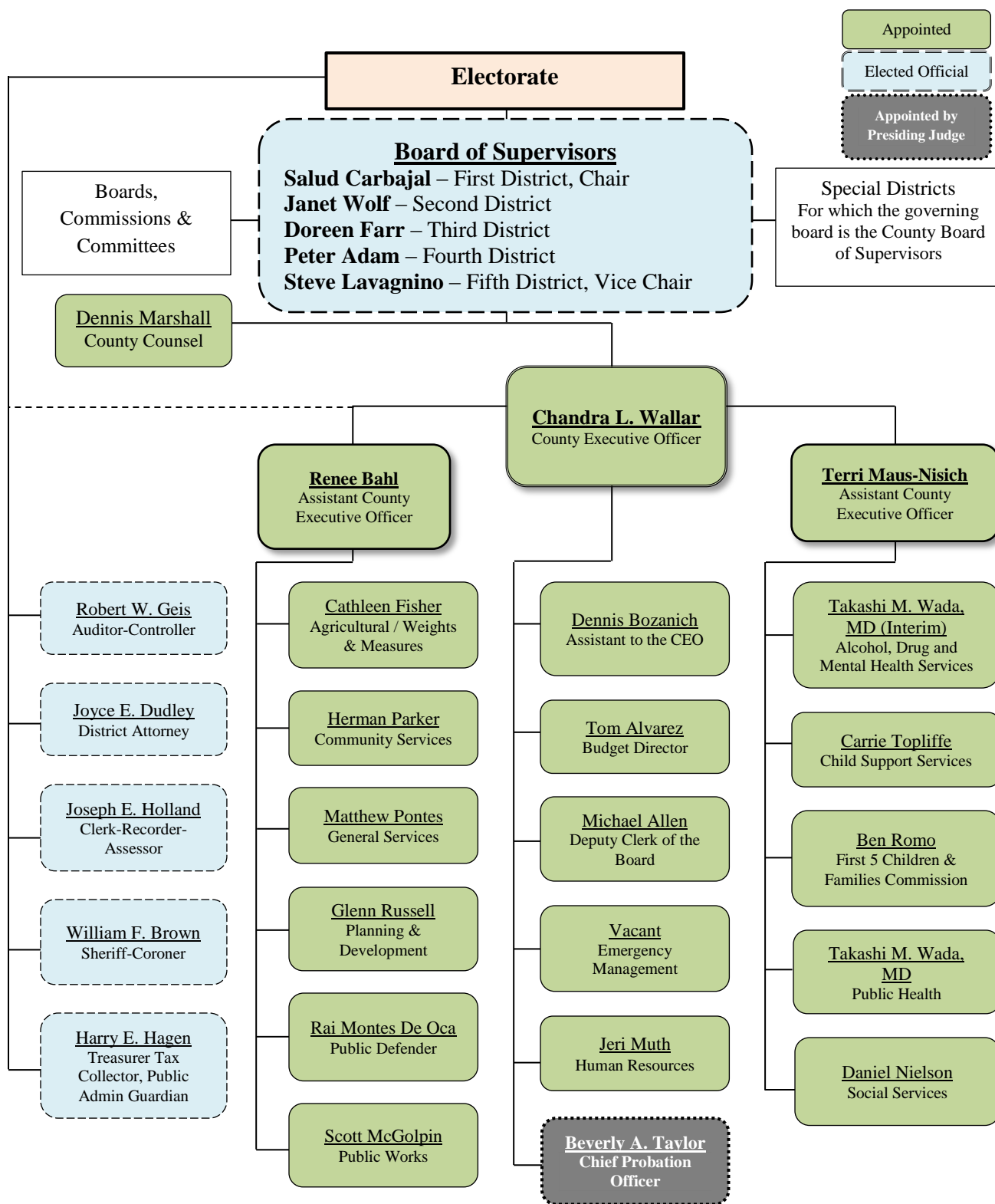
Social Services

Daniel Nielson, Director
www.countyofsb.org/social_services

Treasurer-Tax Collector-Public Administrator

Harry E. Hagen, CPA, CPFO (Elected)
www.countyofsb.org/ttcpapg/index.asp

Organization Chart





Section A



Transmittal Letter



County Of Santa Barbara



Chandra L. Wallar
County Executive Officer

105 East Anapamu Street, Room 406
Santa Barbara, California 93101
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www.countyofsb.org

Executive Office

May 8, 2013

The Honorable Board of Supervisors
County of Santa Barbara
105 East Anapamu Street
Santa Barbara, CA 93101

Chair Carbajal and Board Members:

The Recommended Fiscal Year (FY) 2013-14 County of Santa Barbara Operating Plan is submitted for your consideration, possible amendment and eventual adoption. This Operating Plan before you is the result of a thorough development process which involved active participation from all departments and is based on budget policies, budget development schedule and the General Fund allocation methodology approved by the Board of Supervisors over the past several months.

In compliance with California Government Code (Section 29062) Santa Barbara County Code (Chapter 2, Section 2-71 k), I am submitting to you the Recommended Operating Plan and Capital Budget for FY 2013-14 and have determined that the budget development process is compatible with approved County policies and long-range plans through the thorough evaluation of departmental requests for expenditures, revenues and fund balance.

Recognizing significant interest in government spending, I'd invite the public to participate in the discussions and decisions that affect the County's spending priorities. Public hearings on the Recommended Fiscal Year 2013-14 Operating Plan are scheduled to be conducted on June 10, 12 and 14, 2013 and continuing thereafter, if necessary. The public budget hearings will be conducted at the County Administration Building's Fourth Floor Hearing Room located at 105 E. Anapamu Street in Santa Barbara and will be able to receive remote testimony from the Orcutt Room at 2125 S. Centerpointe Parkway in Santa Maria.

Sincerely,

Chandra L. Wallar
County Executive Officer

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Assistant County Executive Officer
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Terri Maus-Nisich
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Section B



Executive Summary



Executive Summary

Navigating Towards a Stable Future

Members of the Board of Supervisors,

In adopting the last two budgets for the County of Santa Barbara, this organization successfully moved from reacting to an unprecedented budgetary crisis to anticipating and preparing for upcoming challenges. This financial turnaround has required leadership by the Board of Supervisors and County staff. This Fiscal Year's 2013-15 County Executive Office (CEO) Recommended Operational Plan was developed with the understanding that the County of Santa Barbara would need to have a financially disciplined operating budget. Now, through the Recommended 2013-14 and Proposed 2014-15 Operational Plans presented on the following pages, we have become an organization poised to **Navigate Towards a Stable Future** with a sustainable level of service.

Fiscal Years 2013-15 At-A-Glance

The CEO Recommended Operational Plan for Fiscal Years 2013-14 and 2014-15 (Plan) proposes a balanced budget, with Operating Expenditures of \$844.5 million for Fiscal Year (FY) 2013-14 and Operating Revenues of \$839.5 million, with the balance funded by Other Financing Sources and/or use of Fund Balance (Figure 1). The budget is balanced with less use of one-time funds for ongoing operations than in the past, however many departments are nearing the end of available financial reserves that have been used in recent years. The gap between Operating Revenues and Operating Expenditures widens to a negative \$13.7 million in the FY 2014-15 Proposed Budget, as other costs, primarily retirement are predicted to peak in this year.

Staffing levels are proposed to decrease by 32.5 Full Time Equivalent (FTEs) from the FY 2012-13 Adopted Budget to 3,891.2 FTEs, down 572.5 FTEs since FY 2007-08. The Plan was prepared in accordance with the Board's adopted budget and General Fund allocation policies with consideration of the Board's focus on maintaining public safety, protecting children and families, and supporting sustainable communities.

Figure 1: FY 2013-15 Recommended and Proposed Budgets at a Glance
(Dollars in millions)

	FY 2011-12 Actual	FY 2012-13 Adopted	FY 2013-14 Recommended	FY 14-15 Proposed
Total Operating Revenues	\$ 836.3	\$ 815.5	\$ 839.5	\$ 847.1
Total Operating Expenditures	\$ 801.0	\$ 833.3	\$ 844.5	\$ 860.8
Net Operating Impact *	\$ 35.3	\$ (17.8)	\$ (5.0)	\$ (13.7)
Staffing FTE's	3,845.9	3,923.7	3,891.2	3,894.0

* Net Operating Impact is funded by Other Financing Sources or use of Fund Balances.

Executive Summary

CEO Recommended Operational Plan Fiscal Year 2013-14

Navigating a Course to Stability

Future stability will require a structurally balanced budget. The County of Santa Barbara has made progress toward structural balance, in which ongoing operating revenues equal ongoing operating expenses. With the Fiscal Year 2013-14 Recommended, 99.4% of the County's total budget is now structurally balanced at the Operating level and General Fund departments operating revenue is budgeted to slightly exceed operating expenditures. However maintaining and enhancing structural balance will necessitate growth in revenues to balance expected increases in expenditures and the need to address issues such as: tax transfer to the Fire District, operation of the Northern Branch Jail, deferred maintenance of critical infrastructure, increases in retirement and healthcare costs, and uncertainty of Affordable Care Act (ACA) implementation impacts.

- **Expiration of Concessions and Other Salary Changes**

Employee concession agreements from FY 2011-12 included both permanent and temporary salary decreases and freezes on merit pay (step) increases. Expiration of these agreements will result in an estimated additional \$3.6 million of costs in FY 2013-14 and \$0.8 million additional in FY 2014-15.

Also the Firefighters' contract includes an additional \$1.9 million of salary and benefit increases in FY 2013-14 and \$0.9 million additional in FY 2014-15. Firefighter salary increases of 4% will occur during FY 2013-14, additional 4% in FY 2014-15 and additional 4.5% increase will occur at the beginning of FY 2015-16.

- **Tax Transfer to the Fire District**

In 2012, the Board of Supervisors approved a plan to transfer property tax revenue from the General Fund to the Fire District. In FY 2012-13, the Fire District received an average of 11% of the property tax collected within the District's boundaries. The tax transfer plan established a gradual phase-in of the transfer by assigning 25% of the County's growth in property tax revenue each year to the Fire District until the District was receiving 17% of the property taxes within its boundaries.

The resulting increased property tax allocations to the Fire District are projected to be \$0.7 million in FY 2013-14 and an incremental \$0.9 million in FY 2014-15. The revenue increases will partially offset rising District costs but are not projected to close the funding gap until FY 2016-17.

- **Northern Branch Jail Operations**

The FY 2013-14 CEO Recommended Operational Plan maintains the commitment made by the Board of Supervisors to a funding plan which sets aside sufficient discretionary revenue to prepare and implement operations (staffing, services, and supplies) for the Northern Branch Jail. In FY 2013-14, \$3.3 million will be set aside for future jail operations and \$4.6 million in FY 2014-15. The Northern Branch Jail is expected to open late in FY 2017-18, which is in line with the conditions of the capital funding provided by the State of California.

- **Deferred Maintenance Backlog**

The unfunded backlog for the County of Santa Barbara is estimated at \$292 million. This includes: Public Works estimated at just over \$250 million; General Services Department, estimated at \$35

Executive Summary

million for County facilities; and Community Services Department, with estimated deferred maintenance for County Parks of \$7 million.

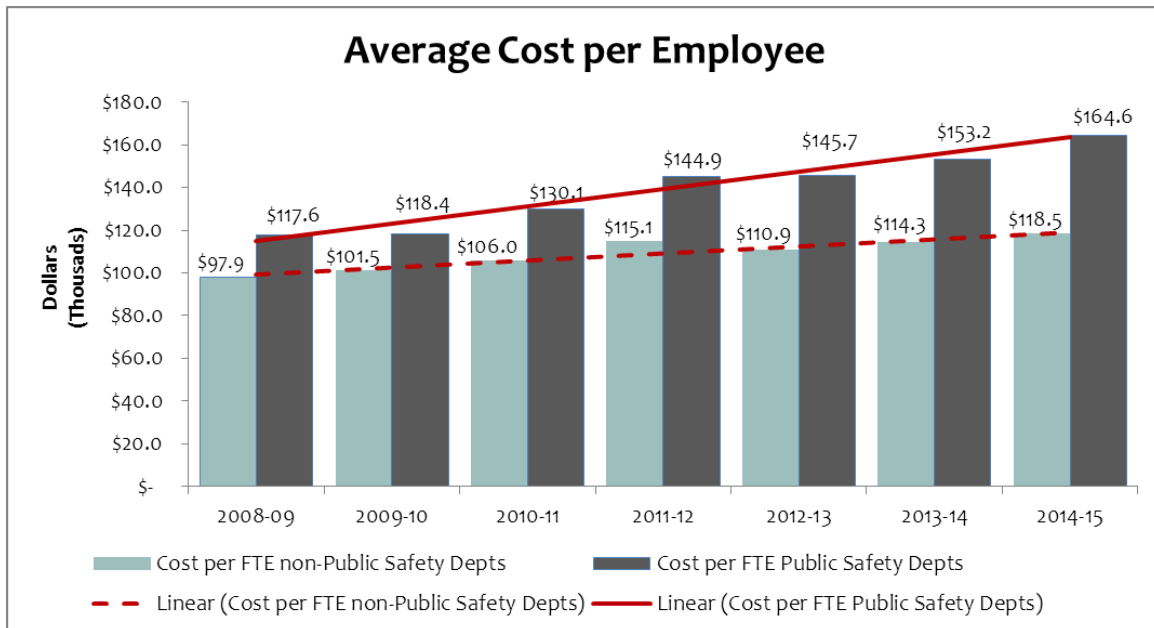
The unfunded backlog for County facilities and infrastructure are projected to continue to grow. The CEO's office has revised its Capital Improvement Program to include a section on Ongoing Countywide Maintenance Needs which will be the basis for developing a long term funding plan to address the growing Countywide increase in unmet maintenance needs.

- **Escalating Retirement and Health Care Costs**

The October 2012 Santa Barbara County Employee Retirement System (SBCERS) actuarial valuation study, determined that the average contribution rates for General Plan members will be 31.7% and Safety members will be 56.8%, resulting in a weighted average contribution rate of 38.3%. The new rates result in a projected cost of \$113.9 million for FY 2013-14. The increase over the FY 2012-13 adopted contribution of FY \$105.8 million is anticipated to be \$8.1 million.

The FY 2013-14 health insurance cost is anticipated to be \$27 million. The projected health care increase for calendar year 2015 is expected to be 12%, resulting in a net FY 2014-15 increase of \$3.0 million. The cost of providing pension benefits and health insurance to employees in FY 2013-14 is projected to increase to over \$141 million. The total of all salary and benefit costs for employees has increased significantly over the last several years. As can be seen in Figure 2, the rate of increase for Public Safety employees is outpacing non-Public Safety employees and the spread between the average cost per employee is widening.

Figure 2: Average Cost per Employee - Safety and Other Departments



Executive Summary

- **Uncertainty of Affordable Care Act (ACA) Implementation Impacts**

The federal Patient Protection and Affordable Care Act (ACA), also referred to as Health Care Reform, was signed into law on March 23, 2010, and established comprehensive health insurance reforms that will roll out over several years with most changes taking place by January 2014.

The major element of the ACA is the expansion of health coverage to individuals who were previously uninsured, including the expansion of Medicaid (in California Medi-Cal), the federal health insurance for people with low incomes. The Medi-Cal expansion, which will take effect on January 1, 2014, will impact the Alcohol, Drug and Mental Health Services (ADMHS), Social Services, and the Public Health Departments, all of which provide enrollment, health services, and substance abuse services to Medi-Cal and indigent beneficiaries.

The ACA will present many opportunities and challenges for these three County departments. These changes include the possibility of an increase in demand for services, and increased expenditures to provide services. All three departments anticipate higher revenues in future years related to increased service demand as federal funds will cover 100% of costs for the first three years, and 90% thereafter. However, sources of revenue to cover the future costs of providing services and funding for other programs not related to the ACA are uncertain at this time.



Executive Summary

Service Level Reductions

The budget development and General Fund Allocation Policy adopted by the Board were closely followed during the development of the FY 2013-15 Recommended Operational Plan. Policy-based budgeting provides an increased level of transparency for the public and consistency throughout the organization. Application of Board approved budget allocation policies resulted in the need for Service Level Reductions (SLRs) to balance expenditures with revenues. These SLRs are summarized in Figure 3. The reductions will further diminish the level of services provided to the public by many departments. Additional reductions are anticipated in coming fiscal years to balance expenditures with available revenues.

As a result of available revenues and the expected increases to expenditures, it will be necessary to reduce service levels by \$8.3 million which includes an impact to 55.3 full time equivalent (FTE) positions. If the Board elects to restore any service levels with one-time General Fund dollars this will further widen the funding gap for the 2014-15 fiscal year.

Figure 3: Proposed FY 2013-14 Service Level Reduction Summary

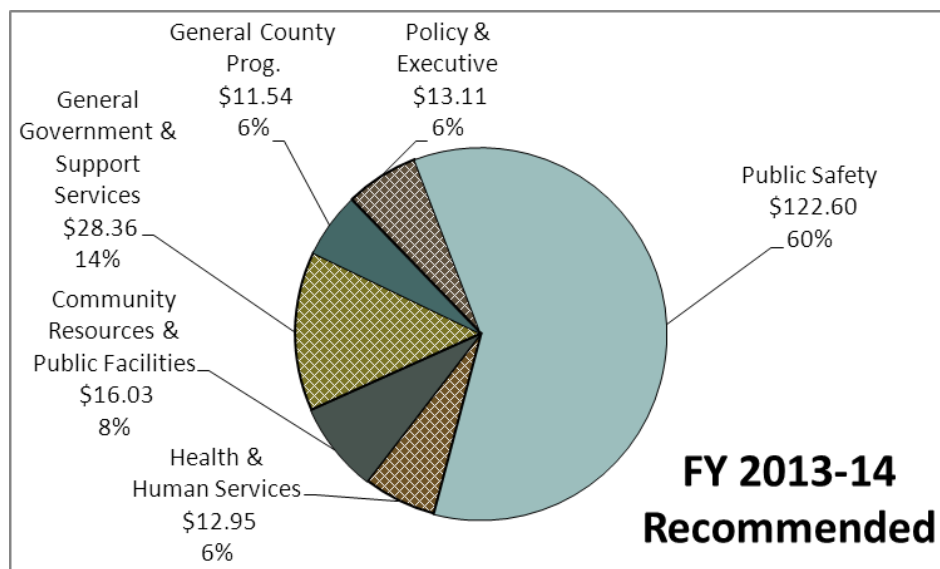
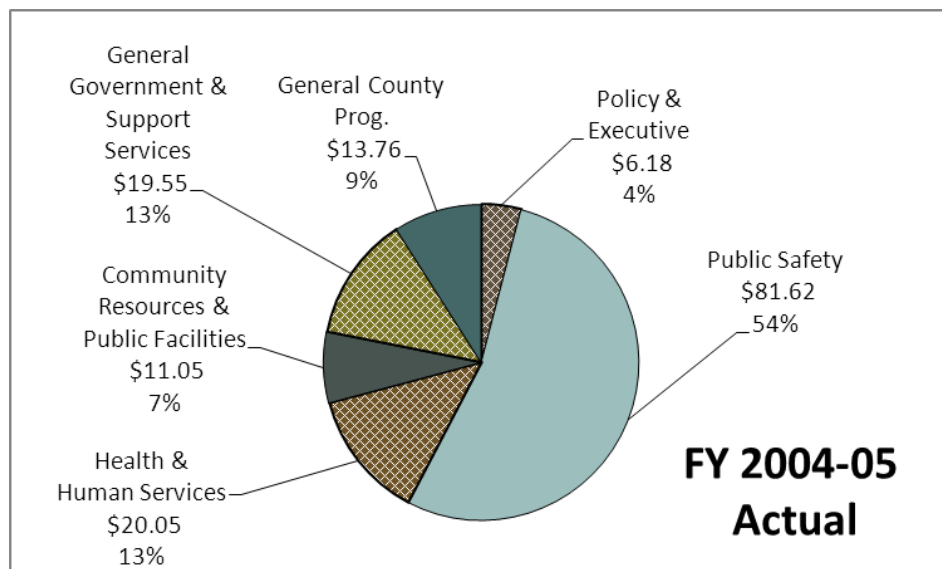
Department	Amount	Description
CEO	\$50,000	Reduce Clerk of the Board staffing by 0.5 FTE (Extra Help)
County Counsel	\$246,000	Reduce Advisory Program by 2.0 FTE Deputy County Counsel
Probation	\$1,601,000	Eliminate the targeted gang intervention program Eliminate transportation services at the Santa Barbara Receiving and Transportation Center Reduce the capacity of the Santa Maria Juvenile Hall
Fire	\$1,956,000	Shut down Engine 11 in Goleta Reduce 3 Firefighter positions (1 Post) at Station 22 in Orcutt
Sheriff	\$1,065,000	Reduce Custody Deputy staffing by 3.0 FTE Reduce Custody Deputy staffing by 4.0 FTE with a concurrent reduction in Jail capacity Reduce Aviation Support Unit (ASU) budget
Public Health	\$2,427,000	Reduce 3.0 FTE as of 12/31/13 with the implementation of the Affordable Care Act (ACA) Reduce 1.0 FTE in the Santa Maria Health Center Reduce 0.3 FTE due to reduced clinic patient load Reduce 5.0 FTE in Health Information Management Consolidate the Santa Maria Women's Center with the primary care practice at the Betteravia County Government Center
ADMHS	\$216,000	Reduce number of inpatient contracted acute and long term beds Eliminate the Juvenile Justice program
Ag. Comm.	\$289,000	Eliminate one Agricultural Biologist inspector Eliminate the contract with UC for their Cooperative Extension services Eliminate Wildlife Services contract for urban areas
P & D	\$145,000	Reduce 0.7 FTE in the Long Range Planning Division
CSD	\$282,000	Eliminate contributions to 14 regional conference and visitors bureaus Reduce contribution to shelters Reduce Orcutt Park landscaping currently provided by the developer
Total	\$8,277,000	

Executive Summary

Continued Focus on Public Safety

In the FY 2013-14 CEO Recommended Operational Plan, the percentage of Public Safety expenditures from the General Fund continues to be significantly greater than was spent ten years ago (Figure 4). Sixty cents of every General Fund dollar are now going to Public Safety departments (Sheriff, Fire, Probation, District Attorney, Public Defender, and Courts). If the tax transfer to the Fire District combined with the Northern Branch Jail operations funding were included in the pie charts, the amount would increase to nearly sixty-five cents of every discretionary revenue dollar.

Figure 4: General Fund Contribution by Functional Group - Ten Year Comparison
(In millions)



Executive Summary

Arriving at a Stable Future

Many organizations, including the County of Santa Barbara, are pursuing a budget that provides the resources needed for the short term necessities, such as providing core public services, and anticipates long-term needs such as infrastructure investment. The Board of Supervisors can be proud of the tough choices and reforms made in the past which focused on the delivery of core public services. County staff, with clear policy direction from the Board, is prepared to follow a course, avoiding hazards along the way, and arrive at a stable and sustainable future state where services we provide are aligned with the needs of our residents.

Continued Focus on County Goals and Values

The Board of Supervisors adopted six goals on April 21, 1998, and revised them on November 21, 2006. These adopted organizational goals help to unify, focus, and align the wide variety of services provided by the County of Santa Barbara and identifies how the organization should operate. The goals are:

- Goal 1: EFFICIENT AND RESPONSIVE GOVERNMENT: An efficient professionally managed government able to anticipate and to effectively respond to the needs of the community;
- Goal 2: HEALTH AND SAFETY: Safe and healthy communities in which to live, work, and visit;
- Goal 3: ECONOMIC VITALITY: A community that is economically vital & sustainable;
- Goal 4: QUALITY OF LIFE: A high quality of life for all residents;
- Goal 5: CITIZEN INVOLVEMENT: A County government that is accessible, open, and citizen-friendly; and
- Goal 6: FAMILIES AND CHILDREN: A community that fosters the safety and well-being of families and children.

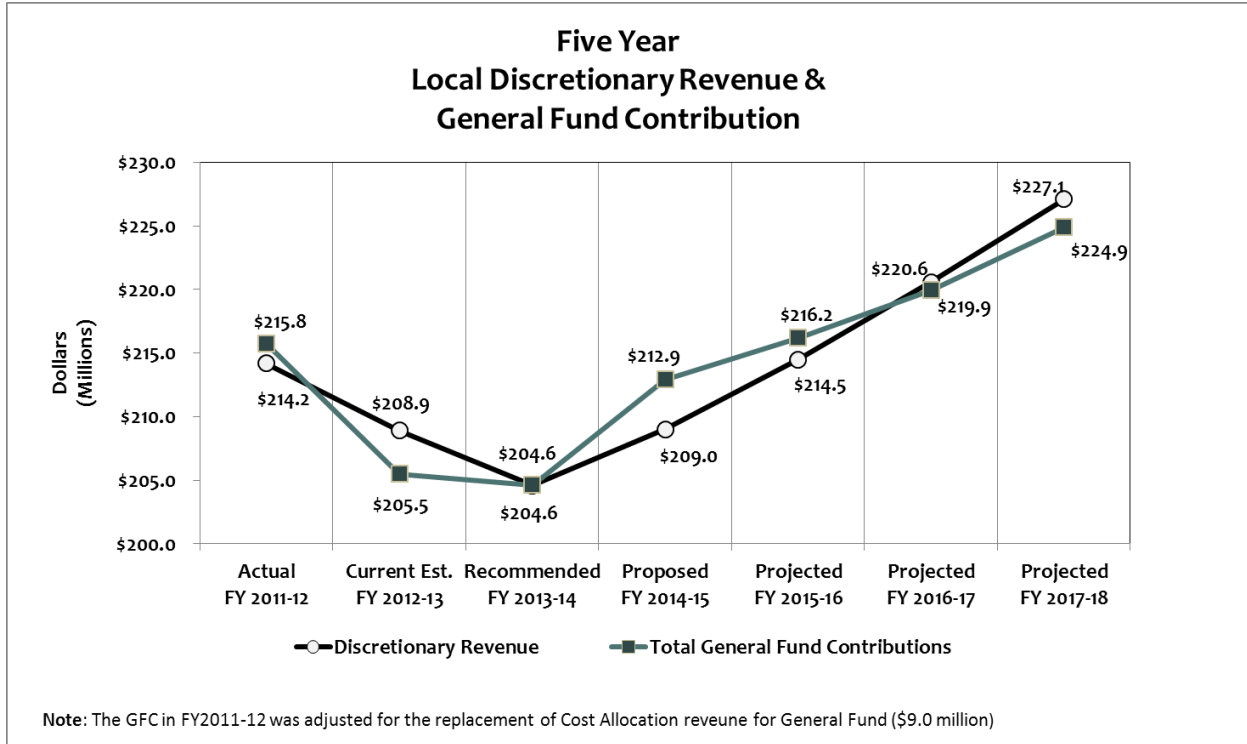
Financial Overview – Discretionary Revenue and Expenditures

Discretionary revenues are synonymous with General Revenues, which are shown on Schedule C-22 and are primarily property taxes, sales taxes, and transient occupancy taxes. These revenues are those tax dollars available for appropriation by the Board of Supervisors. Non-discretionary revenues (e.g. grants, state/federal program revenues) are designated for a specific purpose. Discretionary expenses are those costs not fixed in amount by legal obligation prior to adoption of the annual budget by the Board of Supervisors. The current revenue projections, as illustrated in Figure 5 below, show a \$4.3 million decrease for FY 2013-14 due to significant one-time revenues from the disposition of RDA assets in FY 2012-13 (see Figure 5). Revenues after FY 2013-14 are projected to make steady increases through FY 2017-18 with ongoing revenues reaching \$227.1 million, a \$22.5 million or 11.0% increase from FY 2013-14.

The graph below displays that a balanced budget is achieved in FY 2012-13 and FY 2013-14; however, it then goes negative in FY 2014-15, primarily as a result of increasing retirement costs described later in this section. Thereafter, the “gap” narrows towards a structurally balanced budget, which is again attained in FY 2016-17. In the last few years, this chart was termed a “jaws” chart as it previously reflected a widening gap with expenditures projected to significantly outpace revenues. As we move towards structural balance, it will provide the opportunity to solve upcoming fiscal issues such as: deferred maintenance, deteriorating road infrastructure, incremental increasing allocations towards the new jail operating costs, and other Countywide issues identified in this document.

Executive Summary

Figure 5: Five-year Forecast of Local Discretionary Revenue and General Fund Contribution



Revenue Projections

There have been 14 straight quarters of positive growth in the gross domestic product (GDP) and unemployment is now at 7.6% at the national level. In the County, the unemployment rate in March 2013 was 7.2% and economic growth appears to be improving. After several years of decline, the housing market has stabilized and now appears to be in recovery. The recent 2012 Santa Barbara County Agriculture Production Report identified \$1.3 billion in products grown in Santa Barbara, a \$96.6 million (8.1%) increase over the past year and tourism is projected to continue to improve.

The County’s discretionary revenues reflect a decrease in FY 2012-13 of \$5.3 million, composed of property taxes, sales taxes, and transient occupancy taxes. The decrease is primarily attributable to the Fire District tax transfer (\$5.9 million), the expiration of the Goleta Neutrality Agreement (\$2.7 million), and reduced Cost Allocation revenue (\$2.3 million). These reductions were partially offset by one-time RDA Dissolution proceeds of \$5.1 million in FY 2012-13.

Total property tax accounts, the County’s largest discretionary revenue source, had an increase of 1.0% in FY 2012-13. Property taxes are estimated to grow by approximately 2.0% in FY 2013-14, well below the average growth rate of approximately 8.0% over the past 30 years; however, they are expected to gradually increase in the coming years. The expiration of the Goleta Neutrality Agreement impacted Local Sales Tax and Transient Occupancy Taxes (TOT), both of which show decreases from FY 2011-12 revenue levels. The decrease in Cost

Executive Summary

Allocation Service revenues reflects the budget cuts to County support departments over the past several years which result in lower reimbursement from other entities for such support services. Sales taxes, TOT, and Cost Allocation reimbursements are expected to stabilize and modestly grow in the coming years.

Figure 6: Five-year FY 2013-14 through FY 2017-18 Discretionary Revenue Projections
(In millions)

Source	FY 2011-12 Actual	FY 2012-13 Current Est.	FY 2013-14 Recommend	FY 2014-15 Proposed	FY 2015-16 Projected	FY 2016-17 Projected	FY 2017-18 Projected
Significant Property Taxes	\$ 172.6	\$ 174.3	\$ 177.7	\$ 182.3	\$ 188.0	\$ 194.1	\$ 200.6
RDA Dissolution Proceeds - One time	-	5.1	-	-	-	-	-
RDA Prop. Tax - Ongoing	3.9	4.2	4.3	4.4	4.5	4.6	4.7
Fire: Trans Tax	-	(5.9)	(6.6)	(7.5)	(8.5)	(9.6)	(10.7)
Subtotal Property Taxes	\$ 176.5	\$ 177.7	\$ 175.4	\$ 179.2	\$ 184.0	\$ 189.1	\$ 194.6
Cost Allocation Services	10.2	7.9	6.5	6.5	6.7	6.8	6.9
Local Sales Tax	7.9	6.7	6.9	7.2	7.5	7.8	8.1
Transient Occupancy Tax	7.6	6.7	6.8	7.2	7.5	7.9	8.3
Payments in Lieu of Tax	1.8	1.6	-	-	-	-	-
All Other (Franchise, interest, misc State)	10.2	8.3	8.9	8.9	8.8	9.0	9.2
Total Discretionary Revenues	\$ 214.2	\$ 208.9	\$ 204.6	\$ 209.0	\$ 214.5	\$ 220.6	\$ 227.1

The main drivers of the revenue changes depicted above are as follows:

Significant Property Tax Growth

A positive sign for the economy and the County is the projected growth of property taxes. The projected increase signifies a strengthening housing market and home values. Property Taxes are the largest component of discretionary revenue and therefore the major foundation for the County's recovery and budget. Current projections indicate that this revenue source will incrementally increase from a growth rate of 1.0% (\$1.7 million) in FY 2012-13 to 3.4% (\$6.6 million) in FY 2017-18. Additional detail of Significant Property tax components are shown in Figure 7, below.

Dissolved Redevelopment Agencies (RDA)

The County General Fund will receive \$4.2 million in FY 2012-13 and \$4.3 million in FY 2013-14 from ongoing Redevelopment Property Tax Trust Funds that distribute RDA dissolution proceeds from the seven dissolved redevelopment agencies in the County. These ongoing revenues are currently estimated to ultimately grow to approximately \$9.0 million dollars in annual taxes for the County General Fund, once all outstanding RDA debt obligations of the dissolved agencies are paid. The Fire District anticipates receiving \$0.6 million in ongoing Redevelopment Agency dissolution tax increment for FY 2013-14.

In addition, the legislation required a one-time dissolution proceed of RDA Low and Moderate Housing Fund cash balances on-hand as of February 1, 2011, and RDA Other Funds and Account cash balances on-hand as of February 1, 2011, be distributed to taxing agencies. The most current information indicates that the County General Fund is expected to receive one-time proceeds of \$6.1 million with an additional \$1.4 million being withheld and disputed by two agencies (in the FY 2012-13 Current Estimate, these one-time funds are shown as \$5.1 million and potentially could increase by year end). The Fire District anticipates receiving \$0.6 million in

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one-time proceeds for FY 2012-13. There are numerous lawsuits being filed by dissolved agencies throughout the State that could affect future distributions.

Goleta Revenue Neutrality

When the City of Goleta incorporated in February 2002, a revenue neutrality agreement went into effect to protect the County from arbitrary funding reductions to Countywide services. Beginning in FY 2012-13, when the mitigation period of the agreement expired, the County's annual sales tax revenue sharing with the City of Goleta was reduced by \$1.3 million and the County's annual transient occupancy tax revenue sharing with the City was reduced by \$1.4 million, a total revenue decrease of \$2.7 million. The County's FY 2012-13 final and balanced budget included this reduction in revenues. This is an on-going reduction in revenues for FY 2013-14 and subsequent years.

Local Sales Tax

Local or Retail sales tax represents the local portion of the retail sales tax collected by the State from sales generated within the unincorporated areas of the County. Retail sales tax is an economically sensitive revenue source that is used to support the general operations of the County.

Sales taxes are currently estimated to show a -\$1.2 million decrease (-15.2%) in FY 2012-13 over FY 2011-12 as a result of the Goleta Neutrality Agreement described above, but expected to increase by 3.0% for FY 2013-14 over current estimates for FY 2012-13. Beginning in FY 2014-15, sales taxes should experience an approximate 4.0% growth annually through FY 2017-18.

Transient Occupancy Tax (TOT)

This source of revenue is highly dependent on tourism and the quantity of lodging in the unincorporated County. The County is estimating decreases in the transient occupancy tax revenue in FY 2012-13 of \$0.9 million (-11.4%), primarily due to the loss of revenue from the shift in the City of Goleta Revenue Neutrality Agreement as mentioned above. The County expects more tourism as the economy continues to improve and consumer discretionary spending increases. The County anticipates 1.5% growth in FY 2013-14 and approximately 5.0% growth annually thereafter through FY 2017-18.

All Other Revenues

This category is made up of Franchise Fees, Interest Income, State, and Federal Payments, as well as property tax delinquency penalties. These revenues will remain relatively flat for the next five fiscal years.

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Figure 7: Five-year FY 2013-14 through FY 2017-18 Significant Property Tax Projections
(In millions)

Source	FY 2011-12 Actual	FY 2012-13 Current Est.	FY 2013-14 Recommend	FY 2014-15 Proposed	FY 2015-16 Projected	FY 2016-17 Projected	FY 2017-18 Projected
Property Tax - Secured	\$ 113.6	\$ 114.8	\$ 117.4	\$ 120.5	\$ 124.0	\$ 127.7	\$ 131.8
Property Tax In-Lieu of VLF	42.7	43.1	44.0	45.2	46.4	47.8	49.3
Property Tax: Fines, Penalties	5.3	4.7	4.0	3.5	3.6	3.7	3.9
Property Tax - Unsecured	4.8	4.4	4.6	4.7	4.8	4.9	5.1
Property Tax - Unitary	2.1	2.4	2.5	2.5	2.5	2.5	2.5
Property Tax - Supplemental	1.6	2.0	2.2	2.6	3.2	3.5	3.8
Property Tax Transfer	2.5	2.9	3.1	3.3	3.6	3.9	4.2
Significant Property Taxes	\$ 172.6	\$ 174.3	\$ 177.7	\$ 182.3	\$ 188.1	\$ 194.0	\$ 200.6
Growth Year over Year		\$ 1.7	\$ 3.4	\$ 4.6	\$ 5.8	\$ 5.9	\$ 6.6
Rate of Growth		1.0%	2.0%	2.6%	3.2%	3.1%	3.4%

Secured Property Taxes

Secured property taxes are generated from local and State assessed property values. The tax is generated annually by multiplying the assessed values of these properties by a tax rate of 1.0%. Factors that influence the assessed values include the inflation rate of real properties, changes in ownership, improvements/additions to property, and temporary declines in market value.

Secured property taxes are the largest element of Discretionary Revenues and generally represent 53% - 58% of total Discretionary Revenues. The Recommended FY 2013-14 Budget for secured property tax revenue is based on a 2.2% increase in secured property tax from the FY 2012-13 estimate. The growth rate shows continued increases of 2.7% in FY 2014-15, strengthening to 2.9% in FY 2015-16, and approximately 3.0% growth in both FY 2016-17 and FY 2017-18.

Property Tax In-Lieu of Motor Vehicle License Fees

Prior to FY 2004-05, the County received a share of vehicle license fee revenues collected Statewide based on a population formula. Beginning with FY 2004-05, the State, as part of a complicated revenue reduction and refunding plan, has replaced (swapped) this source with property taxes. A portion of the property tax revenues that are taken from local governments to fund schools are returned to cities and counties in lieu of vehicle license fees. From the FY 2004-05 base, now adjusted, revenue growth is based on property tax growth. Thus, increases in these revenues mirror secured property tax revenue projections.

Unsecured and Unitary Property Taxes

Unsecured property taxes are generated from locally assessed property values. Property that is considered unsecured includes business fixtures, business personal property, boats, and aircrafts. A Unitary tax roll contains properties such as railroads and utilities crossing the County and is valued by the State Board of Equalization.

Both Unsecured and Unitary taxes have remained stable and are projected to have minimal growth over the next five years.

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Supplemental Property Taxes and Property Transfer Taxes

The supplemental assessment roll contains a listing of all property that has undergone a change in ownership or experienced new construction. The amount of each supplemental assessment is the difference between the property's new base year value, determined as of the date of change in ownership or completion of new construction, and the existing taxable value. This tax source generally rises as property sales accelerate and sales prices increase. In periods of decreasing sales activity and/or decreasing sales prices supplemental taxes tend to fall. Supplemental taxes are expected to increase to \$2.2 million for a growth of 10.0% (\$0.2 million) in FY 2013-14 over FY 2012-13 estimates. Growth is projected to continue annually thereafter from FY 2014-15 through FY 2017-18 by 72.7% or \$1.6 million over FY 2013-14 levels.

Property Transfer Tax is a tax charged to buyers when a property is transferred or sold. Property Transfer Tax revenues accruing to the County are based upon the assessed value of properties sold and a tax rate of \$0.55 per \$500 of that assessed value. This tax has historically been a leading indicator of future increases or decreases in Supplemental and Secured Property Taxes. Projections indicate that transfer taxes will increase by 8.0% annually, beginning in FY 2014-15.

Expenditure Projections

Discretionary expenses are those costs not fixed in amount by legal obligation prior to adoption of the annual budget by the Board of Supervisors. The forecast in Figure 8 is comprised of three categories:

1. General Fund Allocations to all departments,
2. Incremental Changes to Salaries and Benefits (i.e. requiring additional General Fund allocations), and
3. Incremental Changes to Other Items, such as committing funds for the new jail operations or increased funding for deferred maintenance costs.

The Five-year Expenditure Projections in the following table (Figure 8) include actual and projected numbers. Actual amounts are included for FY 2011-12; FY 2012-13 figures reflect current departmental year end estimates; FY 2013-14 and FY 2014-15 amounts are the CEO Recommended and Proposed Budgets and the FY 2015-16 – FY 2017-18 amounts (to the right of the vertical line) are CEO projected figures.

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Figure 8: Five-year FY 2013-14 through FY 2017-18 Expenditure Projections
(In millions)

	FY 2011-12 Actual	FY 2012-13 Current Est.	FY 2013-14 Recommend	FY 2014-15 Proposed	FY 2015-16 Projected	FY 2016-17 Projected	FY 2017-18 Projected
Discretionary Revenue	\$ 214.2	\$ 208.9	\$ 204.6	\$ 209.0	\$ 214.5	\$ 220.6	\$ 227.1
General Fund Allocations:							
GF Departments	169.2	170.4	173.3	169.3	177.5	178.4	179.9
Other Funds	31.0	28.8	22.5	26.5	27.3	28.2	29.0
Committed Fund Balance	6.6	5.2	8.6	7.6	8.9	10.4	11.9
Subtotal	\$ 206.7	\$ 204.5	\$ 204.4	\$ 203.5	\$ 213.7	\$ 217.0	\$ 220.8
Incremental Changes:							
Salaries & Benefits:							
Salaries & Misc. Benefits			(3.0)	1.2	2.0	2.0	2.1
Healthcare Costs			0.4	0.8	0.5	0.5	0.5
Retirement			1.3	5.9	(1.7)	(1.3)	(0.2)
OPEB			0.2	0.3	0.2	0.2	0.3
Sub-total S&B	\$ -	\$ -	\$ (1.1)	\$ 8.2	\$ 1.0	\$ 1.4	\$ 2.6
Other Items:							
Northern Branch Jail		1.0	1.3	1.3	1.5	1.5	1.5
Deferred Maintenance			-	-	-	-	-
Subtotal	\$ -	\$ 1.0	\$ 1.3	\$ 1.3	\$ 1.5	\$ 1.5	\$ 1.5
Total Discretionary Expenditures	\$ 206.7	\$ 205.5	\$ 204.6	\$ 212.9	\$ 216.2	\$ 219.9	\$ 224.9
Net Discretionary Financial Impact	\$ 7.5	\$ 3.4	\$ (0.0)	\$ (3.9)	\$ (1.7)	\$ 0.7	\$ 2.2

Category Descriptions and Key Assumptions -

- **General Fund Allocations**

General Fund allocations are the most significant revenue source for General Fund departments in the delivery of services to the community. Other Funds are allocated based on Federal and State maintenance of effort requirements or payments for specific purposes, such as local match for transportation funding in the Roads Fund. Projected General Fund allocations in Fiscal Years 2015-16 forward, assume the prior year's allocation plus incremental ongoing changes as described in the middle and lower section of the above table.

- **Committed Fund Balance**

Committed fund balance is used to set aside General Funds for deferred maintenance, Northern Branch Jail operations funding, and building of the strategic reserve or other requirements that arise over time.

- **Use of One-time Funds**

Use of one-time funds is an estimate of the remaining portion of structural imbalances within General Fund departments, where non-reoccurring sources are budgeted to fund ongoing expenditures. The elimination of such one-time funding is included in the County's Budget Policies and Fiscal Strategies

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wherein it states that “the use of one-time funds may be permitted to ease the transition to downsized or reorganized operations, but is strongly discouraged.” The amount of structural imbalance has been declining in recent years, from \$23.6 million in the FY 2011-12 Recommended Operating Budget, to \$1.6 million for the FY 2013-14 Recommended Operating Plan. This has been accomplished through a combination of cost control and increased General Fund allocations. These amounts are included in the General Fund Allocations.

Salary and Benefit Changes –

The middle section of Figure 8 above details the major categories of Salary and Benefit changes which include anticipated personnel related expenditures. They are determined based on negotiated Memoranda of Understanding (MOU), health insurance and retirement benefit cost projections, and mandated costs such as Social Security contributions. Additionally, the County is currently funding certain Other Post-Employment Benefits (OPEB) related to providing medical coverage to retirees.

Generally, salaries for FY 2013-14 and 2014-15 are based on detailed positions by department (salary model), existing wages, concessions (temporary and permanent), and any scheduled wage increases per MOU with the various bargaining units. These wage increases will begin to come into effect in FY 2013-14 as concessions expire. Salary cost estimates for FY 2013-14 and FY 2014-15 of this forecast incorporate current terms of negotiated MOU. The chart below lists the expiration dates of the MOU by Employee Organization. Executive and management salaries have been subject to a wage freeze since January 2008.

Figure 9: Memoranda of Understanding (MOU); Listing by Expiration Date

Group	Current MOU Expires
Engineers and Technicians Association	6/23/2013
SEIU Local 620	6/23/2013
Probation Peace Officers' Association	9/29/2013
Union of American Physicians and Dentists	11/24/2013
Deputy District Attorneys' Association	12/8/2013
SEIU Local 721	6/22/2014
Deputy Sheriffs' Association	2/15/2015
Sheriff's Managers' Association	4/12/2015
Fire Fighters Local 2046	2/28/2016

Two of the groups, in Figure 9 above, have long term contracts that provide for general wage increases that have delayed previously negotiated increases. The first group, Sheriff’s Managers’ Association, is scheduled to receive a 3.0% wage increase at the beginning of Fiscal Year 2013-14. The second group, the Fire Fighters Local 2046, is scheduled to receive a 4.0% increase at the beginning of Fiscal Year 2013-14, a 4.0% increase at the beginning of Fiscal Year 2014-15, and a 4.5% increase at the beginning of Fiscal Year 2015-16.

No enhancements of health or retirement benefits are projected; however, retirement costs, especially those for public safety members, are projected to increase based on the most recent actuarial report.

In January 2013, the County implemented a new retirement plan as part of the State mandated Public Employees Retirement Reform Act (PEPRA) for new employees hired on or after January 1, 2013. Savings from

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implementing this plan will be relatively modest at first and will increase gradually over time as new County employees are enrolled in the PEPRRA plan.

- **Salaries and Miscellaneous Benefits**

Salaries and miscellaneous benefits included in Figure 8 above reflect a net incremental reduction of \$3.0 million in FY 2013-14, primarily due to the Fire District moving from the General Fund to its own fund. There is a corresponding reduction to General Revenues (see Tax Transfer to the Fire District as previously described in the CEO Recommended Plan). A 2.0% increase to all employee salaries and miscellaneous benefits was assumed for the projected years, FY 2015-16 to FY 2017-18.

- **Healthcare Costs**

Healthcare costs are expected to increase significantly with calendar years 2014 and 2015 (15% and 12%) as a result of the Affordable Care Act. Projected costs beyond FY 2014-15 are assumed to increase 5% per year.

- **Retirement Costs**

The employer's share of retirement costs are set by the independent Santa Barbara County Employees' Retirement System (SBCERS) Board and paid by the County. The annual County Contribution is projected to peak in FY 2014-15 to \$130.9 million, an increase of \$60.4 million or 85.7% since FY 2009-10 (see Figure 10). The investment losses during FY 2008-09 had a major impact on FY's 2010-11 through 2014-15 retirement rates as these losses needed to be absorbed into the ongoing rates. Smoothing formulas have enabled the rates to increase incrementally during these periods. At the same time, the projected rate of return included in the actuarial assumptions was reduced from 8.16% to 7.75% for FY 2011-12 and the projected figures assume another rate of return reduction from 7.75% to 7.50% in FY 2014-15.

The discretionary General Fund portion of retirement costs in FY 2014-15 are expected to increase \$5.9 million over FY 2013-14 as a result of:

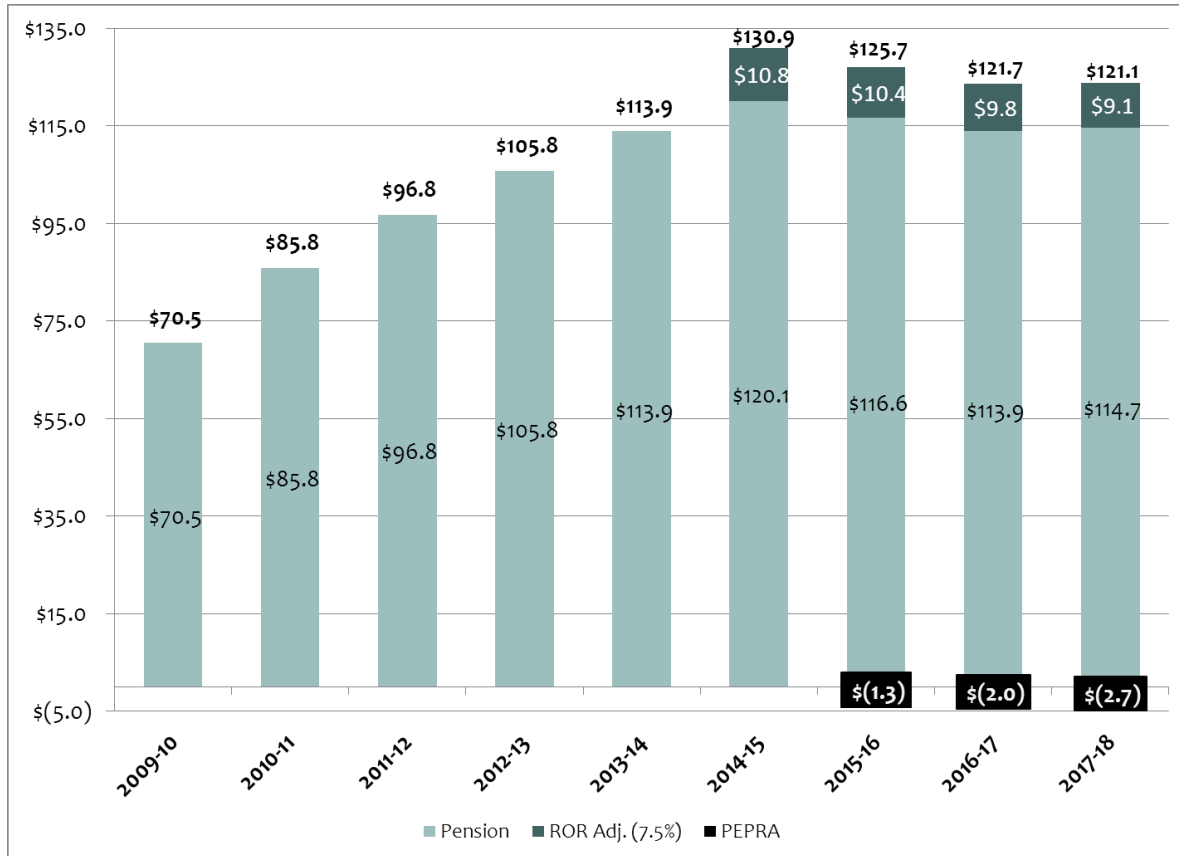
- Investment losses from 2008 and 2009 (these are absorbed into the rates over 5 years and after FY 2014-15, they will be fully absorbed)
- The projected 25 basis point reduction in the assumed rate of return to 7.5%

The above increases have been anticipated and unspent concession savings from FY 2011-12 remain in the General Fund Committed Fund Balance and could be used to fund a majority of such an increase in FY 2014-15. The ongoing employer contribution, as a percentage of payroll is anticipated to begin to decrease in FY 2015-16 (excluding potential further reductions to the rate of return or other demographic factors).

A graph of actual and projected countywide pension contributions is included below. The retirement contribution amounts reflected in the projections are based on SBCERS actuarial projections developed during FY 2012-13 and include the impact of the Public Employee's Pension Reform Act (PEPRRA) beginning in FY 2015-16. The bars reflect the changes associated with a) decrease in the rate of return, b) changes to existing payroll assumptions, and c) the estimated impact of PEPRRA.

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Figure 10: Increasing Pension Contributions since FY 2011-12
(In millions)



- **Other Post-Employment Benefits (OPEB)**

In September 2008, the County and the Retirement System adopted an Internal Revenue Code Section 401(h) account that provides for Other Post-Employment Benefits with the County currently assuming a portion of the costs of retiree medical coverage, dependent upon years of service. The contribution represents a level of funding that, if paid on an ongoing basis, is projected to cover normal cost each year and amortize any unfunded actuarial liabilities over a period of fifteen years.

OPEB costs have been recorded and funded on a pay as you go method. In the FY 2013-14 Recommended Budget, the funding level was increased by approximately 8.3% (0.25% of covered payroll) to increase the accumulation of a fund balance for these unfunded costs. The projections in Figure 8 above reflect annual increases to OPEB funding of approximately 8.0% per year that are expected to continue to build the fund balance.

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Other Items -

- **Northern Branch Jail – Operations Funding**

The Northern Branch Jail Project is located near the City of Santa Maria and will provide capacity to hold 376 individuals, in a facility estimated to be approximately 139,000 square feet, built on a 16-acre portion of a 50-acre County-owned property located at Black and Betteravia Roads.

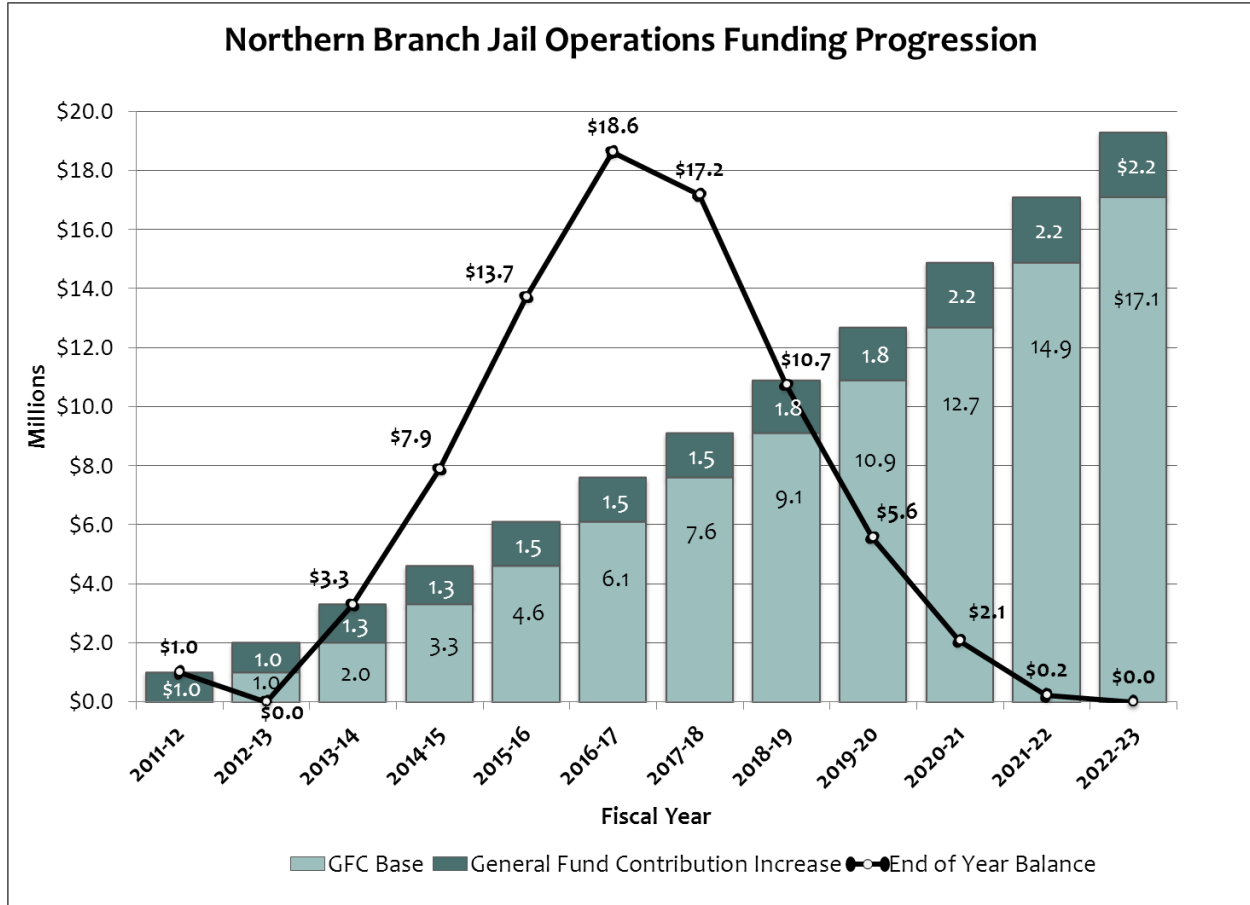
On January 15, 2013, the Board of Supervisors approved a Project Construction and Delivery Agreement with the State of California that stipulated the terms of an \$80 million conditional award of funds towards the construction of a new Northern Branch jail. The total cost of the jail is currently anticipated to be \$96.1 million.

In addition to the construction costs mentioned above, the annual costs to operate the new jail are projected to be approximately \$17.3 million when it opens, currently scheduled for May 2018. In order to establish such a significant annual General Fund allocation, the Board of Supervisors adopted a Budget Policy in FY 2011-12 to establish an incrementally increasing annual General Fund Contribution to this jail operating fund. A schedule of the planned operating debt service payments is included in Figure 11 below.



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Figure 11: Plan for Future Jail Operations Funding



Data for Figure 11

Fiscal Year	GFC Base	GFC Increase	County Match	Operating Costs	End of Year
2011-12	\$ -	\$ 1.0	\$ -	\$ -	\$ 1.0
2012-13	1.0	1.0	(3.0)	-	-
2013-14	2.0	1.3	-	-	3.3
2014-15	3.3	1.3	-	-	7.9
2015-16	4.6	1.5	-	(0.3)	13.7
2016-17	6.1	1.5	-	(2.7)	18.6
2017-18	7.6	1.5	-	(10.5)	17.2
2018-19	9.1	1.8	-	(17.3)	10.7
2019-20	10.9	1.8	-	(17.9)	5.6
2020-21	12.7	2.2	-	(18.4)	2.1
2021-22	14.9	2.2	-	(19.0)	0.2
2022-23	17.1	2.2	-	(19.5)	-

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- **Deferred Maintenance**

During FY 2012-13, the County increased its focus on deferred maintenance of public buildings, facilities, and road infrastructure needs. This was accomplished by modifying the Budget Policies that call for the identification of such cost and development of a proposed funding plan. The current allocation of General Funds totaling \$2.8 million per year is distributed as follows:

- \$1.3 million: General Services
- \$0.5 million: Parks
- \$0.5 million: Roads
- \$0.5 million: Capital Designation used for small unbudgeted projects

In prior years, only Public Works had included a comprehensive list of deferred maintenance projects. This year, General Services and Community Services Departments have also included their complete list of projects in the County's Capital Improvement Program (CIP). Identified deferred maintenance projects are only those known at this time and there may be other projects that have not yet been identified. It is expected that these initial lists will be refined over time and may require assistance from consultants to thoroughly evaluate. The main purpose is to quantify the magnitude of deferred maintenance and to begin to develop a funding strategy.

The table below displays the unfunded deferred maintenance needs identified by departments and included in the County's CIP. Identified amounts were spread over a five year period.

Figure 12: Departmental Estimated Unfunded Deferred Maintenance Backlog (As of April 5, 2013 as submitted in CIP Database)
(In millions)

	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	5 Yr Total
Public Works	\$ 50.0	\$ 50.0	\$ 50.0	\$ 50.0	\$ 50.0	\$ 250.1
General Services	6.6	6.7	10.2	6.1	5.6	35.2
Parks	1.4	1.4	1.4	1.4	1.4	6.9
Total	\$ 58.0	\$ 58.2	\$ 61.6	\$ 57.5	\$ 57.0	\$ 292.2

Investing in the Future

As the gap between revenues and expenditures closes and we move into structural balance it will be essential that we strategically evaluate all County needs as funding becomes available. Prior Fiscal Outlook Reports and this document have highlighted several issues that will require additional funding including:

Items addressed in the Recommended, Proposed and Projected FY 2014-18 Budgets:

- Increased pension funding per SBCERS
- Expiration of employee concessions
- Increasing healthcare and Workers' Compensation costs
- Use of one-time sources to fund ongoing operations

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- Funding the increased operating costs of the Northern Branch Jail
- Increased funding for other post-employee benefits (OPEB)
- Continued tax transfer to the Fire District to maintain levels of service

The following items are anticipated to require additional funding needs over those presented in these budgets:

- Increase funding for unmet maintenance and infrastructure needs
- Potential negative impacts of the Affordable Care Act (unknown at this time)
- Employee compaction and compensation issues

The County Executive Officer recommends that any unanticipated growth in ongoing revenue streams, such as property and sales taxes, which become available in FY 2013-14 or 2014-15 be used to:

- Reduce the remaining use of one-time sources to fund ongoing operations
- Fund deferred maintenance projects

Service levels proposed in this budget do not adequately meet the needs of County residents. Core services will focus on maintaining public safety, protecting our children and families and supporting sustainable communities. Staff will continue to prioritize efforts to reduce the cost of providing these services by seeking efficiencies wherever possible. However, it is critical to note that the ongoing cycle of service reductions is not sustainable and therefore the County must consider revenue enhancement strategies resulting from increased economic activity and resident supported tax increases.



Section C



Summary
Schedules



Summary Schedules



Summary Schedules



Summary Schedules

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Summary Schedules

Introduction

This section of the Recommended Operating Plan (budget book) views budget data on a Countywide level. There are six distinct types of data that are presented that focus on different aspects of the budget. The following table lists the six types of data and their focus.

I. Countywide Budget Overview	This section includes 3 specific schedules showing the “standard format” for 1) all funds combined, 2) just the General Fund, and 3) all other funds outside of the General Fund. <i>Please see below for a description of the “standard format”.</i>
II. Appropriations	This section provides Countywide summary schedules that focus on appropriations only. Appropriations are the budgeted amounts for expenditures and other necessary outflows.
III. Revenues	This section provides Countywide summary schedules that focus on revenues only. Revenues include all sources of available inflows.
IV. General Fund Contribution	This section provides Countywide summary schedules that focus on General Fund Contribution (GFC). General Fund Contribution represents the amount of available general revenue proceeds that are allocable to departments to support their programs.
V. Fund Balances	This section provides schedules on fund balance amounts by fund and purpose.
VI. Staffing	This section provides schedules on staffing trends.

The “standard format” provides for four groupings of data:

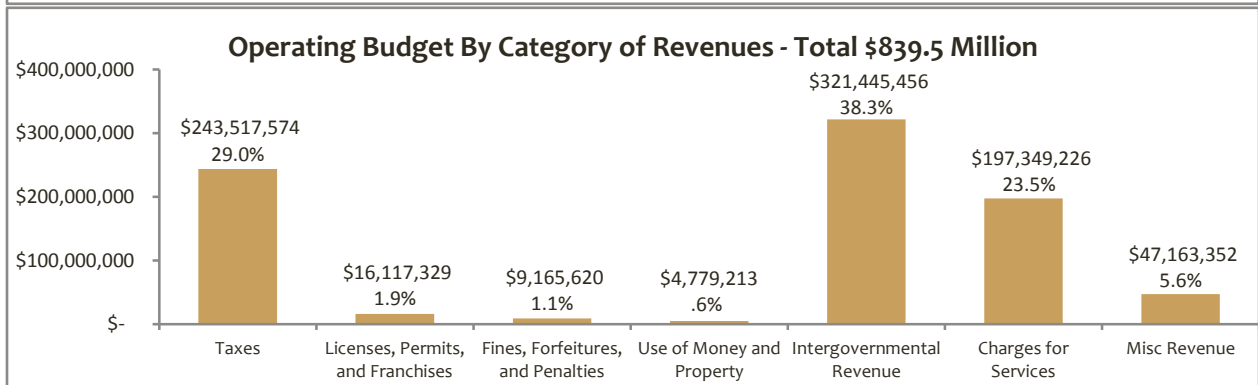
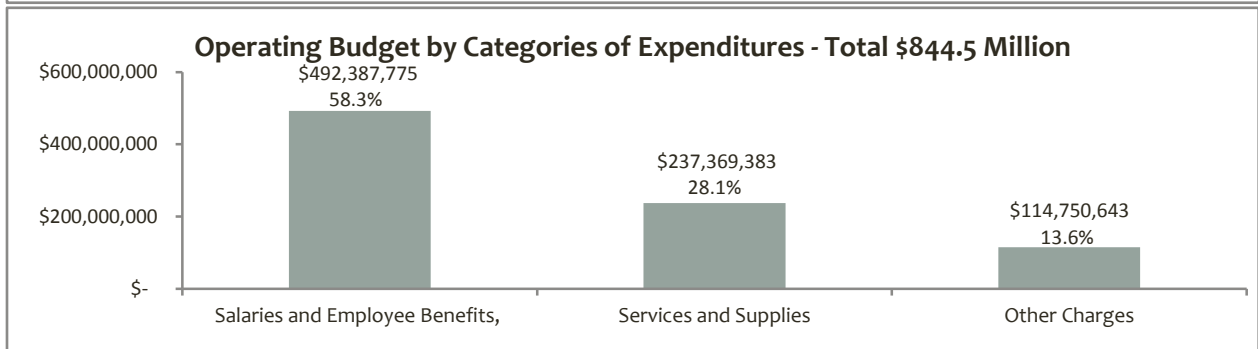
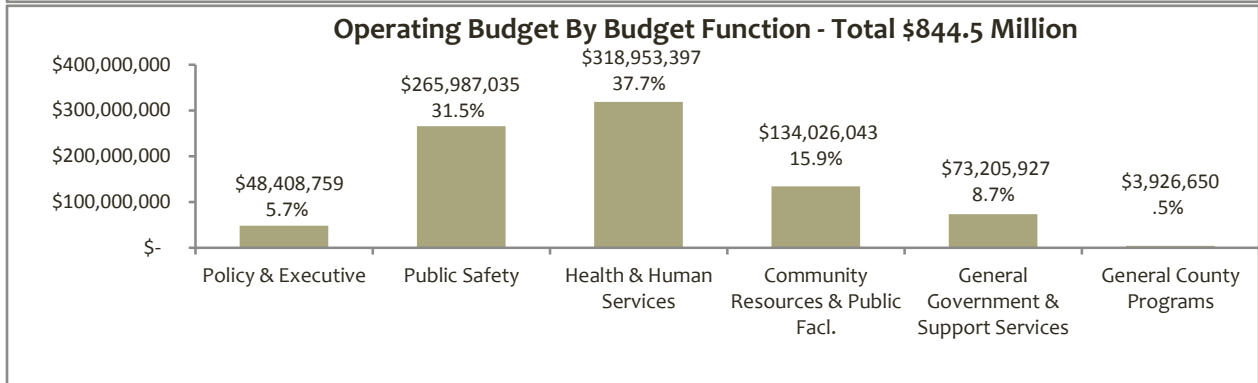
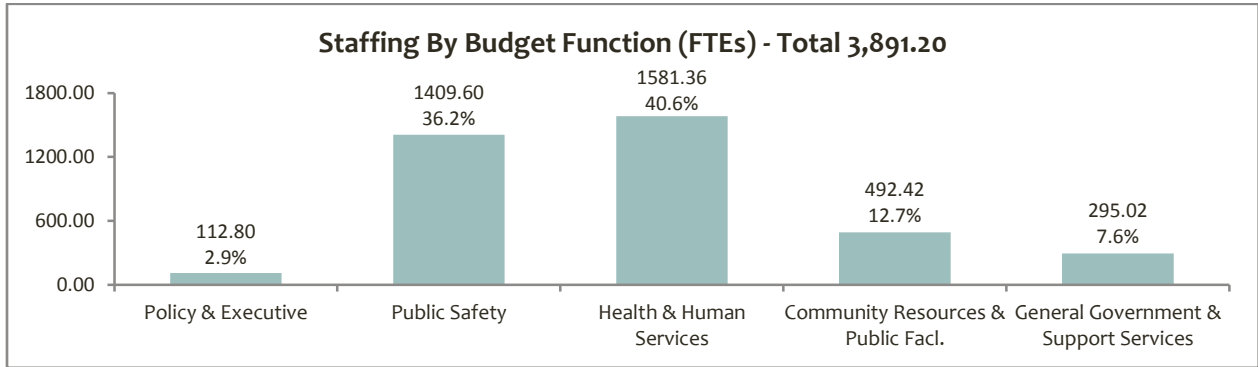
1. **Staffing** – this shows staffing full-time equivalents for the level being reflected (e.g. Function, Budget Program, etc.)
2. **Budget** – this shows the expenditure budget for the level being reflected (e.g. Function, Budget Program, etc.). Please note that these Summary Schedules only show amounts for operating expenditures, whereas in the Functional Summaries and the Department Detail, this data group shows amounts for total appropriations. The difference between the Department pages and these Summary schedules for this group of data is for the nonoperating amounts (transfers, changes to fund balances, and capital).
3. **Budget by Categories of Expenditures** – this shows the nature or category of the expenditure budget (e.g. Salaries & Benefits, Services & Supplies, etc.)
4. **Budget by Categories of Revenues** – this shows the nature or category of the revenue budget (e.g. Taxes, Charges for Services, etc.)

A review of the standard format will show that the totals for groupings 3 & 4 are equal. Also, groupings 3 & 4 provide subtotals to differentiate “operating amounts” from total amounts. For the most part, operating amounts represent amounts that are ongoing in nature. Nonoperating amounts primarily include transfers and changes to fund balances. For expenditures, nonoperating amounts also include capital outflows. The Department detail pages in Section D of this budget book also follow this standard format.

Summary Schedules

Countywide Budget Overview

All Funds Budget Charts



Summary Schedules

All Funds Summary

This schedule shows amounts for the County as a whole and includes all budgeted funds. This schedule is useful in understanding the primary components of the County's expenditures and revenues.

<u>Staffing By Budget Function</u>	Actual FY 11-12	Adopted FY 12-13	Change from FY12-13 Ado to FY13-14 Rec	Recommended FY 13-14	Proposed FY 14-15
Policy & Executive	114.20	115.70	(2.90)	112.80	112.80
Public Safety	1,382.29	1,441.82	(32.22)	1,409.60	1,409.60
Health & Human Services	1,565.20	1,572.95	8.42	1,581.36	1,583.67
Community Resources & Public Fac.	486.37	490.39	2.03	492.42	493.42
General Government & Support Services	297.80	302.85	(7.83)	295.02	294.52
Total	3,845.86	3,923.71	(32.51)	3,891.20	3,894.01
Operating Budget By Budget Function					
Policy & Executive	\$ 47,721,152	\$ 48,244,076	\$ 164,683	\$ 48,408,759	\$ 48,911,085
Public Safety	246,885,949	263,069,277	2,917,758	265,987,035	282,185,754
Health & Human Services	310,984,147	314,788,944	4,164,443	318,953,387	324,583,107
Community Resources & Public Fac.	123,899,453	133,164,261	861,782	134,026,043	127,499,900
General Government & Support Services	67,378,574	72,578,053	627,874	73,205,927	74,698,282
General County Programs	4,169,675	1,440,738	2,485,912	3,926,650	2,895,109
Total Operating Expenditures	\$ 801,038,950	\$ 833,285,349	\$ 11,222,452	\$ 844,507,801	\$ 860,773,237
Budget By Categories of Expenditures					
Salaries and Employee Benefits	\$ 458,110,066	\$ 478,884,624	\$ 13,503,151	\$ 492,387,775	\$ 517,392,216
Services and Supplies	227,385,841	230,022,530	7,346,853	237,369,383	228,454,867
Other Charges	115,543,042	124,378,195	(9,627,552)	114,750,643	114,926,154
Total Operating Expenditures	801,038,950	833,285,349	11,222,452	844,507,801	860,773,237
Capital Assets	47,755,087	39,551,062	(2,541,352)	37,009,710	25,097,337
Other Financing Uses	135,296,770	90,616,225	(37,148,106)	53,468,119	47,232,499
Intrafund Expenditure Transfers (+)	215,926,469	186,577,501	(1,559,619)	185,017,882	189,391,685
Increases to Fund Balances	83,896,646	34,190,578	13,251,512	47,442,090	32,211,203
Fund Balance Impact (+)	8,032,679	3,263,203	(3,242,918)	20,285	611,270
Total Expenditures	\$1,291,946,600	\$1,187,483,918	\$ (20,018,031)	\$ 1,167,465,887	\$ 1,155,317,231
Budget By Categories of Revenues					
Taxes	\$ 238,903,693	\$ 237,158,892	\$ 6,358,682	\$ 243,517,574	\$ 250,740,649
Licenses, Permits and Franchises	15,979,214	15,243,380	873,949	16,117,329	16,517,292
Fines, Forfeitures, and Penalties	10,990,888	10,282,286	(1,116,666)	9,165,620	8,261,073
Use of Money and Property	5,179,585	4,780,033	(820)	4,779,213	4,847,909
Intergovernmental Revenue	311,895,856	306,443,663	15,001,793	321,445,456	319,658,199
Charges for Services	196,996,636	202,825,082	(5,475,856)	197,349,226	202,496,910
Miscellaneous Revenue	56,318,186	38,784,816	8,378,536	47,163,352	44,566,757
Total Operating Revenues	836,264,058	815,518,152	24,019,618	839,537,770	847,088,789
Other Financing Sources	85,517,989	57,421,499	(31,184,953)	26,236,546	16,257,874
Intrafund Expenditure Transfers (-)	6,161,177	5,484,967	(2,540,209)	2,944,758	3,004,668
Decreases to Fund Balances	106,660,959	82,896,938	8,273,221	91,170,159	50,616,191
General Fund Contribution	240,611,056	209,926,228	(5,323,228)	204,603,000	212,926,994
Fund Balance Impact (-)	16,731,361	16,236,134	(13,262,480)	2,973,654	25,422,715
Total Revenues	\$1,291,946,600	\$1,187,483,918	\$ (20,018,031)	\$ 1,167,465,887	\$ 1,155,317,231

Summary Schedules

General Fund Summary

This schedule shows amounts only for the General Fund. The General Fund is the largest fund of the County and in recognition of this fact; this schedule has been created in order to highlight budget items and changes relevant only to the General Fund.

Staffing By Budget Function	Actual FY 11-12	Adopted FY 12-13	Change from FY12-13 Ado to FY13-14 Rec	Recommended FY 13-14	Proposed FY 14-15
Policy & Executive	106.96	107.70	(1.15)	106.55	106.55
Public Safety	1,373.86	1,423.82	(251.22)	1,172.60	1,172.60
Health & Human Services	34.34	31.00	40.00	71.00	71.00
Community Resources & Public Fac.	231.74	227.94	0.53	228.47	229.47
General Government & Support Services	244.82	244.85	(4.33)	240.52	240.02
Total	1,991.72	2,035.31	(216.17)	1,819.14	1,819.64
Operating Budget By Budget Function					
Policy & Executive	\$ 18,280,031	\$ 19,564,672	\$ (714,252)	\$ 18,850,420	\$ 19,351,521
Public Safety	230,082,962	245,592,650	(47,196,089)	198,396,561	210,821,775
Health & Human Services	3,832,670	4,123,917	5,620,570	9,744,487	9,975,047
Community Resources & Public Fac.	34,035,485	37,409,960	490,702	37,900,662	38,621,596
General Government & Support Services	39,081,807	42,179,358	470,464	42,649,822	43,516,660
General County Programs	3,960,899	1,250,688	74,912	1,325,600	1,325,737
Total Operating Expenditures	\$ 329,273,855	\$ 350,121,245	\$ (41,253,693)	\$ 308,867,552	\$ 323,612,336
Budget By Categories of Expenditures					
Salaries and Employee Benefits	\$ 267,816,408	\$ 282,791,225	\$ (35,200,329)	\$ 247,590,896	\$ 261,429,718
Services and Supplies	41,055,188	44,264,106	(3,251,898)	41,012,208	41,695,372
Other Charges	20,402,259	23,065,914	(2,801,466)	20,264,448	20,487,246
Total Operating Expenditures	329,273,855	350,121,245	(41,253,693)	308,867,552	323,612,336
Capital Assets	4,549,054	2,135,229	(617,856)	1,517,373	301,200
Other Financing Uses	41,670,498	36,792,809	(10,685,301)	26,107,508	30,117,408
Intrafund Expenditure Transfers (+)	212,917,763	185,219,831	(1,250,055)	183,969,776	188,323,579
Increases to Fund Balances	38,981,548	15,461,862	(3,174,717)	12,287,145	11,216,291
Fund Balance Impact (+)	3,359,169	-	-	-	-
Total Expenditures	\$ 630,751,887	\$ 589,730,976	\$ (56,981,622)	\$ 532,749,354	\$ 553,570,814
Budget By Categories of Revenues					
Taxes	\$ 190,029,428	\$ 183,141,802	\$ 4,413,198	\$ 187,555,000	\$ 192,585,000
Licenses, Permits and Franchises	12,410,528	11,924,225	818,580	12,742,805	12,962,354
Fines, Forfeitures, and Penalties	6,106,661	5,180,201	(445,611)	4,734,590	4,168,890
Use of Money and Property	2,230,770	2,005,000	378,800	2,383,800	2,469,800
Intergovernmental Revenue	67,648,346	67,101,624	(1,155,872)	65,945,752	67,976,942
Charges for Services	69,044,963	68,053,175	(10,925,206)	57,127,969	58,721,160
Miscellaneous Revenue	8,982,227	3,534,287	271,702	3,805,989	3,186,019
Total Operating Revenues	356,452,923	340,940,314	(6,644,409)	334,295,905	342,070,165
Other Financing Sources	21,211,131	39,236,434	(34,101,180)	5,135,254	5,020,318
Intrafund Expenditure Transfers (-)	3,152,471	4,127,297	(2,230,645)	1,896,652	1,936,562
Decreases to Fund Balances	40,167,955	16,765,071	(7,416,652)	9,348,419	6,145,533
General Fund Contribution	209,767,407	181,092,534	980,590	182,073,124	186,387,017
Fund Balance Impact (-)	-	7,569,326	(7,569,326)	-	12,011,219
Total Revenues	\$ 630,751,887	\$ 589,730,976	\$ (56,981,622)	\$ 532,749,354	\$ 553,570,814

Summary Schedules

Other Funds Summary

This schedule extracts amounts separately from the General Fund. The sum of the amounts in this schedule with the prior General Fund Summary Schedule will provide the All Funds Summary presented earlier.

<u>Staffing By Budget Function</u>	<u>Actual FY 11-12</u>	<u>Adopted FY 12-13</u>	<u>Change from FY12-13 Ado to FY13-14 Rec</u>	<u>Recommended FY 13-14</u>	<u>Proposed FY 14-15</u>
Policy & Executive	7.24	8.00	(1.75)	6.25	6.25
Public Safety	8.43	8.00	229.00	237.00	237.00
Health & Human Services	1,530.86	1,541.95	(31.58)	1,510.36	1,512.67
Community Resources & Public Fac.	254.63	262.45	1.50	263.95	263.95
General Government & Support Services	52.98	58.00	(3.50)	54.50	54.50
Total	1,854.14	1,878.40	193.67	2,072.06	2,074.37
Operating Budget By Budget Function					
Policy & Executive	\$ 29,441,121	\$ 28,679,404	\$ 878,935	\$ 29,558,339	\$ 29,559,564
Public Safety	16,802,987	17,476,627	50,113,847	67,590,474	71,363,979
Health & Human Services	307,151,476	310,665,027	(1,456,127)	309,208,900	314,608,060
Community Resources & Public Fac.	89,863,968	95,754,301	371,080	96,125,381	88,878,304
General Government & Support Services	28,296,767	30,398,695	157,410	30,556,105	31,181,622
General County Programs	208,776	190,050	2,411,000	2,601,050	1,569,372
Total Operating Expenditures	\$ 471,765,095	\$ 483,164,104	\$ 52,476,145	\$ 535,640,249	\$ 537,160,901
Budget By Categories of Expenditures					
Salaries and Employee Benefits	\$ 190,293,658	\$ 196,093,399	\$ 48,703,480	\$ 244,796,879	\$ 255,962,498
Services and Supplies	186,330,654	185,758,424	10,598,751	196,357,175	186,759,495
Other Charges	95,140,783	101,312,281	(6,826,086)	94,486,195	94,438,908
Total Operating Expenditures	471,765,095	483,164,104	52,476,145	535,640,249	537,160,901
Capital Assets	43,206,033	37,415,833	(1,923,496)	35,492,337	24,796,137
Other Financing Uses	93,626,272	53,823,416	(26,462,805)	27,360,611	17,115,091
Intrafund Expenditure Transfers (+)	3,008,706	1,357,670	(309,564)	1,048,106	1,068,106
Increases to Fund Balances	44,915,097	18,728,716	16,426,229	35,154,945	20,994,912
Fund Balance Impact (+)	4,673,510	3,263,203	(3,242,918)	20,285	611,270
Total Expenditures	\$ 661,194,713	\$ 597,752,942	\$ 36,963,591	\$ 634,716,533	\$ 601,746,417
Budget By Categories of Revenues					
Taxes	\$ 48,874,265	\$ 54,017,090	\$ 1,945,484	\$ 55,962,574	\$ 58,155,649
Licenses, Permits and Franchises	3,568,686	3,319,155	55,369	3,374,524	3,554,938
Fines, Forfeitures, and Penalties	4,884,227	5,102,085	(671,055)	4,431,030	4,092,183
Use of Money and Property	2,948,815	2,775,033	(379,620)	2,395,413	2,378,109
Intergovernmental Revenue	244,247,510	239,342,039	16,157,665	255,499,704	251,681,257
Charges for Services	127,951,673	134,771,907	5,449,350	140,221,257	143,775,750
Miscellaneous Revenue	47,335,959	35,250,529	8,106,834	43,357,363	41,380,738
Total Operating Revenues	479,811,136	474,577,838	30,664,027	505,241,865	505,018,624
Other Financing Sources	64,306,857	18,185,065	2,916,227	21,101,292	11,237,556
Intrafund Expenditure Transfers (-)	3,008,706	1,357,670	(309,564)	1,048,106	1,068,106
Decreases to Fund Balances	66,493,004	66,131,867	15,689,873	81,821,740	44,470,658
General Fund Contribution	30,843,649	28,833,694	(6,303,818)	22,529,876	26,539,977
Fund Balance Impact (-)	16,731,361	8,666,808	(5,693,154)	2,973,654	13,411,496
Total Revenues	\$ 661,194,713	\$ 597,752,942	\$ 36,963,591	\$ 634,716,533	\$ 601,746,417

Summary Schedules

Appropriations

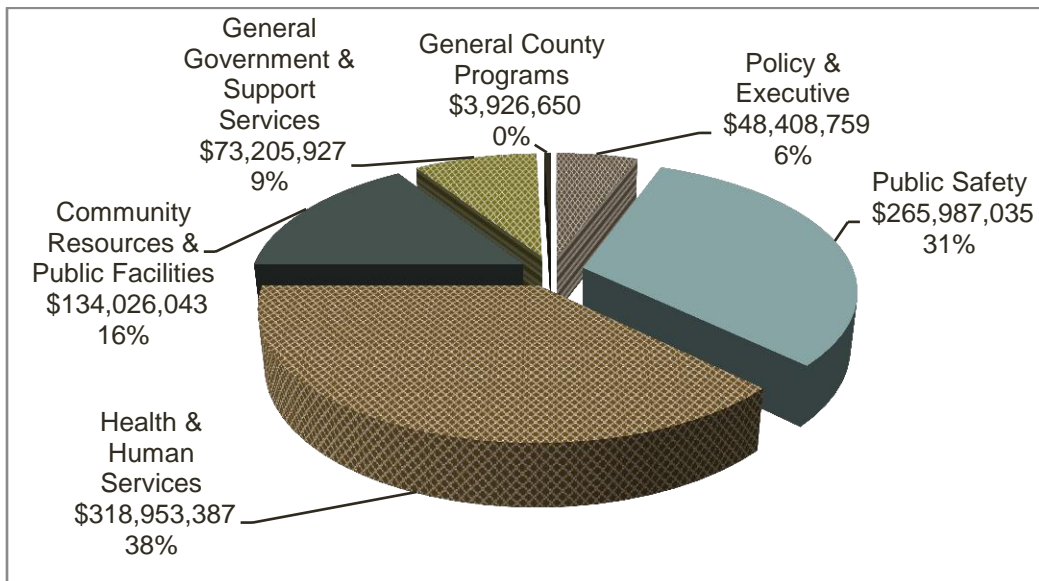
Appropriations are the legally budgeted amount for expenditures. Although two years of anticipated budgets are presented, the Board of Supervisors only adopts the Recommended budget. The Proposed budget column is provided to help show a future perspective for planning needs only. This section of the Summary Schedules focuses on appropriations only by showing them with different sorts and groupings on a Countywide level. "Total Appropriations" includes Operating Expenditures, such as Salaries & Benefits and Services & Supplies, as well as appropriations needed for Capital Assets, Transfers, and Changes to Fund Balances.

Total Appropriations by Category

	Actual FY 11-12	Adopted FY 12-13	Change from FY12-13 Ado to FY13-14 Rec	Recommended FY 13-14	Proposed FY 14-15
Salaries and Employee Benefits	\$ 458,110,066	\$ 478,884,624	\$ 13,503,151	\$ 492,387,775	\$ 517,392,216
Services and Supplies	227,385,841	230,022,530	7,346,853	237,369,383	228,454,867
Other Charges	115,543,042	124,378,195	(9,627,552)	114,750,643	114,926,154
Operating Expenditures	801,038,950	833,285,349	11,222,452	844,507,801	860,773,237
Capital Assets	47,755,087	39,551,062	(2,541,352)	37,009,710	25,097,337
Other Financing Uses	135,296,770	90,616,225	(37,148,106)	53,468,119	47,232,499
Intrafund Expenditure Transfers (+)	215,926,469	186,577,501	(1,559,619)	185,017,882	189,391,685
Increase To Fund Balance	83,896,646	34,190,578	13,251,512	47,442,090	32,211,203
Fund Balance Impact(+)	8,032,679	3,263,203	(3,242,918)	20,285	611,270
Appropriations Total	\$ 1,291,946,600	\$ 1,187,483,918	\$ (20,018,031)	\$ 1,167,465,887	\$ 1,155,317,231

Operating Appropriations by Function

The detail for this pie chart can be found on the following page.



Summary Schedules

Operating Appropriations by Function & Department

This schedule shows operating appropriations only by organizational function, and with the departments that make up the function. This schedule EXCLUDES appropriations needed for Capital Assets, Transfers, and Changes to Fund Balances. The categories of appropriations by function and department are provided in the introduction pages of each function in the Detail Section of the budget book.

	Actual FY 11-12	Adopted FY 12-13	Change from FY12-13 Ado to FY13-14 Rec	Recommended FY 13-14	Proposed FY 14-15
Policy & Executive					
Board of Supervisors	\$ 2,706,573	\$ 2,738,008	\$ 42,492	\$ 2,780,500	\$ 2,881,495
County Executive Office	38,260,618	38,340,993	479,080	38,820,073	39,023,246
County Counsel	6,753,961	7,165,075	(356,889)	6,808,186	7,006,344
Sub-Total	47,721,152	48,244,076	164,683	48,408,759	48,911,085
Public Safety					
Court Special Services	15,241,509	15,864,492	(636,089)	15,228,403	15,228,403
District Attorney	18,806,075	19,501,111	367,454	19,868,565	20,687,483
Fire	50,023,076	51,882,200	(694,646)	51,187,554	54,930,089
Probation	43,227,343	49,158,398	958,016	50,116,414	53,922,449
Public Defender	9,615,972	9,792,673	214,007	10,006,680	10,380,244
Sheriff	109,971,975	116,870,403	2,709,016	119,579,419	127,037,086
Sub-Total	246,885,949	263,069,277	2,917,758	265,987,035	282,185,754
Health & Human Services					
Alcohol, Drug, & Mental Hlth Svcs	80,121,163	76,988,803	1,138,413	78,127,216	78,588,468
Child Support Services	9,504,698	9,467,453	(37,360)	9,430,093	9,773,321
First 5, Children & Families	5,842,384	5,099,214	(29,322)	5,069,892	4,954,132
Public Health	80,221,112	80,692,479	(742,220)	79,950,259	81,605,314
Social Services	135,294,791	142,540,995	3,834,932	146,375,927	149,661,872
Sub-Total	310,984,147	314,788,944	4,164,443	318,953,387	324,583,107
Community Resources & Public Facilities					
Agricultural Commissioner/W&M	3,657,007	3,870,696	339,038	4,209,734	4,403,866
Community Services	18,762,811	19,937,636	3,441,579	23,379,215	19,980,423
Planning & Development	15,122,250	15,845,533	(1,410,929)	14,434,604	14,685,146
Public Works	86,357,386	93,510,396	(1,507,906)	92,002,490	88,430,465
Sub-Total	123,899,453	133,164,261	861,782	134,026,043	127,499,900
General Government & Support Services					
Auditor-Controller	7,120,068	7,641,279	16,689	7,657,968	7,873,660
Clerk-Recorder-Assessor	13,881,794	15,137,927	(45,385)	15,092,542	15,332,507
Debt Service	4,400,750	3,434,627	271,655	3,706,282	3,575,808
General Services	36,011,438	39,686,686	467,100	40,153,786	41,246,687
Treasurer-Tax Collector-Public	5,964,523	6,677,534	(82,185)	6,595,349	6,669,620
Sub-Total	67,378,574	72,578,053	627,874	73,205,927	74,698,282
General County Programs					
General County Programs	4,169,675	1,440,738	2,485,912	3,926,650	2,895,109
Sub-Total	4,169,675	1,440,738	2,485,912	3,926,650	2,895,109
Operating Appropriations Total	\$ 801,038,950	\$ 833,285,349	\$ 11,222,452	\$ 844,507,801	\$ 860,773,237

Summary Schedules

Operating Appropriations by Department & Program

This schedule shows operating appropriations by organizational department, and the programs that make up the department. The categories of appropriations (salaries & benefits, services & supplies, etc.) by department and program are provided in the Detail Section of the budget book.

	Actual FY 11-12	Adopted FY 12-13	Change from FY12-13 Ado to FY13-14 Rec	Recommended FY 13-14	Proposed FY 14-15
Policy & Executive					
Board of Supervisors					
First District	\$ 506,861	\$ 510,075	\$ 12,767	\$ 522,842	\$ 538,910
Second District	495,652	500,248	(4,822)	495,426	516,327
Third District	543,139	564,853	11,342	576,195	603,510
Fourth District	505,505	496,747	(3,800)	492,947	505,534
Fifth District	460,232	442,109	38,365	480,474	501,453
Board Support	195,184	223,976	(11,360)	212,616	215,761
Sub-Total	2,706,573	2,738,008	42,492	2,780,500	2,881,495
County Executive Office					
County Management	3,769,278	4,291,336	(204,537)	4,086,799	4,112,791
Emergency Management	1,469,794	1,577,588	(401,759)	1,175,829	1,219,788
Human Resources	3,614,430	3,792,665	206,441	3,999,106	4,131,103
Risk Management & Employee Insurance	29,408,075	28,679,404	878,935	29,558,339	29,559,564
Unallocated	(960)	-	-	-	-
Sub-Total	38,260,618	38,340,993	479,080	38,820,073	39,023,246
County Counsel					
Administration & Support	816,893	1,259,737	(16,334)	1,243,403	1,423,350
Advisory	2,713,296	2,549,125	(206,094)	2,343,031	2,621,132
Litigation	3,223,683	3,356,213	(134,461)	3,221,752	2,961,862
Unallocated	90	-	-	-	-
Sub-Total	6,753,961	7,165,075	(356,889)	6,808,186	7,006,344
Function Total	\$ 47,721,152	\$ 48,244,076	\$ 164,683	\$ 48,408,759	\$ 48,911,085
Public Safety					
Court Special Services					
Grand Jury	\$ 133,724	\$ 226,608	\$ 3,579	\$ 230,187	\$ 230,187
Court Special Services	12,835,504	13,072,256	(323,137)	12,749,119	12,749,119
Conflict Defense Representation	2,272,280	2,565,628	(316,531)	2,249,097	2,249,097
Sub-Total	15,241,509	15,864,492	(636,089)	15,228,403	15,228,403
District Attorney					
Administration & Support	1,267,289	1,218,294	125,829	1,344,123	1,388,802
Criminal Prosecution	17,284,985	18,025,819	377,356	18,403,175	19,168,610
Civil Prosecution	273,185	256,998	(135,731)	121,267	130,071
Unallocated	(19,384)	-	-	-	-
Sub-Total	18,806,075	19,501,111	367,454	19,868,565	20,687,483
Fire					
Administration & Support	6,250,554	6,449,254	(449,754)	5,999,500	6,257,343
Fire Prevention	1,639,440	1,701,517	67,069	1,768,586	1,908,096
Emergency Operations	40,879,217	42,130,953	1,288,515	43,419,468	46,764,650
Environmental Haz Mat Services	1,258,074	1,600,476	(1,600,476)	-	-
Unallocated	(4,208)	-	-	-	-
Sub-Total	50,023,076	51,882,200	(694,646)	51,187,554	54,930,089

Summary Schedules

Operating Appropriations by Department & Program (cont'd)

	Actual FY 11-12	Adopted FY 12-13	Change from FY12-13 Ado to FY13-14 Rec	Recommended FY 13-14	Proposed FY 14-15
Public Safety cont'd					
Probation					
Administration & Support	\$ 4,911,747	\$ 4,621,745	\$ 243,063	\$ 4,864,808	\$ 5,076,591
Institutions	17,748,361	18,636,423	(423,033)	18,213,390	19,667,199
Juvenile Services	8,281,819	8,796,500	537,484	9,333,984	10,080,944
Adult Services	12,331,124	17,103,730	600,502	17,704,232	19,097,715
Unallocated	(45,707)	-	-	-	-
Sub-Total	43,227,343	49,158,398	958,016	50,116,414	53,922,449
Public Defender					
Administration & Support	1,885,832	2,200,790	66,589	2,267,379	2,355,800
Adult Legal Services	7,398,894	7,027,660	156,725	7,184,385	7,449,460
Juvenile Legal Services	336,307	564,223	(9,307)	554,916	574,984
Unallocated	(5,061)	-	-	-	-
Sub-Total	9,615,972	9,792,673	214,007	10,006,680	10,380,244
Sheriff					
Administration & Support	7,959,680	8,252,911	326,751	8,579,662	8,976,690
Custody Operations	41,861,553	43,857,212	955,366	44,812,578	47,769,939
Countywide Law Enforcement	52,621,767	57,388,316	1,141,471	58,529,787	62,172,945
Court Security Services	7,575,917	7,371,964	285,428	7,657,392	8,117,512
Unallocated	(46,943)	-	-	-	-
Sub-Total	109,971,975	116,870,403	2,709,016	119,579,419	127,037,086
Function Total	\$ 246,885,949	\$ 263,069,277	\$ 2,917,758	\$ 265,987,035	\$ 282,185,754
Health & Human Services					
Alcohol, Drug, & Mental Health Services					
Administration & Support	\$ 9,222,659	\$ 6,677,369	\$ 1,868,280	\$ 8,545,649	\$ 8,536,574
Mental Health Inpatient Services	9,432,559	8,837,137	362,091	9,199,228	9,323,652
Mental Health Outpatient Services	23,933,828	22,505,108	(359,237)	22,145,871	22,376,912
Mental Health Community Services Programs	28,413,025	29,481,659	(1,363,301)	28,118,358	28,119,433
Alcohol & Drug Programs	9,229,135	9,487,530	630,580	10,118,110	10,231,897
Unallocated	(110,044)	-	-	-	-
Sub-Total	80,121,163	76,988,803	1,138,413	78,127,216	78,588,468
Child Support Services					
Case Management & Collections	9,518,716	9,467,453	(37,360)	9,430,093	9,773,321
Unallocated	(14,018)	-	-	-	-
Sub-Total	9,504,698	9,467,453	(37,360)	9,430,093	9,773,321
First 5, Children & Families					
Administration & Support	668,964	661,777	86,961	748,738	766,252
Program Evaluation and Research	400,522	358,292	3,506	361,798	365,723
Children's Wellness and Support	4,772,898	4,079,145	(119,789)	3,959,356	3,822,157
Sub-Total	5,842,384	5,099,214	(29,322)	5,069,892	4,954,132
Public Health					
Administration & Support	7,941,096	8,840,812	54,849	8,895,661	9,054,817
Health Care Centers	39,949,766	39,115,930	(2,642,978)	36,472,952	37,509,374
Indigent Health Programs	10,676,939	10,701,439	(918,607)	9,782,832	9,642,966
Disease Prevention & Health Promotion	11,357,951	11,193,377	603,440	11,796,817	12,130,583
Regulatory Programs & Emergency Preparedness	8,955,349	9,625,324	1,793,812	11,419,136	11,684,713
Tobacco Settlement Health Services	1,393,638	1,215,597	367,264	1,582,861	1,582,861
Unallocated	(53,627)	-	-	-	-
Sub-Total	80,221,112	80,692,479	(742,220)	79,950,259	81,605,314

Summary Schedules

Operating Appropriations by Department & Program (cont'd)

	Actual FY 11-12	Adopted FY 12-13	Change from FY12-13 Ado to FY13-14 Rec	Recommended FY 13-14	Proposed FY 14-15
Health & Human Services cont'd					
Social Services					
Administration & Support	\$ 16,833,861	\$ 16,311,619	\$ 2,213,349	\$ 18,524,968	\$ 19,165,662
Public Assistance and Welfare to Work Activities	58,424,807	63,226,328	(2,706,542)	60,519,786	61,595,065
Medi-Cal Eligibility	13,241,502	13,974,812	3,287,190	17,262,002	18,151,747
Protective Services for Children, Adults, Disabled	46,955,338	49,028,236	1,040,935	50,069,171	50,749,398
Unallocated	(160,717)	-	-	-	-
Sub-Total	135,294,791	142,540,995	3,834,932	146,375,927	149,661,872
Function Total	\$ 310,984,147	\$ 314,788,944	\$ 4,164,443	\$ 318,953,387	\$ 324,583,107
Community Resources & Public Facilities					
Agricultural Commissioner/W&M					
Administration & Support	\$ 484,913	\$ 371,309	\$ (96,520)	\$ 274,789	\$ 285,044
Agriculture	2,748,467	3,069,032	34,826	3,103,858	3,326,768
Weights & Measures	424,901	430,355	400,732	831,087	792,054
Unallocated	(1,273)	-	-	-	-
Sub-Total	3,657,007	3,870,696	339,038	4,209,734	4,403,866
Community Services					
Administration & Support	2,418,725	2,268,642	229,463	2,498,105	2,561,963
Parks & Open Spaces	7,754,952	8,239,402	103,273	8,342,675	8,538,513
Housing & Community Development	6,668,138	4,270,440	3,309,393	7,579,833	3,899,707
Community Support (Arts & Libraries)	1,942,942	5,159,152	(200,550)	4,958,602	4,980,240
Unallocated	(21,946)	-	-	-	-
Sub-Total	18,762,811	19,937,636	3,441,579	23,379,215	19,980,423
Planning & Development					
Administration & Support	2,659,094	2,259,629	(44,138)	2,215,491	2,282,356
Permitting	9,347,052	9,079,779	(93,472)	8,986,307	9,217,271
Coastal Mitigation	688,015	1,925,700	(1,234,803)	690,897	766,805
Code Enforcement	478,676	630,011	(46,574)	583,437	600,462
Long Range Planning	1,958,115	1,950,414	8,058	1,958,472	1,818,252
Unallocated	(8,701)	-	-	-	-
Sub-Total	15,122,250	15,845,533	(1,410,929)	14,434,604	14,685,146
Public Works					
Administration & Support	3,650,215	3,563,054	211,438	3,774,492	3,935,877
Transportation	36,596,433	36,437,769	3,952,689	40,390,458	39,080,191
Surveyor	1,425,872	1,573,177	37,541	1,610,718	1,549,342
Water Resources/Flood Control	18,598,117	22,001,071	(4,999,971)	17,001,100	16,101,409
Resource Recovery & Waste Management	26,165,758	29,935,325	(709,603)	29,225,722	27,763,646
Unallocated	(79,009)	-	-	-	-
Sub-Total	86,357,386	93,510,396	(1,507,906)	92,002,490	88,430,465
Function Total	\$ 123,899,453	\$ 133,164,261	\$ 861,782	\$ 134,026,043	\$ 127,499,900
General Government & Support Services					
Auditor-Controller					
Administration & Support	\$ 644,640	\$ 703,588	\$ 4,267	\$ 707,855	\$ 727,247
Audit Services	636,026	805,552	8,636	814,188	851,038
Accounting Services	4,826,462	5,103,695	(24,611)	5,079,084	5,210,728
Financial Reporting	1,018,889	1,028,444	28,397	1,056,841	1,084,647
Unallocated	(5,950)	-	-	-	-
Sub-Total	7,120,068	7,641,279	16,689	7,657,968	7,873,660

Summary Schedules

Operating Appropriations by Department & Budget (cont'd)

	Actual FY 11-12	Adopted FY 12-13	Change from FY12-13 Ado to FY13-14 Rec	Recommended FY 13-14	Proposed FY 14-15
General Government & Support Services cont'd					
Clerk-Recorder-Assessor					
Administration & Support	\$ 1,210,035	\$ 1,250,963	\$ 99,534	\$ 1,350,497	\$ 1,390,805
Elections	3,201,408	3,605,357	(386,558)	3,218,799	3,235,624
Clerk-Recorder	2,005,798	2,442,697	12,185	2,454,882	2,522,183
Assessor	7,475,749	7,838,910	229,454	8,068,364	8,183,895
Unallocated	(11,195)	-	-	-	-
Sub-Total	13,881,794	15,137,927	(45,385)	15,092,542	15,332,507
Debt Service					
Tax & Revenue Anticipation Notes	587,846	690,000	400,000	1,090,000	1,090,000
Long Term Debt	3,812,904	2,744,627	(128,345)	2,616,282	2,485,808
Sub-Total	4,400,750	3,434,627	271,655	3,706,282	3,575,808
General Services					
Central Services	2,502,875	2,634,780	(252,774)	2,382,006	2,561,326
Capital Improvements	916,511	913,686	128,348	1,042,034	1,059,554
Facilities & Land Management	13,422,633	15,201,972	567,042	15,769,014	15,859,774
Fleet Operations	10,063,809	11,280,693	(442,621)	10,838,072	11,338,316
Information & Communications Technology	9,127,873	9,655,555	467,105	10,122,660	10,427,717
Unallocated	(22,262)	-	-	-	-
Sub-Total	36,011,438	39,686,686	467,100	40,153,786	41,246,687
Treasurer-Tax Collector-Public					
Administration & Support	1,028,127	1,144,847	101,224	1,246,071	1,279,751
Treasury	1,818,888	2,139,500	(384,851)	1,754,649	1,780,766
Tax & Collections	1,587,859	1,793,921	151,192	1,945,113	1,918,779
Public Assistance	1,536,928	1,599,266	50,250	1,649,516	1,690,324
Unallocated	(7,279)	-	-	-	-
Sub-Total	5,964,523	6,677,534	(82,185)	6,595,349	6,669,620
Function Total	\$ 67,378,574	\$ 72,578,053	\$ 627,874	\$ 73,205,927	\$ 74,698,282
General County Programs					
General County Programs					
Support to Other Governments & Organizations	\$ 3,841,792	\$ 1,115,188	\$ (88)	\$ 1,115,100	\$ 1,115,237
Ancillary Services	329,107	325,550	(58,000)	267,550	235,550
Northern Branch Jail Project	-	-	2,544,000	2,544,000	1,544,322
Unallocated	(1,224)	-	-	-	-
Sub-Total	4,169,675	1,440,738	2,485,912	3,926,650	2,895,109
Fuction Total	\$ 4,169,675	\$ 1,440,738	\$ 2,485,912	\$ 3,926,650	\$ 2,895,109
Operating Appropriations Total	\$ 801,038,950	\$ 833,285,349	\$ 11,222,452	\$ 844,507,801	\$ 860,773,237

Summary Schedules

Capital Budget Summary by Class and Department

The following schedule provides appropriations for capital items by capital asset class and by department. Definitions for each class are provided in Section E. Additionally, more complete information about the Recommended Capital Budget is provided in Section E.

	Actual FY 11-12	Adopted FY 12-13	Change from FY12-13 Ado to FY13-14 Rec	Recommended FY 13-14	Proposed FY 14-15
Land					
General Services	\$ 3,721,000	\$ -	\$ -	\$ -	\$ -
Public Works	10,378	813,000	(754,000)	59,000	250,000
Sub-Total	3,731,378	813,000	(754,000)	59,000	250,000
Structures & Structures Improvements					
General Services	858,179	168,000	(68,000)	100,000	300,000
Public Health	346,790	125,000	(125,000)	-	-
Public Works	7,396,862	4,882,000	3,453,000	8,335,000	4,050,000
Sub-Total	8,601,831	5,175,000	3,260,000	8,435,000	4,350,000
Equipment					
Alcohol, Drug, & Mental Hlth Svcs	-	5,000	5,000	10,000	10,000
Auditor-Controller	-	10,000	-	10,000	10,000
Community Services	76,795	-	50,000	50,000	50,000
County Executive Office	696,591	831,000	(801,000)	30,000	30,000
District Attorney	-	30,000	(30,000)	-	-
Fire	570,781	110,910	331,590	442,500	-
General Services	3,018,436	4,953,168	(902,168)	4,051,000	3,121,000
Probation	181,059	-	-	-	-
Public Health	120,626	-	-	-	-
Public Works	2,932,548	2,637,819	1,721,681	4,359,500	3,469,000
Sheriff	2,382,020	38,000	-	38,000	38,000
Social Services	37,973	-	-	-	-
Treasurer-Tax Collector-Public	127,832	-	-	-	-
Sub-Total	10,144,661	8,615,897	375,103	8,991,000	6,728,000
IT Hardware > \$5K / Software > \$100K					
Alcohol, Drug, & Mental Hlth Svcs	117,787	100,000	-	100,000	100,000
Clerk-Recorder-Assessor	84,569	216,000	(32,255)	183,745	207,200
General Services	619,200	1,648,182	36,955	1,685,137	1,685,137
Public Health	695,255	347,578	(324,578)	23,000	41,000
Sheriff	44,700	16,000	-	16,000	16,000
Social Services	378,589	-	270,000	270,000	50,000
Treasurer-Tax Collector-Public	25,970	-	-	-	-
Sub-Total	1,966,071	2,327,760	(49,878)	2,277,882	2,099,337
Construction In Progress					
Community Services	1,866,744	2,090,800	741,900	2,832,700	1,297,000
General Services	14,155,839	3,113,405	36,595	3,150,000	2,340,000
Public Works	6,505,328	16,621,200	(6,578,200)	10,043,000	8,033,000
Sheriff	491,349	-	-	-	-
Treasurer-Tax Collector-Public	291,886	794,000	427,128	1,221,128	-
Sub-Total	23,311,146	22,619,405	(5,372,577)	17,246,828	11,670,000
Capital Appropriations Total	\$ 47,755,087	\$ 39,551,062	\$ (2,541,352)	\$ 37,009,710	\$ 25,097,337

Summary Schedules

Revenues

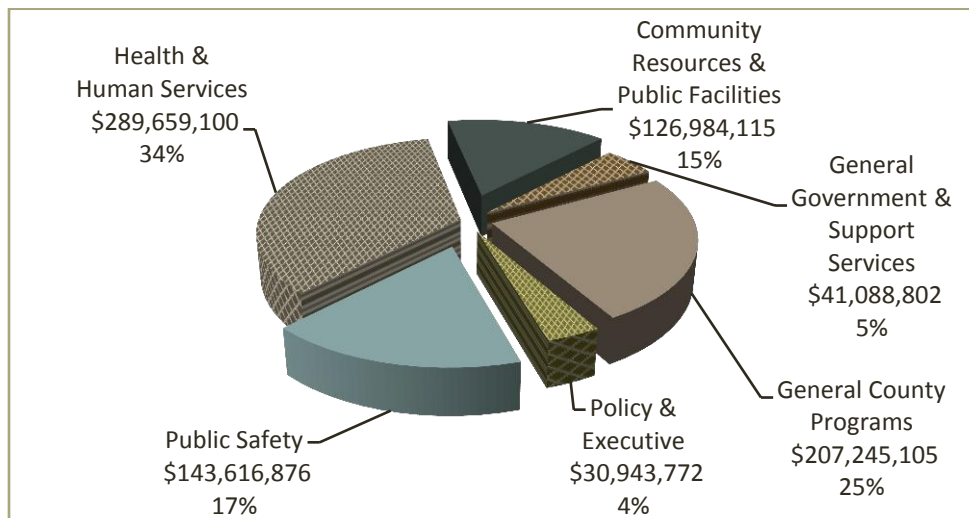
Budgets for revenues are adopted in order to help manage, anticipate, and compare revenue estimates with actual. Additionally, the County Budget Act requires the County to adopt a “balanced budget”, which means that appropriations cannot be adopted without an equal source of revenue. This section of the Summary Schedules focuses on revenues only by showing them with different sorts and groupings on a Countywide level. “Total Revenues” include Operating Revenues, such as Taxes and Charges for Services, as well as amounts anticipated from Transfers, Changes to Fund Balances, and General Fund Contributions.

Total Revenues by Character

	Actual FY 11-12	Adopted FY 12-13	Change from FY12-13 Ado to FY13-14 Rec	Recommended FY 13-14	Proposed FY 14-15
Taxes	\$ 238,903,693	\$ 237,158,892	\$ 6,358,682	\$ 243,517,574	\$ 250,740,649
Licenses, Permits and Franchises	15,979,214	15,243,380	873,949	16,117,329	16,517,292
Fines, Forfeitures, and Penalties	10,990,888	10,282,286	(1,116,666)	9,165,620	8,261,073
Use of Money and Property	5,179,585	4,780,033	(820)	4,779,213	4,847,909
Intergovernmental Revenue	311,895,856	306,443,663	15,001,793	321,445,456	319,658,199
Charges for Services	196,996,636	202,825,082	(5,475,856)	197,349,226	202,496,910
Miscellaneous Revenue	56,318,186	38,784,816	8,378,536	47,163,352	44,566,757
Operating Revenue	836,264,058	815,518,152	24,019,618	839,537,770	847,088,789
Other Financing Sources	85,517,989	57,421,499	(31,184,953)	26,236,546	16,257,874
Intrafund Expenditure Transfers (-)	6,161,177	5,484,967	(2,540,209)	2,944,758	3,004,668
Release of Fund Balance	106,660,959	82,896,938	8,273,221	91,170,159	50,616,191
Fund Balance Impact(-)	16,731,361	16,236,134	(13,262,480)	2,973,654	25,422,715
General Fund Contribution	240,611,056	209,926,228	(5,323,228)	204,603,000	212,926,994
Revenues Total	\$ 1,291,946,600	\$ 1,187,483,918	\$ (20,018,031)	\$ 1,167,465,887	\$ 1,155,317,231

Operating Revenues by Function

The detail for this pie chart can be found on the following pages.



Summary Schedules

Operating Revenues by Function & Department

This schedule shows operating revenues by organizational function, and with the departments that make up the function. This schedule excludes Other Financing Sources, Transfers, General Fund Contributions, and Changes to Fund Balances. The categories of revenues by function and department are provided in the introduction pages of each function in the Detail Section of the budget book.

	Actual FY 11-12	Adopted FY 12-13	Change from FY12-13 Ado to FY13-14 Rec	Recommended FY 13-14	Proposed FY 14-15
Policy & Executive					
Board of Supervisors	\$ -	\$ -	\$ -	\$ -	\$ -
County Executive Office	23,681,516	25,707,354	1,640,432	27,347,786	27,891,801
County Counsel	4,392,525	4,395,037	(799,051)	3,595,986	3,600,986
Sub-Total	28,074,040	30,102,391	841,381	30,943,772	31,492,787
Public Safety					
Court Special Services	7,010,249	7,276,334	(622,534)	6,653,800	6,653,800
District Attorney	6,768,827	6,477,868	477,810	6,955,678	7,127,652
Fire	46,912,392	54,017,315	95,991	54,113,306	56,165,749
Probation	23,090,715	22,309,195	1,674,691	23,983,886	24,434,795
Public Defender	2,933,789	2,971,245	272,735	3,243,980	3,428,317
Sheriff	46,600,846	45,842,100	2,824,126	48,666,226	50,719,864
Sub-Total	133,316,817	138,894,057	4,722,819	143,616,876	148,530,177
Health & Human Services					
Alcohol, Drug, & Mental Hlth Svcs	67,766,185	68,248,716	2,454,393	70,703,109	73,721,977
Child Support Services	9,471,403	9,467,453	(37,360)	9,430,093	9,430,093
First 5, Children & Families	5,762,759	4,644,457	(285,145)	4,359,312	4,162,830
Public Health	70,867,591	69,721,096	(73,361)	69,647,735	69,671,829
Social Services	125,454,504	127,900,649	7,618,202	135,518,851	135,922,054
Sub-Total	279,322,442	279,982,371	9,676,729	289,659,100	292,908,783
Community Resources & Public Facilities					
Agricultural Commissioner/W&M	2,205,791	2,292,566	416,739	2,709,305	2,655,297
Community Services	15,537,872	12,109,847	5,185,443	17,295,290	12,261,729
Planning & Development	12,546,763	10,668,105	(301,150)	10,366,955	10,027,645
Public Works	104,384,244	96,374,972	237,593	96,612,565	94,284,927
Sub-Total	134,674,670	121,445,490	5,538,625	126,984,115	119,229,598
General Government & Support Services					
Auditor-Controller	1,194,197	1,113,577	(112,477)	1,001,100	965,600
Clerk-Recorder-Assessor	5,848,800	5,594,035	104,525	5,698,560	6,327,560
Debt Service	9,635	90,000	(40,000)	50,000	50,000
General Services	33,463,670	29,929,156	1,384,112	31,313,268	32,969,938
Treasurer-Tax Collector-Public	3,245,709	3,087,399	(61,525)	3,025,874	3,087,883
Sub-Total	43,762,011	39,814,167	1,274,635	41,088,802	43,400,981
General County Programs					
General County Programs	3,243,188	3,079,386	(243,170)	2,836,216	2,725,574
General Revenues	213,870,890	202,200,290	2,208,599	204,408,889	208,800,889
Sub-Total	217,114,078	205,279,676	1,965,429	207,245,105	211,526,463
Operating Revenues Total	\$ 836,264,058	\$ 815,518,152	\$ 24,019,618	\$ 839,537,770	\$ 847,088,789

Summary Schedules

Operating Revenues by Department & Program

This schedule shows operating revenues by organizational department, and the programs that make up the department. The categories of revenues (Taxes, Charges for Services, etc.) by department and program are provided in the Detail Section of the budget book.

	Actual FY 11-12	Adopted FY 12-13	Change from FY12-13 Ado to FY13-14 Rec	Recommended FY 13-14	Proposed FY 14-15
Policy & Executive					
Board of Supervisors					
First District	\$ -	\$ -	\$ -	\$ -	\$ -
Second District	-	-	-	-	-
Third District	-	-	-	-	-
Fourth District	-	-	-	-	-
Fifth District	-	-	-	-	-
Board Support	-	-	-	-	-
Sub-Total	-	-	-	-	-
County Executive Office					
County Management	220,743	209,600	86,695	296,295	296,880
Emergency Management	1,747,785	1,755,640	(1,231,275)	524,365	523,640
Human Resources	1,064,957	165,000	145,700	310,700	310,700
Risk Management & Employee Insurance	20,648,031	23,577,114	2,639,312	26,216,426	26,760,581
Sub-Total	23,681,516	25,707,354	1,640,432	27,347,786	27,891,801
County Counsel					
Administration & Support	4,392,525	4,395,037	(799,051)	3,595,986	3,600,986
Advisory	-	-	-	-	-
Litigation	-	-	-	-	-
Sub-Total	4,392,525	4,395,037	(799,051)	3,595,986	3,600,986
Function Total	\$ 28,074,040	\$ 30,102,391	\$ 841,381	\$ 30,943,772	\$ 31,492,787
Public Safety					
Court Special Services					
Grand Jury	\$ -	\$ -	\$ -	\$ -	\$ -
Court Special Services	7,010,249	7,276,334	(622,534)	6,653,800	6,653,800
Conflict Defense Representation	-	-	-	-	-
Sub-Total	7,010,249	7,276,334	(622,534)	6,653,800	6,653,800
District Attorney					
Administration & Support	58,175	50,000	(20,000)	30,000	30,000
Criminal Prosecution	6,599,244	6,417,868	457,810	6,875,678	7,047,652
Civil Prosecution	111,408	10,000	40,000	50,000	50,000
Sub-Total	6,768,827	6,477,868	477,810	6,955,678	7,127,652
Fire					
Administration & Support	2,869,324	2,942,014	259,436	3,201,450	3,012,290
Fire Prevention	349,551	322,000	117,110	439,110	392,892
Emergency Operations	41,652,528	48,343,943	2,128,803	50,472,746	52,760,567
Environmental Haz Mat Services	2,040,988	2,409,358	(2,409,358)	-	-
Sub-Total	46,912,392	54,017,315	95,991	54,113,306	56,165,749

Summary Schedules

Operating Revenues by Department & Program (cont'd)

	Actual FY 11-12	Adopted FY 12-13	Change from FY12-13 Ado to FY13-14 Rec	Recommended FY 13-14	Proposed FY 14-15
Public Safety cont'd					
Probation					
Administration & Support	\$ 153,697	\$ 158,380	\$ -	\$ 158,380	\$ 158,380
Institutions	7,300,970	6,611,632	(52,439)	6,559,193	6,695,390
Juvenile Services	4,614,692	3,743,148	281,862	4,025,010	4,025,010
Adult Services	11,021,357	11,796,035	1,445,268	13,241,303	13,556,015
Sub-Total	23,090,715	22,309,195	1,674,691	23,983,886	24,434,795
Public Defender					
Administration & Support	-	-	708,835	708,835	752,545
Adult Legal Services	2,933,789	2,709,955	(355,631)	2,354,324	2,485,513
Juvenile Legal Services	-	261,290	(80,469)	180,821	190,259
Sub-Total	2,933,789	2,971,245	272,735	3,243,980	3,428,317
Sheriff					
Administration & Support	1,611,885	1,470,554	147,594	1,618,148	1,510,322
Custody Operations	14,945,606	16,580,667	760,395	17,341,062	18,347,478
Countywide Law Enforcement	23,033,382	21,590,879	1,061,140	22,652,019	23,607,067
Court Security Services	7,009,972	6,200,000	854,997	7,054,997	7,254,997
Sub-Total	46,600,846	45,842,100	2,824,126	48,666,226	50,719,864
Function Total	\$ 133,316,817	\$ 138,894,057	\$ 4,722,819	\$ 143,616,876	\$ 148,530,177
Health & Human Services					
Alcohol, Drug, & Mental Health Services					
Administration & Support	\$ 20,662,458	\$ 4,235,348	\$ 2,429,797	\$ 6,665,145	\$ 7,350,209
Mental Health Inpatient Services	4,291,503	8,424,108	(979,809)	7,444,299	7,444,299
Mental Health Outpatient Services	9,915,143	22,124,532	756,289	22,880,821	23,621,133
Mental Health Community Services Programs	22,176,065	22,890,048	878,125	23,768,173	25,361,665
Alcohol & Drug Programs	10,721,016	10,574,680	(630,009)	9,944,671	9,944,671
Sub-Total	67,766,185	68,248,716	2,454,393	70,703,109	73,721,977
Child Support Services					
Case Management & Collections	9,471,403	9,467,453	(37,360)	9,430,093	9,430,093
Sub-Total	9,471,403	9,467,453	(37,360)	9,430,093	9,430,093
First 5, Children & Families					
Administration & Support	4,221,529	3,991,369	(92,270)	3,899,099	3,722,696
Program Evaluation and Research	-	-	-	-	-
Children's Wellness and Support	1,541,230	653,088	(192,875)	460,213	440,134
Sub-Total	5,762,759	4,644,457	(285,145)	4,359,312	4,162,830
Public Health					
Administration & Support	4,714,862	4,863,283	369,310	5,232,593	5,652,538
Health Care Centers	41,433,236	40,156,322	(7,160,715)	32,995,607	32,769,341
Indigent Health Programs	4,836,181	4,756,948	3,499,864	8,256,812	8,049,022
Disease Prevention & Health Promotion	8,555,251	8,810,775	761,207	9,571,982	9,546,168
Regulatory Programs & Emergency Preparedness	7,529,514	7,609,796	2,192,136	9,801,932	9,865,951
Tobacco Settlement Health Services	3,798,547	3,523,972	264,837	3,788,809	3,788,809
Sub-Total	70,867,591	69,721,096	(73,361)	69,647,735	69,671,829

Summary Schedules

Operating Revenues by Department & Program (cont'd)

	Actual FY 11-12	Adopted FY 12-13	Change from FY12-13 Ado to FY13-14 Rec	Recommended FY 13-14	Proposed FY 14-15
Health & Human Services cont'd					
Social Services					
Administration & Support	\$ (11,753,800)	\$ 17,600	\$ -	\$ 17,600	\$ 17,600
Public Assistance and Welfare to Work Activities	68,438,275	62,662,223	1,958,342	64,620,565	64,226,435
Medi-Cal Eligibility	25,678,319	24,206,594	1,947,970	26,154,564	27,029,698
Protective Services for Children, Adults, Disabled	43,091,711	41,014,232	3,711,890	44,726,122	44,648,321
Sub-Total	125,454,504	127,900,649	7,618,202	135,518,851	135,922,054
Function Total	\$ 279,322,442	\$ 279,982,371	\$ 9,676,729	\$ 289,659,100	\$ 292,908,783
Community Resources & Public Facilities					
Agricultural Commissioner/W&M					
Administration & Support	\$ 313,653	\$ 154,607	\$ (49,235)	\$ 105,372	\$ 105,372
Agriculture	1,752,554	1,974,959	258,320	2,233,279	2,136,675
Weights & Measures	139,584	163,000	207,654	370,654	413,250
Sub-Total	2,205,791	2,292,566	416,739	2,709,305	2,655,297
Community Services					
Administration & Support	1,074,768	893,500	(167,764)	725,736	762,653
Parks & Open Spaces	6,843,473	6,188,700	1,824,967	8,013,667	7,040,821
Housing & Community Development	7,024,843	4,501,047	3,480,790	7,981,837	3,909,205
Community Support (Arts & Libraries)	594,788	526,600	47,450	574,050	549,050
Sub-Total	15,537,872	12,109,847	5,185,443	17,295,290	12,261,729
Planning & Development					
Administration & Support	1,406,998	1,206,074	(36,926)	1,169,148	1,162,556
Permitting	9,528,300	7,737,536	(71,926)	7,665,610	7,738,292
Coastal Mitigation	682,052	740,700	6,805	747,505	748,265
Code Enforcement	255,582	192,419	(17,030)	175,389	177,143
Long Range Planning	673,832	791,376	(182,073)	609,303	201,389
Sub-Total	12,546,763	10,668,105	(301,150)	10,366,955	10,027,645
Public Works					
Administration & Support	4,483,273	4,277,603	198,503	4,476,106	4,617,022
Transportation	37,194,956	31,703,774	2,604,885	34,308,659	34,735,967
Surveyor	1,017,949	1,296,239	(14,339)	1,281,900	1,207,730
Water Resources/Flood Control	26,137,576	28,303,739	(6,032,780)	22,270,959	19,872,039
Resource Recovery & Waste Management	35,550,491	30,793,617	3,481,324	34,274,941	33,852,169
Sub-Total	104,384,244	96,374,972	237,593	96,612,565	94,284,927
Function Total	\$ 134,674,670	\$ 121,445,490	\$ 5,538,625	\$ 126,984,115	\$ 119,229,598
General Government & Support Services					
Auditor-Controller					
Administration & Support	\$ 59,537	\$ 18,050	\$ 7,296	\$ 25,346	\$ 25,485
Audit Services	31,060	31,972	(8,561)	23,411	23,303
Accounting Services	1,104,470	1,063,555	(111,212)	952,343	916,812
Financial Reporting	(870)	-	-	-	-
Sub-Total	1,194,197	1,113,577	(112,477)	1,001,100	965,600

Summary Schedules

Operating Revenues by Department & Program (cont'd)

	Actual FY 11-12	Adopted FY 12-13	Change from FY12-13 Ado to FY13-14 Rec	Recommended FY 13-14	Proposed FY 14-15
General Government & Support Services cont'd					
Clerk-Recorder-Assessor					
Administration & Support	\$ -	\$ -	\$ -	\$ -	\$ -
Elections	415,943	520,535	(441,535)	79,000	496,000
Clerk-Recorder	2,879,639	2,761,500	743,060	3,504,560	3,503,560
Assessor	2,553,218	2,312,000	(197,000)	2,115,000	2,328,000
Sub-Total	5,848,800	5,594,035	104,525	5,698,560	6,327,560
Debt Service					
Tax & Revenue Anticipation Notes	-	-	-	-	-
Long Term Debt	9,635	90,000	(40,000)	50,000	50,000
Sub-Total	9,635	90,000	(40,000)	50,000	50,000
General Services					
Central Services	1,069,912	1,020,078	(202,996)	817,082	898,674
Capital Improvements	5,937,245	1,087,000	750,688	1,837,688	2,830,488
Facilities & Land Management	6,711,921	7,862,339	265,682	8,128,021	8,090,495
Fleet Operations	10,433,437	10,481,500	22,567	10,504,067	10,911,622
Information & Communications Technology	9,311,156	9,478,239	548,171	10,026,410	10,238,659
Sub-Total	33,463,670	29,929,156	1,384,112	31,313,268	32,969,938
Treasurer-Tax Collector-Public					
Administration & Support	12,456	7,400	(4,900)	2,500	2,500
Treasury	2,286,427	2,241,001	(189,338)	2,051,663	1,877,344
Tax & Collections	693,556	683,752	115,978	799,730	1,036,058
Public Assistance	253,270	155,246	16,735	171,981	171,981
Sub-Total	3,245,709	3,087,399	(61,525)	3,025,874	3,087,883
Function Total	\$ 43,762,011	\$ 39,814,167	\$ 1,274,635	\$ 41,088,802	\$ 43,400,981
General County Programs					
General County Programs					
Support to Other Governments & Organizations	\$ 3,546	\$ -	\$ -	\$ -	\$ -
Reserved & Committed Funds	2,600,573	2,573,055	(235,719)	2,337,336	2,229,000
Ancillary Services	639,069	506,331	(7,451)	498,880	496,574
Northern Branch Jail Project	-	-	-	-	-
Sub-Total	3,243,188	3,079,386	(243,170)	2,836,216	2,725,574
General Revenues					
General Revenues	213,870,890	202,200,290	2,208,599	204,408,889	208,800,889
General Fund Contributions	-	-	-	-	-
Sub-Total	213,870,890	202,200,290	2,208,599	204,408,889	208,800,889
Function Total	\$ 217,114,078	\$ 205,279,676	\$ 1,965,429	\$ 207,245,105	\$ 211,526,463
Operating Revenues Total	\$ 836,264,058	\$ 815,518,152	\$ 24,019,618	\$ 839,537,770	\$ 847,088,789

Summary Schedules

General County Revenues

General County Revenues are revenues that are not specific to a department and are used to support Countywide programs that do not otherwise have a committed funding method. This schedule shows the County's General County Revenues.

	Actual FY 11-12	Adopted FY 12-13	Change from FY12-13 Ado to FY13-14 Rec	Recommended FY 13-14	Proposed FY 14-15
Taxes					
Property Tax-Current Secured	\$ 113,635,589	\$ 109,563,902	\$ 1,194,098	\$ 110,758,000	\$ 112,977,000
Property Tax-Unitary	2,143,525	2,145,000	308,000	2,453,000	2,503,000
Property Tax In-Lieu of VLF	42,712,647	43,521,000	506,000	44,027,000	45,178,000
Property Tax-Current Unsecd	4,798,939	4,711,000	(134,000)	4,577,000	4,668,000
Prop Tax-Curr Unsec Aircraft	552,682	558,000	2,000	560,000	566,000
RDA RPTTF Distributions	3,928,243	1,555,000		4,260,000	4,358,000
Property Tax-Prior Secured	(513,150)	(250,000)	(350,000)	(600,000)	(600,000)
Property Tax-Prior Unsecured	76,487	(100,000)	-	(100,000)	(100,000)
Prop Tax-PY Unsec Aircraft	14,885	-	-	-	-
Supplemental Pty Tax-Current	1,570,892	2,000,000	200,000	2,200,000	2,640,000
Supplemental Pty Tax-Prior	76,826	-	-	-	-
Retail from State	7,933,157	7,096,000	(164,000)	6,932,000	7,210,000
In-Lieu Local Sales Tax	2,727,446	2,434,000	(164,000)	2,270,000	2,378,000
Transient Occupancy Tax	7,570,051	7,120,000	(295,000)	6,825,000	7,166,000
Racehorse Taxation	4,111	4,000	-	4,000	4,000
Property Transfer Taxes	2,485,989	2,500,000	601,000	3,101,000	3,349,000
Sub-Total	189,718,317	182,857,902	4,409,098	187,267,000	192,297,000
Licenses, Permits and Franchises					
Franchises	2,949,813	2,715,000	324,000	3,039,000	3,100,000
Sub-Total	2,949,813	2,715,000	324,000	3,039,000	3,100,000
Fines, Forfeitures, and Penalties					
PT-Delinquent Penalty-CY	2,244,731	1,681,000	164,000	1,845,000	1,623,000
PT-Redemption Penalty-PY	1,925,071	1,907,000	(580,000)	1,327,000	1,168,000
PT-Delinquent Penalty-PY	1,112,325	973,000	(136,000)	837,000	737,000
Sub-Total	5,282,127	4,561,000	(552,000)	4,009,000	3,528,000
Use of Money and Property					
Interest Income	1,061,659	1,000,000	310,000	1,310,000	1,391,000
Unrealized Gain/Loss Invstmnts	(13,855)	-	-	-	-
Other Rental of Bldgs and Land	-	97,000	183,000	280,000	285,000
Sub-Total	1,047,804	1,097,000	493,000	1,590,000	1,676,000
Intergovernmental Revenue-State					
Motor Vhcle In-Lieu In Excess	930,596	-	185,000	185,000	185,000
Motor Vhcle In-Lieu Tax-On Hwy	-	185,000	(185,000)	-	-
Homeowners Property Tax Relief	857,696	849,000	(44,000)	805,000	805,000
State Off Hwy Mtr Veh Lic Fees	634	-	-	-	-
Federal Grazing Fees	122	-	-	-	-
Payments In Lieu of Taxes	1,757,307	1,625,000	(1,607,000)	18,000	18,000
Other Governmental Agencies	357,649	363,000	(4,000)	359,000	366,000
Sub-Total	3,904,004	3,022,000	(1,655,000)	1,367,000	1,374,000
Charges for Services					
Cost Allocation Services	9,021,662	6,848,449	(1,207,735)	5,640,714	5,640,714
Cost Allocation Use Allowance	1,157,354	1,096,016	(211,222)	884,794	884,794
Sub-Total	10,179,015	7,944,465	(1,418,957)	6,525,508	6,525,508
Other Financing Sources					
Sale Capital Assets-Real Prop	129,000	-	-	-	-
Sub-Total	129,000	-	-	-	-
Miscellaneous Revenue					
Unclaimed Money In Co.Treasury	17,895	-	300,000	300,000	300,000
Other Miscellaneous Revenue	771,915	2,923	308,458	311,381	381
Sub-Total	789,810	2,923	608,458	611,381	300,381
Intrafund Expenditure Transfers (-)					
lfrf (-) Cost Allocations	108,856	156,612	37,499	194,111	194,111
Sub-Total	108,856	156,612	37,499	194,111	194,111
Changes to Committed					
Unrealized Gains	109,724	-	-	-	-
Sub-Total	109,724	-	-	-	-
Revenue Total	\$ 214,218,470	\$ 202,356,902	\$ 2,246,098	\$ 204,603,000	\$ 208,995,000

Summary Schedules



Summary Schedules

General Fund Contribution

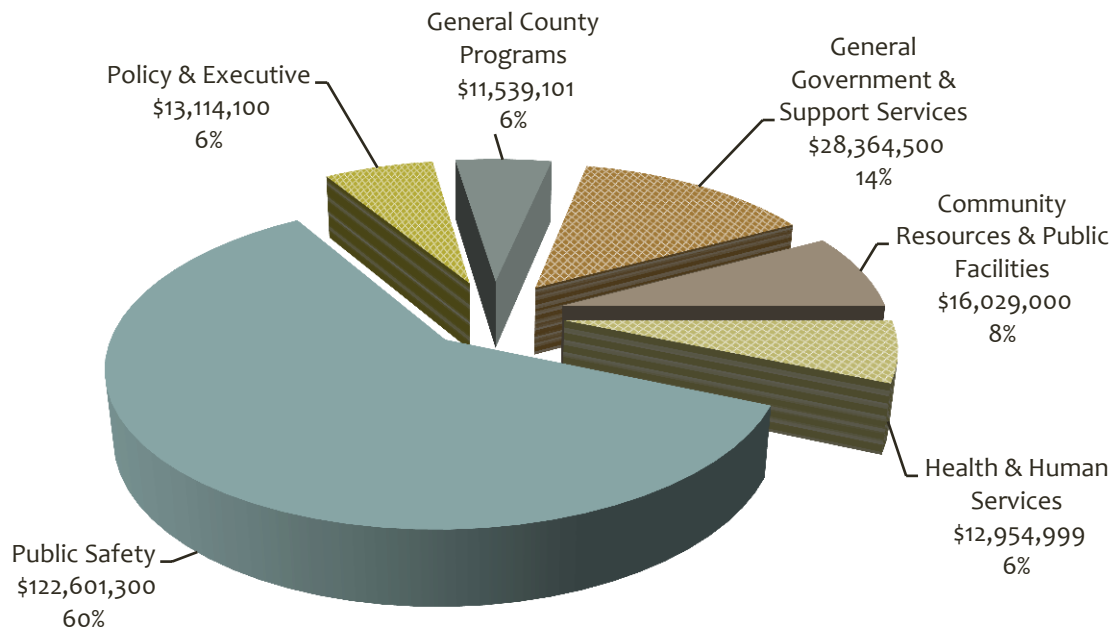
This section of the Summary Schedules shows the amount of “General Fund Contribution (GFC)” allocated to the various County departments. The allocation methodology (i.e. the determination of how much a department will receive in GFC) is based on principles adopted by the Board of Supervisors before each budget cycle. The budget principles for this budget cycle are provided in Section F.

The sources of the “General Fund Contribution” are the amounts shown in the earlier “General County Revenues” schedule. Unused or unexpected General County Revenues from prior years may also be a source of General Fund Contribution. These prior year amounts are referred to as “Fund Balances.” Information on Fund Balances is provided later in these Summary Schedules.

It should also be noted that many State and Federal grant programs require that their funding be matched at certain levels in order for the grant to be received. These matching requirements are usually funded with General Fund Contribution, and are considered when the Board of Supervisors adopts the General Fund Contribution allocation principles.

General Fund Contribution Pie Chart by Function

The following pie chart shows the amount and percentage of General Fund Contribution allocated to each Function.



Summary Schedules

General Fund Contribution by Function & Department

This schedule shows the amount of General Fund Contribution allocated to each department.

	Actual FY 11-12	Adopted FY 12-13	Change from FY12-13 Ado to FY13-14 Rec	Recommended FY 13-14	Proposed FY 14-15
Policy & Executive					
Board of Supervisors	\$ 2,744,641	\$ 2,767,608	\$ 47,892	\$ 2,815,500	\$ 2,885,700
County Executive Office	7,345,570	7,690,269	301,131	7,991,400	8,139,900
County Counsel	2,054,118	2,270,038	37,162	2,307,200	2,362,600
Sub-Total	12,144,328	12,727,915	386,185	13,114,100	13,388,200
Public Safety					
Court Special Services	8,201,759	8,536,760	40	8,536,800	8,536,800
District Attorney	11,449,366	12,289,381	187,419	12,476,800	12,720,900
Fire	3,342,024	-	-	-	-
Probation	24,198,332	25,031,738	118,662	25,150,400	26,099,800
Public Defender	6,827,183	6,821,428	(218,728)	6,602,700	6,649,700
Sheriff	65,186,912	68,811,994	1,022,606	69,834,600	72,799,200
Sub-Total	119,205,576	121,491,301	1,109,999	122,601,300	126,806,400
Health & Human Services					
Alcohol, Drug, & Mental Hlth Svcs	2,271,535	3,005,544	(1,238,244)	1,767,300	1,801,100
Public Health	7,839,585	6,945,890	1,269,310	8,215,200	8,362,600
Social Services	11,023,238	9,153,759	(6,181,260)	2,972,499	6,680,400
Sub-Total	21,134,358	19,105,193	(6,150,194)	12,954,999	16,844,100
Community Resources & Public Facilities					
Agricultural Commissioner/W&M	1,228,217	1,355,130	30,770	1,385,900	1,416,400
Community Services	3,572,479	7,416,172	385,528	7,801,700	7,872,800
Planning & Development	3,482,189	3,738,730	306,070	4,044,800	4,127,000
Public Works	2,627,280	2,696,126	100,474	2,796,600	3,055,100
Sub-Total	10,910,165	15,206,158	822,842	16,029,000	16,471,300
General Government & Support Services					
Auditor-Controller	5,823,219	6,134,725	380,675	6,515,400	6,661,600
Clerk-Recorder-Assessor	7,664,474	8,752,646	756,654	9,509,300	9,677,200
Debt Service	853,846	690,000	400,000	1,090,000	1,090,000
General Services	7,556,211	7,574,002	568,798	8,142,800	8,250,200
Treasurer-Tax Collector-Public	2,588,495	3,021,937	85,063	3,107,000	3,164,500
Sub-Total	24,486,244	26,173,310	2,191,190	28,364,500	28,843,500
General County Programs					
General County Programs	21,397,413	15,806,468	(4,267,367)	11,539,101	10,573,494
General Revenues	31,332,972	(584,117)	584,117	-	-
Sub-Total	52,730,385	15,222,351	(3,683,250)	11,539,101	10,573,494
General Fund Contributions Total	\$ 240,611,056	\$ 209,926,228	\$ (5,323,228)	\$ 204,603,000	\$ 212,926,994

Summary Schedules

Fund Balances

Fund balances represent unspent amounts from prior years within a fund. Fund balances can be caused by timing issues (projects not completed as expected) or they can be planned for, such as setting aside monies for future or contingent events. The County has developed fund balance policies for the General Fund that guide how much in fund balances should be maintained in the General Fund. *When developing a “balanced budget,” available fund balances are combined with estimated revenues to comprise the total sources available to fund appropriations.*

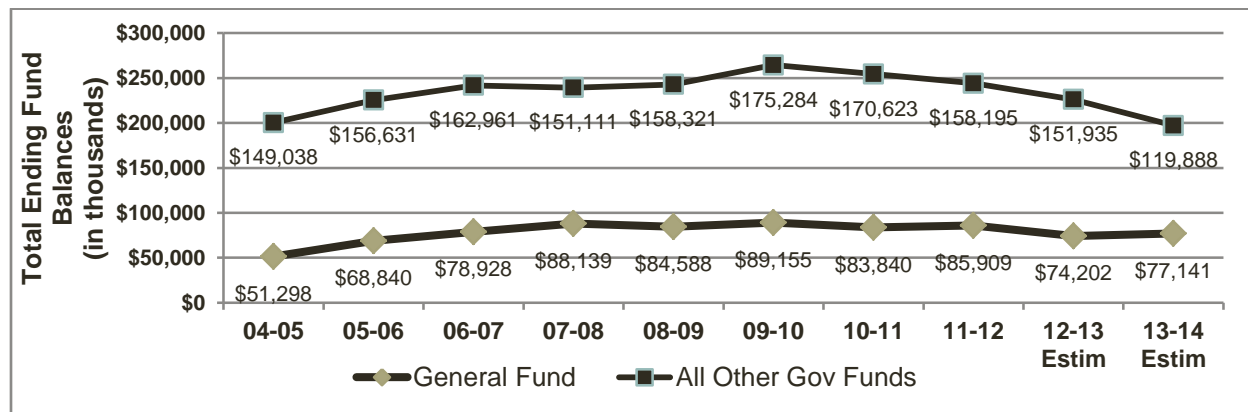
There are two schedules in this section that focus on the fund balances of the County’s budgeted funds. The first schedule lists the County’s budgeted funds and provides estimates on beginning and ending fund balances based on estimated activity for the current fiscal year and the estimated activity for the Recommended budget year. The second schedule provides the estimated fund balances by account for the General Fund only.

Please note that the fund types (Governmental, Proprietary), fund classifications (Major, Nonmajor), and fund balance components (Non-Spendable, Restricted, Committed) are established by the governmental accounting standards board (GASB). Fund Balance components represent amounts that are limited in their use.

- **Non-spendable** fund balances cannot be spent because they are either (a) not spendable in form or (b) legally or contractually required to be maintained intact.
- **Restricted** fund balances are amounts with constraints placed on their use that are either (a) externally imposed by creditors, grantors, contributors, or laws or regulations of other governments or (b) imposed by law through constitutional provisions or enabling legislation. *Although restricted fund balances have external spending conditions, which appear to be nondiscretionary, the Board of Supervisors (BOS) may have some powers over such balances. For example, if there are restricted fund balances for “Prop 172,” the BOS does have discretion on the programs to be funded by “Prop 172” fund balances as long as the programs under consideration are Prop 172-related.*
- **Committed** fund balance is the portion of fund balance that can only be used for specific purposes determined by formal action of the County’s highest level of decision-making authority (the Board of Supervisors) and that remain binding unless removed in the same manner.

Fund Balance Trend Chart For Governmental Funds Only

This chart represents the trend in fund balances for the General Fund and all other Governmental Funds. Proprietary funds have been excluded for comparison consistency. The estimated values for fiscal years 2012-13 and 2013-14 can be found on the following Fund Balance Summary schedule.



Summary Schedules

Fund Balance Summary

	Estimated Fund Balances as of <u>June 30, 2013</u>	Recommended Revenues & Other Financing Sources	Recommended Expenditures & Other Financing Uses	Estimated Fund Balances as of <u>June 30, 2014</u>
Governmental Funds				
Major Funds				
General Fund	\$ 74,202,134	\$ 523,400,935	\$ 520,462,209	\$ 77,140,860
Flood Control Districts	56,143,535	19,035,222	23,535,786	51,642,971
Public Health	14,316,956	70,992,267	73,474,273	11,834,950
Roads Fund	15,296,087	42,975,024	48,143,827	10,127,284
Alcohol Drug & Mental Health Services	11,620,411	73,368,573	79,853,378	5,135,606
Fire Protection District	3,346,422	54,524,306	54,521,325	3,349,403
Social Services	9,568,339	132,586,992	140,619,187	1,536,144
Non-Major Funds				
Capital Projects	14,531,647	4,287,618	8,433,700	10,385,565
Water Agencies	5,887,858	4,004,927	4,369,407	5,523,378
First 5 Children and Families Commission	4,462,090	4,359,312	5,072,292	3,749,110
Muni Finance - Debt Service	2,951,294	7,076,721	7,027,471	3,000,544
RDA Successor Agency Housing	2,778,942	3,072,200	3,042,460	2,808,682
County Service Areas	2,519,889	2,052,451	2,018,773	2,553,567
Affordable Housing	2,351,809	4,977,720	4,940,782	2,388,747
Courthouse Construction	1,185,257	954,000	967,527	1,171,730
Public and Educational Access	1,088,391	-	57,050	1,031,341
Coastal Resources Enhancement	869,915	680,000	607,157	942,758
Inmate Welfare	663,973	1,070,780	1,174,517	560,236
Fishermen Assistance	393,604	11,305	28,900	376,009
Lighting Districts	379,489	404,039	409,821	373,707
Special Aviation	344,342	827,200	819,371	352,171
Court Operations	327,964	15,250,600	15,258,403	320,161
Child Support Services	257,289	9,430,093	9,430,093	257,289
Petroleum	315,388	427,406	531,222	211,572
Community Facilities District	207,714	352,647	361,237	199,124
Seawalls	32,466	200	5,000	27,666
Fish and Game	28,744	6,200	11,750	23,194
IHSS Public Authority	64,850	7,737,468	7,796,985	5,333
Criminal Justice Construction	1	1,025,003	1,025,003	1
Total Governmental Funds	226,136,799	984,891,209	1,013,998,906	197,029,102
Proprietary Funds				
Major Funds				
Resource Recovery Enterprise	43,232,142	23,046,431	29,585,627	36,692,946
Laguna Sanitation Enterprise	33,601,992	11,228,510	12,636,051	32,194,451
Non-Major Funds				
Vehicle Operations ISF	27,400,533	10,927,067	13,281,072	25,046,528
Communications ISF	7,577,631	3,461,470	5,418,176	5,620,925
Data Processing ISF	4,289,294	6,564,940	8,219,621	2,634,613
Utilities ISF	(342,795)	6,986,021	7,305,720	(662,494)
Risk Management	(3,776,097)	26,216,426	29,558,339	(7,118,010)
Total Proprietary Funds	111,982,701	88,430,865	106,004,606	94,408,960
Total All Funds	\$ 338,119,499	\$ 1,073,322,074	\$ 1,120,003,512	\$ 291,438,061

Summary Schedules

Fund Balance Accounts – General Fund Only

Please see page C-26 and the Glossary for descriptions on the fund balance account types: nonspendable, restricted, and committed.

	Balance 7/1/2012	Estimated Balance 6/30/13	Change From 6/30/13	Recommended Balance 6/30/14
Fund Balance Nonspendable				
Teeter Tax Losses	\$ 6,626,658	\$ 6,731,786	\$ -	\$ 6,731,786
Receivables	2,124,451	2,124,451	-	2,124,451
Prepays/Deposits	50,000	50,000	-	50,000
Nonspendable Total	8,801,108	8,906,236	-	8,906,236
Fund Balance Restricted				
P&D Offsite Mitigation	2,245,542	2,247,683	(5,000)	2,242,683
Recorder Modernization	1,014,444	1,548,010	92,175	1,640,185
Public Safety Prop 172	2,848,411	1,919,090	(368,118)	1,550,972
Sheriff Categorical Grants	1,164,503	1,352,544	192,837	1,545,381
Recorder Operations	267,666	741,998	570,178	1,312,176
Forfeiture Penalty	941,793	1,007,714	200,000	1,207,714
Los Prietos Donation	640,000	800,000	-	800,000
Purpose of Fund	847,284	678,769	-	678,769
Maintenance-Casa Nueva Bldg	476,733	506,733	30,000	536,733
Probation LESF/COPS	573,898	765,230	(265,219)	500,011
Assessor AB818	486,174	503,643	(67,745)	435,898
Survey Monument	381,699	381,699	-	381,699
Recorder Micrographics	217,668	284,316	51,720	336,036
Gaviota Bikeway	317,118	318,831	1,200	320,031
Local Realignment 2011	2,784,172	1,399,204	(1,082,409)	316,795
Allocated for Capital Outlay	310,580	310,580	-	310,580
Public Arts Program	265,574	266,799	-	266,799
Probation YOBG	778,055	583,977	(330,482)	253,495
Weights and Measures	-	287,503	(70,000)	217,503
Vital Records	227,242	238,624	(87,267)	151,357
State Off Hwy Fee	146,927	146,927	-	146,927
Recorder Redaction	81,351	164,071	(28,503)	135,568
Donations	153,042	143,135	(12,269)	130,866
Probation Programs	124,716	117,738	(7,495)	110,243
Recorder ERDS	-	69,920	15,956	85,876
COP Proceeds	69,645	69,645	-	69,645
Animal Control Programs	103,735	23,852	40,000	63,852
DARE	40,384	40,384	-	40,384
Real Estate Fraud	28,123	28,123	-	28,123
PHD Special Projects	-	-	15,000	15,000
Consumer/Environmental	-	4,000	-	4,000
Restricted Total	17,536,477	16,950,740	(1,115,441)	15,835,299

Summary Schedules

Fund Balance Accounts – General Fund Only (Cont'd)

	Balance 7/1/2012	Estimated Balance 6/30/13	Change From 6/30/13	Recommended Balance 6/30/14
Fund Balance Committed				
Strategic Reserve	21,830,551	26,237,483	1,127,202	27,364,685
FY 12/13,13/14 Operating Plans	5,126,311	5,126,311	-	5,126,311
New Jail Operations	1,000,000	-	3,300,000	3,300,000
Audit Exceptions	5,220,334	2,180,592	-	2,180,592
Facilities Maintenance	2,054,215	1,914,361	-	1,914,361
Program Restoration	3,776,438	314,740	1,226,033	1,540,773
Contingencies	1,214,721	1,048,768	470,069	1,518,837
Litigation	1,801,120	1,711,120	(570,000)	1,141,120
Accumulated Capital Outlay	97,609	597,609	500,000	1,097,609
Auditor Systems Maint/Develop	1,092,033	1,092,033	(251,843)	840,190
North County Jail Contingency	-	802,000	-	802,000
Elections Voting Equipment	915,748	726,546	-	726,546
Human Resources Programs	684,192	660,192	-	660,192
Road Projects	80,902	80,902	500,000	580,902
P&D Land Use System	419,509	411,874	90,000	501,874
Clerk Record Assessor Projects	1,036,635	1,036,635	(599,103)	437,532
General County Programs	431,492	434,847	-	434,847
County Executive Programs	602,765	533,696	(103,974)	429,722
Treas Tax Collector Projects	2,143,111	1,611,603	(1,277,488)	334,115
Planning/Development Projects	364,575	324,443	(25,000)	299,443
Sheriff Projects	169,105	252,202	10,000	262,202
District Attorney Programs	380,541	305,211	(127,200)	178,011
Unrealized Gains	163,052	163,052	-	163,052
Public Defender Programs	113,000	113,000	-	113,000
General Services Projects	561,200	340,000	(240,000)	100,000
Rental Maintenance	99,164	99,164	-	99,164
Probation Programs	93,601	93,601	-	93,601
Ag Commissioner Projects	25,455	25,455	25,471	50,926
Building & Safety Permitting	40,000	40,000	-	40,000
Imprest Cash	21,900	21,900	-	21,900
Housing Programs	21,324	21,324	-	21,324
Purpose of Fund	3,295	11,436	-	11,436
Toxic Waste Monitoring	10,152	10,152	-	10,152
Replacement Benefits Plan	62,902	2,902	-	2,902
Recorder Automation/Operations	246,673	-	-	-
Parks Projects	98,000	-	-	-
Sub-Total	52,001,623	48,345,152	4,054,167	52,399,319
Fund Balance Residual				
Fund Balance-Residual	7,569,331	5	-	5
Residual Total	7,569,331	5	-	5
Fund Balance Total	\$ 85,908,540	\$ 74,202,134	\$ 2,938,726	\$ 77,140,860

Summary Schedules

Staffing

This section of the Summary Schedules provides a view of staffing counts over the past several years. The counts represent “full-time equivalents (FTEs)”. Full-time equivalents equals the number of positions multiplied by percent worked and the number of pay periods worked ÷ 26 pay periods for all types of positions – regular, extra-help, and contactor-on-payroll.

	<u>Adopted FY 04-05</u>	<u>Adopted FY 05-06</u>	<u>Adopted FY 06-07</u>	<u>Adopted FY 07-08</u>	<u>Adopted FY 08-09</u>
Policy & Executive					
Board of Supervisors	23.50	22.50	22.80	23.00	22.50
County Counsel	45.23	46.40	46.38	46.38	43.58
County Executive Office	23.00	25.00	23.00	24.00	22.84
Sub-Total	91.73	93.90	92.17	93.38	88.92
Public Safety					
District Attorney	135.41	137.18	140.10	140.18	132.91
Fire	250.53	263.50	270.50	285.27	285.27
Probation	385.64	395.95	396.55	397.52	393.02
Public Defender	69.46	70.40	72.75	72.90	69.75
Sheriff	667.50	707.95	701.42	708.90	688.50
Sub-Total	1,508.54	1,574.98	1,581.32	1,604.76	1,569.44
Health & Human Services					
Alcohol, Drug, & Mental Hlth Svcs	359.03	322.18	338.98	357.85	311.03
Child Support Services	117.50	115.25	111.75	109.75	97.25
First 5, Children & Families	-	-	-	-	-
Public Health	573.41	571.10	561.14	559.00	542.65
Social Services	620.33	641.73	675.50	681.69	675.25
Sub-Total	1,670.26	1,650.25	1,687.37	1,708.29	1,626.18
Community Resources & Public Fac.					
Agricultural Commissioner/W&M	35.68	34.64	35.35	33.13	33.25
Community Services	105.43	96.22	99.88	100.07	97.70
Planning & Development	159.93	142.20 (1)	141.47	158.46	120.55
Public Works	384.79	340.08	335.98	339.61	314.00
Sub-Total	685.82	613.13	612.67	631.27	565.50
General Government & Support Services					
Auditor-Controller	54.00	54.00	56.85	57.85	54.25
Clerk-Recorder-Assessor	148.75	120.00	122.00	123.00	112.62
General Services	158.99	156.06	159.80	159.10	122.73
Information Technology	-	-	-	-	46.00
Treasurer-Tax Collector-Public	51.00	51.25	52.00	51.00	50.00
Sub-Total	412.74	381.31	390.65	390.95	385.59
General County Programs					
General County Programs	15.01	30.45 (1)	44.77 (2)	35.00 (3)	31.01
Sub-Total	15.01	30.45	44.77	35.00	31.01
FTE Total	4,384.10	4,344.03	4,408.95	4,463.65	4,266.63

Summary Schedules

Ten Year Staffing Trend by Function & Department

Explanations for significant staffing changes during this 10-year period can found on the next page. The explanations are referenced by number on this trend chart to the numbered explanation.

Adopted FY 09-10	Adopted FY 10-11	Adopted FY 11-12	Adopted FY 12-13	Recommended FY 13-14	
22.75	21.75	21.50	21.50	21.00	Policy & Executive
38.30	38.10	38.10	38.20	35.80	Board of Supervisors
20.00	30.00	25.63	56.00 (7)	56.00	County Counsel
81.05	89.85	85.23	115.70	112.80	County Executive Office
					Sub-Total
					Public Safety
120.44	122.10	116.10	122.10	123.00	District Attorney
285.27	278.77	258.00	255.00	229.00 (10)	Fire
359.22	351.72	327.72	360.72	352.50	Probation
63.08	69.42	62.00	62.50	65.00	Public Defender
679.00	663.57	617.62	641.50	640.10	Sheriff
1,507.00	1,485.57	1,381.43	1,441.82	1,409.60	Sub-Total
					Health & Human Services
316.18	282.50	283.18	297.23	281.24	Alcohol, Drug, & Mental Hlth Svcs
90.00	84.25	82.50	85.00	80.75	Child Support Services
-	-	-	14.00 (8)	14.00	First 5, Children & Families
523.53	523.39	513.17	499.47	486.43 (10)	Public Health
660.75	684.25	647.44	677.25	718.94	Social Services
1,590.46	1,574.39	1,526.29	1,572.95	1,581.36	Sub-Total
					Community Resources & Public Fac.
31.00	27.13	28.00	28.00	31.00	Agricultural Commissioner/W&M
98.54	96.11	91.72	94.79 (9)	94.96	Community Services
98.94	102.50	96.50	86.15	83.51	Planning & Development
308.28	293.00	288.40	281.45	282.95	Public Works
536.76	518.74	504.62	490.39	492.42	Sub-Total
					General Government & Support Services
51.25	49.25	45.25	46.25	46.15	Auditor-Controller
110.38	104.38	97.38	92.76	94.38	Clerk-Recorder-Assessor
114.73	140.13 (6)	122.53	121.35	113.00	General Services
46.00	(6)	-	-	-	Information Technology
49.00	46.00	40.50	42.50	41.50	Treasurer-Tax Collector-Public
371.35	339.75	305.65	302.85	295.02	Sub-Total
					General County Programs
31.00	14.00 (5)	14.00	- (8)	-	General County Programs
31.00	14.00	14.00	-	-	Sub-Total
4,117.62	4,022.29	3,817.22	3,923.71	3,891.20	FTE Total

Summary Schedules

Significant Changes in Permanent Position Staffing

Most of the changes in the FTEs over the 10-year period reflect the growth or decline of FTEs due to workload changes or new or discontinued programs within a department. However, some of the changes, including certain large fluctuations from one year to the next, reflect shifting functions from one department to another as the County reorganizes itself to enhance program performance.

Significant changes of this latter type include the following:

- (1) Increased General County Program 15 FTEs due to the shift of Comprehensive and Long Range Planning from the Planning and Development Department.
- (2) Increased General County Programs FTEs due to the expansion of the Redevelopment Agency, 2.0 FTEs and Children and Families 2.9 FTEs and 8.0 new positions in developing programs including Comprehensive Planning, GIS, and E-government as well as 2.0 FTEs in extra help.
- (3) Decreased in General County Programs FTEs are due to the shift of Comprehensive and Long Range Planning, 17.1 FTEs to the Planning and Development Department, while adding 7.0 FTEs for Emergency Operations and the addition of a Public Information Officer.
- (4) Information Technology becomes a separate department with a staff of 46 FTEs, comprised of 40 FTEs transferred from General Services and 7 FTEs transferred from General County Programs to form a consolidated IT department. One allocated position was not funded for a net total of 46 FTEs.
- (5) Increases in the County Executive Office are the result of consolidating programs of the Office of Emergency Services (7.0 FTE) and the Communications Office (4.0 FTE) from the Developing Programs Division and one accounting position (1.0 FTE) from the Organization Development Division of General County Programs, less one Administrative Professional position (1.0 FTE) being shifted to Social Services. The decrease in General County Programs is the result of these reorganizations less 1.0 FTE resulting in service level reductions.
- (6) Information Technology staff of 35 FTEs consolidated with General Services Department.
- (7) Human Resources staff of 23.3 FTEs consolidated with County Executive Office. This results in an actual net reduction of 2.0 FTE from the prior year.
- (8) Variances due to the separation of the First 5 Children & Families Commission department (14.0 FTE) from General County Programs.
- (9) Variances due to combination of the Parks (73.8 FTE) and the Housing & Community Development (14.0 FTE) departments into a consolidated Community Services Department (87.8 FTE). This resulted in no net change from prior year staffing levels, and includes both permanent and non-permanent staff.
- (10) These variances reflect the transfer of 16 FTEs related to the Hazardous Materials program from the Fire Department to the Public Health Department.

Summary Schedules

Full-Time Equivalents by Function & Department

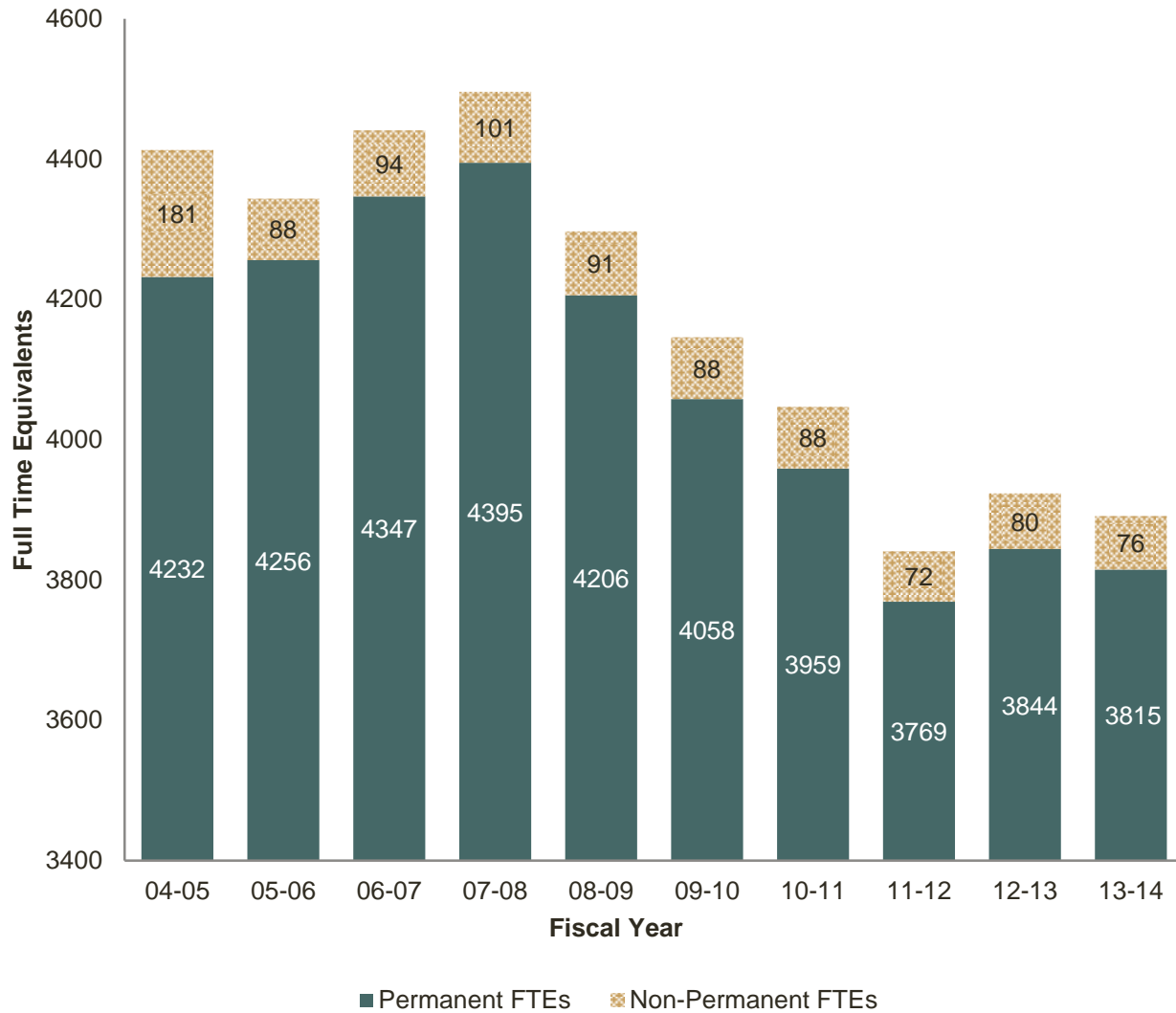
	Permanent	Nonpermanent	Total
Policy & Executive			
Board of Supervisors	20.50	0.50	21.00
County Executive Office	55.50	0.50	56.00
County Counsel	35.20	0.60	35.80
Sub-Total	111.20	1.60	112.80
Public Safety			
District Attorney	123.00	-	123.00
Fire	224.00	5.00	229.00
Probation	339.50	13.00	352.50
Public Defender	62.00	3.00	65.00
Sheriff	640.10	-	640.10
Sub-Total	1,388.60	21.00	1,409.60
Health & Public Assistance			
Alcohol, Drug, & Mental Hlth Svcs	266.18	15.07	281.24
Child Support Services	80.50	0.25	80.75
First 5, Children & Families	13.00	1.00	14.00
Public Health	478.23	8.20	486.43
Social Services	717.94	1.00	718.94
Sub-Total	1,555.85	25.51	1,581.36
Community Resources & Public Fac.			
Agricultural Commissioner/W&M	31.00	-	31.00
Community Services	70.00	24.96	94.96
Planning & Development	83.15	0.36	83.51
Public Works	282.95	-	282.95
Sub-Total	467.10	25.32	492.42
General Government & Support Services			
Auditor-Controller	46.15	-	46.15
Clerk-Recorder-Assessor	94.38	-	94.38
General Services	111.00	2.00	113.00
Treasurer-Tax Collector-Public	41.00	0.50	41.50
Sub-Total	292.52	2.50	295.02
Total FTE	3,815.27	75.93	3,891.20

Note:

#1 - For a list of FTEs by job title, see Section H of this budget book. Full-time equivalents equals the number of positions multiplied by percent worked and the number of pay periods worked ÷ 26 pay periods for all types of positions – regular, extra-help, and contactors-on-payroll.

Summary Schedules

Ten Year Staffing Trend - Countywide



Notes:

#1 – Contractors-on-payroll working 50% or greater are counted as permanent.

#2 - Beginning in 2005-06 all contractors-on-payroll and Extra Help are counted as non-permanent.

Section D



Operating Plan
Budget Detail



Policy & Executive



Policy & Executive

Policy and Executive Functional Group

The Policy and Executive Functional Group includes the Board of Supervisors, County Counsel, and the County Executive Office, which includes Budget and Research, Human Resources, and Emergency Management.

Strategic Values

The Policy and Executive Functional Group promotes quality public service that is accountable, transparent, results-oriented, and customer-focused. Maintaining public trust is essential.

Strategic Purpose

The purpose of the Policy and Executive Functional Group is to 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 maintain an engaged and diverse workforce that provides quality services to residents of the County. This is achieved through:

- Aligning available resources with highest priority needs;
- Developing public policy through transparent public engagement;
- Advocating for State and Federal legislative decisions guided by adopted principles;
- Promoting an accountable, customer-focused and efficient organizational culture;
- Obtaining, developing, and retaining an ethical, diverse, dedicated and high-performing workforce;

- Maintaining the legal integrity of the County; and
- Planning and coordinating emergency response and recovery.

Strategic Goals

- Provide leadership to the ongoing dissolution of the Redevelopment Agency (RDA)
- Identify areas impacting the County that require legislative change and communicate to the appropriate State or Federal agencies
- Maintain an organization that responds quickly to disasters and maintains critical services by having realistic and thorough continuity of operation plans
- Maintain strong employee and labor relationships in order to ensure competitive and cost effective compensation and benefits as well as a sustainable workforce
- Maintain close legal support relationships with the Board of Supervisors, County departments, Civil Service Commission, and the County Planning Commissions, for early identification of legal risks, “problem prevention,” consistent advice, and practical solutions
- Support improvements in the risk assessment, compliance monitoring and legal defensibility of the County’s contracts
- Reduce health care and Workers’ Compensation through employee wellness, safety, and effective claim management

Policy & Executive

Functional Summary

Staffing By Budget Department	2011-12 Actual	2012-13 Adopted	Change from FY12-13 Ado to FY13-14 Rec	2013-14 Recommended	2014-15 Proposed
Board of Supervisors	21.65	21.50	(0.50)	21.00	21.00
County Executive Office	55.04	56.00	-	56.00	56.00
County Counsel	37.51	38.20	(2.40)	35.80	35.80
Total	114.20	115.70	(2.90)	112.80	112.80
Budget By Budget Department (1)					
Board of Supervisors	\$ 2,744,641	\$ 2,767,608	\$ 47,892	\$ 2,815,500	\$ 2,917,095
County Executive Office	42,827,311	39,419,547	4,790,892	44,210,439	39,651,648
County Counsel	6,753,961	7,165,075	(356,889)	6,808,186	7,006,344
Total	\$ 52,325,913	\$ 49,352,230	\$ 4,481,895	\$ 53,834,125	\$ 49,575,087
Budget By Categories of Expenditures					
Salaries and Employee Benefits	\$ 16,393,988	\$ 16,744,773	\$ (166,078)	\$ 16,578,695	\$ 17,144,308
Services and Supplies	26,859,068	25,199,018	1,211,744	26,410,762	26,396,074
Other Charges	4,468,095	6,300,285	(880,983)	5,419,302	5,370,703
Total Operating Expenditures	47,721,152	48,244,076	164,683	48,408,759	48,911,085
Capital Assets	696,591	831,000	(801,000)	30,000	30,000
Other Financing Uses	55,833	-	-	-	-
Intrafund Expenditure Transfers (+)	34,773	29,600	5,400	35,000	35,600
Increases to Fund Balances	3,713,287	179,672	5,180,694	5,360,366	-
Fund Balance Impact (+)	104,277	67,882	(67,882)	-	598,402
Total	\$ 52,325,913	\$ 49,352,230	\$ 4,481,895	\$ 53,834,125	\$ 49,575,087
Budget By Categories of Revenues					
Use of Money and Property	\$ 278,962	\$ 139,800	\$ (56,500)	\$ 83,300	\$ 83,300
Intergovernmental Revenue	1,450,548	1,571,000	(1,276,000)	295,000	295,000
Charges for Services	4,944,586	4,916,137	(561,131)	4,355,006	4,359,866
Miscellaneous Revenue	21,399,944	23,475,454	2,735,012	26,210,466	26,754,621
Total Operating Revenues	28,074,040	30,102,391	841,381	30,943,772	31,492,787
Other Financing Sources	28,646	30,000	-	30,000	30,000
Intrafund Expenditure Transfers (-)	34,773	29,600	10,400	40,000	35,600
Decreases to Fund Balances	1,315,077	1,411,226	5,451,084	6,862,310	788,145
General Fund Contribution	12,144,328	12,727,915	386,185	13,114,100	13,388,200
Fund Balance Impact (-)	10,729,048	5,051,098	(2,207,155)	2,843,943	3,840,355
Total	\$ 52,325,913	\$ 49,352,230	\$ 4,481,895	\$ 53,834,125	\$ 49,575,087

- (1) This grouping shows TOTAL appropriations by organizational function, and with the departments that make up the function. This grouping INCLUDES appropriations needed for Capital Assets, Transfers, and Changes to Fund Balances. The categories of appropriations by function and department excluding appropriation for Capital Assets, Transfers, and Changes to Fund Balances are provided in the Summary Schedules of the budget book.

Policy & Executive



Board of Supervisors

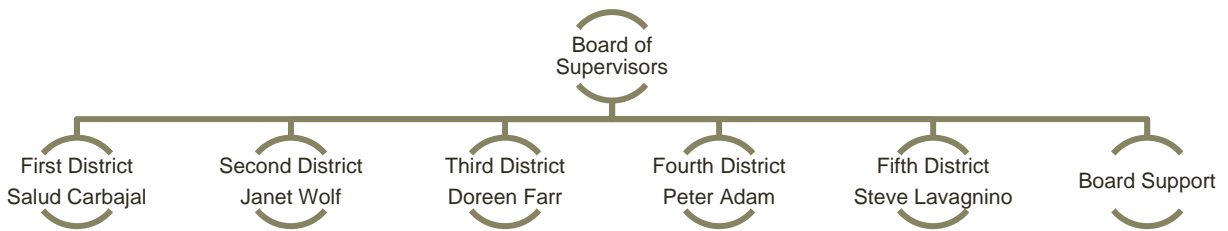


Board of Supervisors

Budget & Full-Time Equivalents (FTEs) Summary

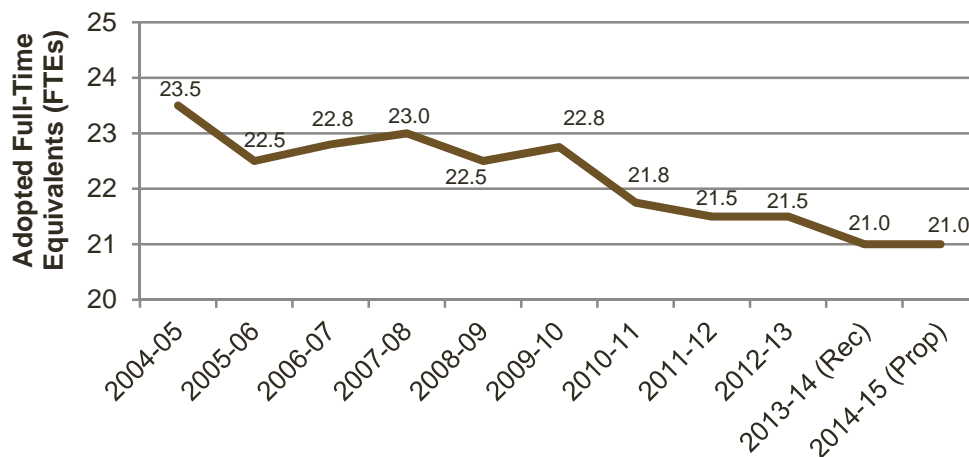
Operating	\$ 2,780,500
Capital	\$ -
FTEs	21.0

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.



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 427,358 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.

2012-13 Anticipated Accomplishments

First District

- Worked to ensure accessible, customer-focused and fiscally responsible County government. This included adopting a balanced budget and implementing pension reforms as well as responding to constituent concerns, partnering with other local governments and community organizations, and conducting targeted outreach including regular office hours in the Carpinteria and Cuyama communities.
- Maintained and enhanced public health and safety services for the most vulnerable residents of our community through completion of an assessment of poverty in the County, maintenance of funding for the Children's Health Initiative, coordination of a Health Fair and Family Day on the Westside of Santa Barbara, continued service on the First Five Commission, and work on the implementation of the Truancy Prevention Program.
- Improved local infrastructure through completion of the Downtown Summerland Parking and Circulation Improvements, construction of safe routes to school enhancements near Cold Spring School, and completion of the Reach 2B2 phase of the Mission Creek Flood Control Project.
- Worked to protect our environment and promote sustainability through the adoption of

Board of Supervisors

an updated Energy Action Plan to improve efficiency and reduce emissions in County buildings and operations and the initiation of environmental review on both the Climate Action Plan to reduce greenhouse gas emissions Countywide and the Resource Recovery Project to generate green energy and ensure long-term management of our solid waste.

- Supervisor Carbajal serves on the following Boards and Commissions:
 - 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
 - International Council for Local Environmental Initiatives Board (ICLEI)
 - 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)
 - Southern California Wetlands Recovery Project – Santa Barbara County Task Force – Co-Chair
 - NACo – Energy, Environment, and Land Use Committee (EELU) – Chair
 - NACo Green Government Initiative
 - 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
 - County Schools Classified Personnel Commission – Chair

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 2nd district.
- Continued to host ongoing “Second District Student Art Gallery” in the Second District office.
- Participated as a judge in the annual Kids Fight Drugs poster contest
- Supported moving the County’s Energy & Climate Action Plan (ECAP) into the Environmental Review phase.
- Supported efforts of emPowerSBC to encourage home energy-saving improvements through public-private partnerships by attending and speaking at an emPowerSBC workshop in the 2nd district.
- Participated in a press conference for the Community Environmental Center (CEC)’s SolarizeSB program, which encourages home solar installation.
- Advocated for local transportation projects in Washington, DC as a member of the Santa Barbara County Association of Governments (SBCAG).
- 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. Continued 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.
- Supported continued improvements and maintenance at Arroyo Burro Beach County Park, including advocating for CREF (Coastal

Board of Supervisors

- Resource Enhancement Fund) dollars to support rebuilding of the public restroom.
- Supported upgrades to the Kellogg Open Space tennis courts and walkways.
- Worked with Parks to increase signage at South County parks.
- Advocated for and voted to retain free parking at County beaches.
- 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);
 - CalVans;
 - CenCal Health;
 - County/City South Coast Gang Task Force
 - Debt Advisory Committee;
 - K.I.D.S. Network Policy Council Chairperson;
 - 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.
- Participated in state and nationwide advocacy for county government by attending the National Association of Counties (NACO) annual meeting in Washington, D.C. and the California State Association of Counties (CSAC) annual conference in Long Beach.
- 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.
- Participated on a panel at the Goleta Chamber of Commerce's Legislative Summit
- Attended the Bipartisan Policy Center's Commission on Political Reform at the Reagan Library.
- 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 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.
- Toured the Probation Report & Resource Center (PRRC) with Probation Chief Beverly Taylor

Third District

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

- Being accessible and responsive to hundreds of constituent phone calls, letters, and e-mails 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.
- 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.

Board of Supervisors

- 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 Board (APCD), Adult and Aging Network, and others.

Current Year (FY 12-13 Accomplishments):

Public Safety:

- Led efforts to investigate the impacts of hydraulic fracturing (fracking) in Los Alamos and established a local regulatory path for fracking proposals. The required County approval for an Oil Drilling and Production Plan for fracking guarantees a permit process that provides formal notifications and critical information to the public far in advance of the occurrence of hydraulic fracturing.
- 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.
- Initiated and implemented with the California Highway Patrol a hazardous materials ban on Highway 154.
- Continued to prioritize public safety as the number one priority during the budget process.
- Participated in the Aware and Prepare public awareness campaign to educate the public about emergency preparedness.
- Spoke at the UCSB Emergency Managers Conference.

Fiscal Responsibility:

- 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.
- Continue to assess and restructure, when necessary, Santa Barbara County government

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 continue to advocate for State and County funding for the Williamson Act.
- Attended a UCSB Research Briefing regarding technology start-up businesses to build Countywide relationships.
- 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.

Vulnerable Populations:

- Chaired the Adult and Aging Network and led meetings regularly to share information and explore options for collaboration and development of new partnerships in the care of, and advocacy for, the adult aging population; and visited with seniors at independent and assisted living facilities in the Third District.
- Worked to implement the Ten-Year Plan to End Chronic Homelessness in conjunction with other local, state, and federal agencies. Continue to engage stakeholders and County agencies to improve and enhance County services provided to the homeless.
- Worked to secure funding for a jail taxi ride project to ensure that homeless individuals released at night during hours when bus service is not available are able to return to an urban area safely.
- Visited the Isla Vista Elementary School Healthy Pantry program run by the Foodbank of Santa Barbara County.
- Collaborated with the Isla Vista and Guadalupe THRIVE projects to support the effort to help children from low-income, mostly Latino, families achieve academic success.

Board of Supervisors

Constituent Concerns:

- Focused County staff efforts and resources for full time park staff at the Guadalupe Dunes Park.
- Regularly hold meetings with business, neighborhood, environmental, agricultural, educational, social justice, and 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, help to facilitate meetings with constituents on a wide array of issues.
- Continued to investigate planning options for Los Olivos Wastewater Treatment.
- Staff will continue to participate in public outreach with numerous community directed committees, programs and UCSB organizations.
- Continue 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.
- Continue communication and outreach through community forums and participation with neighborhood associations and business partners.
- Continue 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.

- Discussed options for undergrounding utilities in Ballard.
- Advocated for opening the Vandenberg Village postal annex at the Vandenberg Village Shopping Center and for keeping the Casmalia post office open.

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
- Member, Santa Barbara County Association of Governments (SBCAG)
- Member, Santa Barbara County Flood Control and Water Conservation District
- Member, Santa Barbara County Water Agency
- 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 was elected on November 6, 2012 to serve the voters of Santa Barbara County and the Fourth District. He was sworn into office and began his four-year term on January 8, 2013. Supervisor Adam brings to the Board his knowledge and expertise as a successful business owner.

Supervisor Adam will be serving on the following boards:

- California State Association of Counties (CSAC) representative – Alternate
- CenCal Health – Alternate
- Debt Advisory Committee – Alternate

Board of Supervisors

- First 5 Children and Families Commission of SB County – Alternate
- Juvenile Justice Coordinating Council – North County Regular Member
- KIDS Network Policy Council – Chair
- Mental Health Commission - Alternate

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.

Board Support

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

2013-15 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 enhance partnerships.
- Maintain and work to 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.
- Work to protect our open spaces, enhance recreational opportunities, and maintain the character of our neighborhoods and communities through adopting the Mission

Canyon and Summerland Community Plans, completing construction on the Franklin Trail Project and finalizing design and permitting for the Santa Claus Lane Beach Access Improvements.

- Continue to work on the planning and implementation of both regional and local transportation enhancements and other public infrastructure improvements.

Second District

- Continue to maintain a Second District office that is responsive to and respectful of all constituents.
- Continue to monitor the progress of both the Goleta Valley Community Plan and Goleta Beach 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.

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

Supervisor Peter Adam's priorities center on financial responsibility. Supervisor Adam is focused 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. The pensions for our county workers must be fully funded. Our strategic cash reserves must be replenished.

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

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/>

Board Support

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

*Changes & Operational Impact:
2012-13 Adopted to
2013-14 Recommended*

Staffing

- Decrease of 0.5 FTE
- With the election of the new Fourth District Supervisor, it was decided to make a reduction to staffing in the Fourth District office. Staffing

levels dropped from 4.0 full-time equivalents (FTEs) to 3.5 FTEs, with the 0.5 FTE being filled by a part-time, extra-help position.

- Board Support staffing was shifted to more accurately reflect how the support position in the Fifth District office was actually spending their time

Expenditures

- Net operating expenditure increase of \$42,500.
 - Salaries and Benefits – increase of \$14,400 due to increases in County retirement and health insurance contributions.
 - Services and Supplies – increase of \$18,400 for increased travel costs for staff to attend California State Association of Counties (CSAC) and National Association of Counties (NACo) meetings and conferences, and replacement costs of outdated computer equipment.
 - Other Charges – increase of \$9,700 due primarily to increased utility charges (electricity, natural gas, water, refuse).
- Net non-operating expenditure increase of \$5,400
 - Intrafund Expenditure Transfers – increase of \$5,400 to the cost of computer support.

These changes result in recommended operating expenditures of \$2,780,500, non-operating expenditures of \$35,000, resulting in total expenditures of \$2,815,500. Non-operating expenditures primarily include capital assets, transfers and increases to fund balances.

Revenues

- Net non-operating revenue increase of \$47,900.
 - General Fund Contribution (GFC) – increase of \$47,900 reflects the recommended increase to the GFC target.

This change results in total revenues of \$2,815,500. Non-operating revenues primarily include General Fund Contribution, transfers, and decreases to fund balances.

Board of Supervisors

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

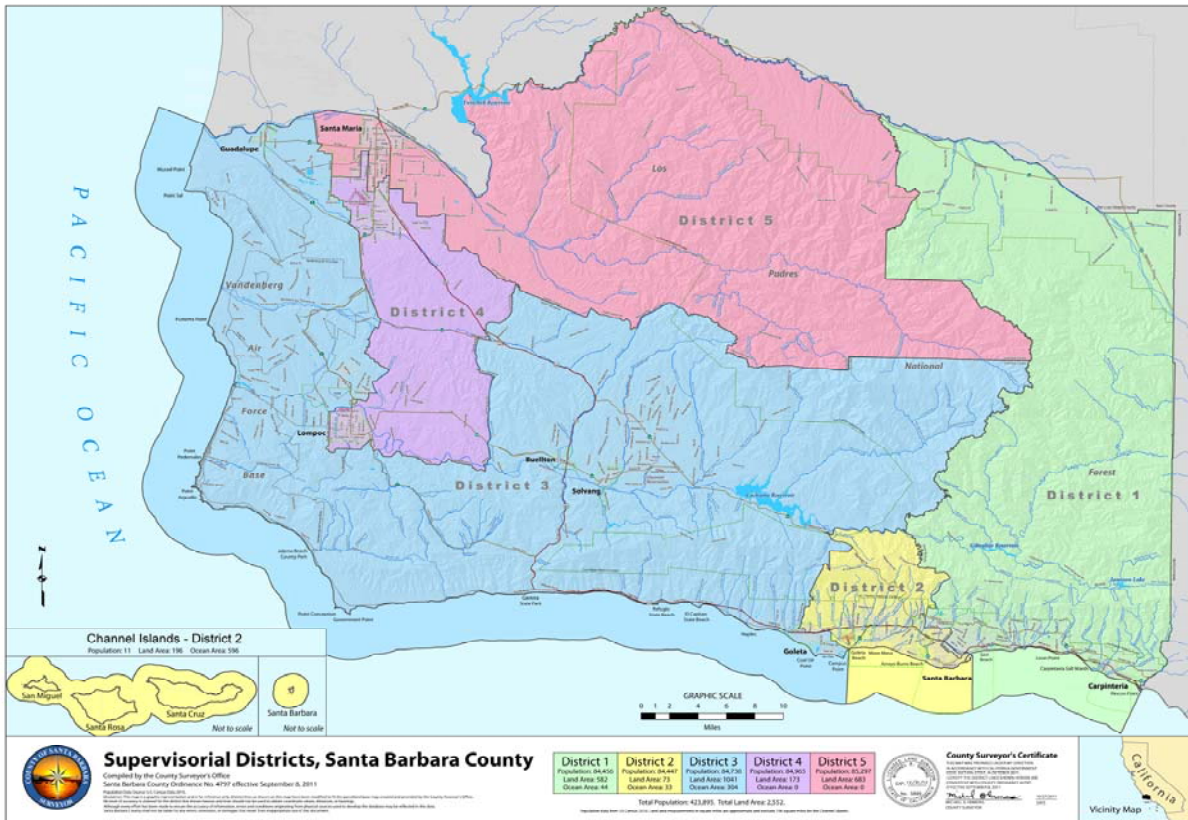
- \$25,000 increase to salaries and other benefits
- \$19,000 increase to health insurance and retiree medical premiums

The FY 2014-15 proposed expenditures reflect a \$101,000 increase over the FY 2013-14 recommended budget that is primarily the result of:

- \$56,000 increase to retirement contributions

Related Links

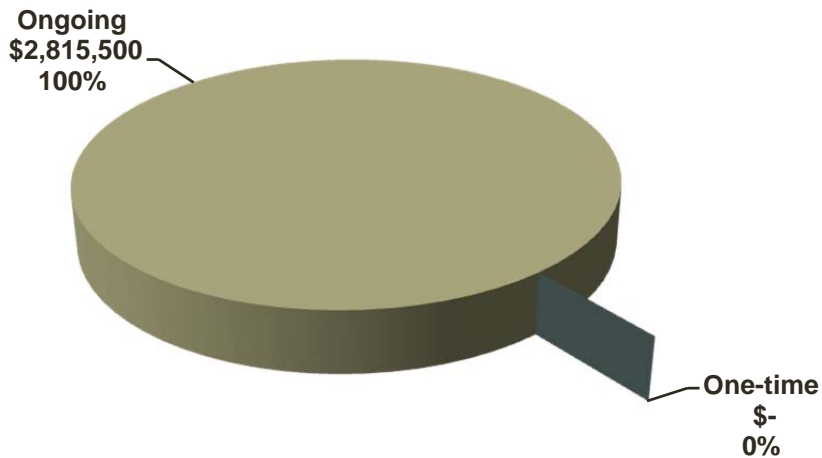
For more information on the Board of Supervisors, please refer to the Website at <http://www.countyofsb.org/bos>



Board of Supervisors

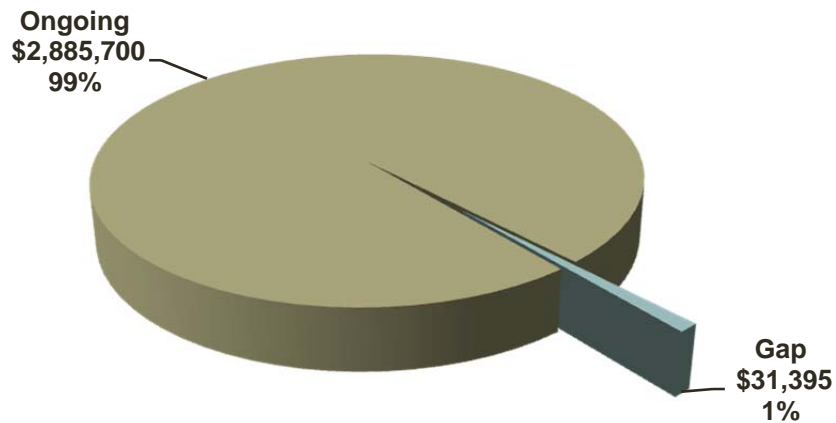
Gap Charts

FY 2013-14 Recommended Budget



The FY 2013-14 Recommended Budget is 100% funded by the General Fund.

FY 2014-15 Proposed Budget



To maintain FY 2013-14 service levels, it is estimated that \$2,917,000 of funding will be required in FY 2014-15. Of this amount, it is projected that \$2,886,000 will be available from the General Fund.

Board of Supervisors

Budget Overview

Staffing By Budget Program	2011-12 Actual	2012-13 Adopted	Change from FY 12-13 Ado to FY 13-14 Rec	2013-14 Recommended	2014-15 Proposed
First District	4.00	4.00	-	4.00	4.00
Second District	4.00	4.00	-	4.00	4.00
Third District	4.50	4.50	-	4.50	4.50
Fourth District	4.15	4.00	(0.50)	3.50	3.50
Fifth District	3.69	3.50	0.25	3.75	3.75
Board Support	1.31	1.50	(0.25)	1.25	1.25
Total	21.65	21.50	(0.50)	21.00	21.00
Budget By Budget Program					
First District	\$ 514,352	\$ 513,975	\$ 14,067	\$ 528,042	\$ 544,210
Second District	504,662	504,148	(3,522)	500,626	521,627
Third District	549,493	571,503	10,892	582,395	609,810
Fourth District	513,156	501,572	(2,725)	498,847	511,534
Fifth District	467,229	446,934	40,240	487,174	508,253
Board Support	195,747	229,476	(11,060)	218,416	221,661
Total	\$ 2,744,641	\$ 2,767,608	\$ 47,892	\$ 2,815,500	\$ 2,917,095
Budget By Categories of Expenditures					
Salaries and Employee Benefits	\$ 2,500,987	\$ 2,497,719	\$ 14,401	\$ 2,512,120	\$ 2,612,183
Services and Supplies	99,563	109,120	18,440	127,560	125,445
Other Charges	106,022	131,169	9,651	140,820	143,867
Total Operating Expenditures	2,706,573	2,738,008	42,492	2,780,500	2,881,495
Intrafund Expenditure Transfers (+)	34,773	29,600	5,400	35,000	35,600
Increases to Fund Balances	3,295	-	-	-	-
Total	\$ 2,744,641	\$ 2,767,608	\$ 47,892	\$ 2,815,500	\$ 2,917,095
Budget By Categories of Revenues					
Total Operating Revenues	-	-	-	-	-
General Fund Contribution	2,744,641	2,767,608	47,892	2,815,500	2,885,700
Fund Balance Impact (-)	-	-	-	-	31,395
Total	\$ 2,744,641	\$ 2,767,608	\$ 47,892	\$ 2,815,500	\$ 2,917,095

County Executive Office

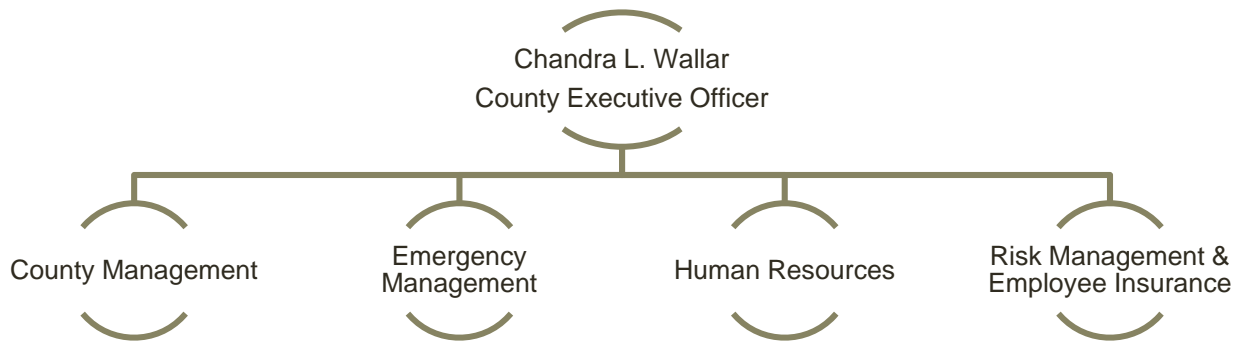


County Executive Office

Budget & Full-Time Equivalents (FTEs) Summary

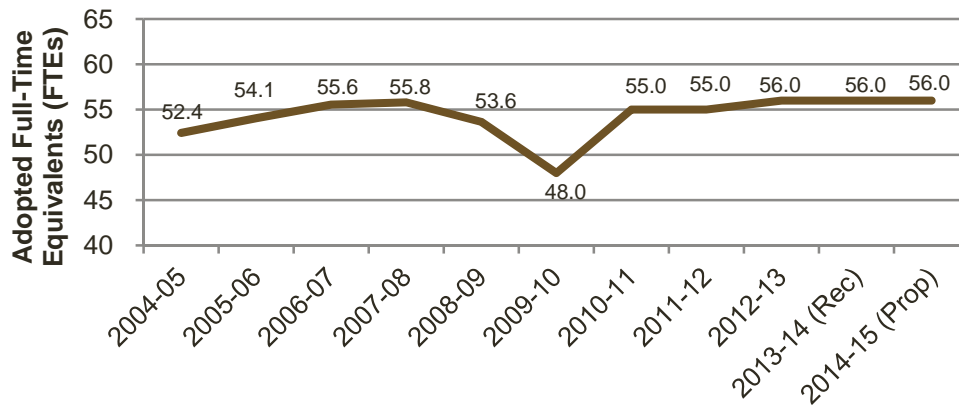
Operating	\$ 38,820,073
Capital	\$ 30,000
FTEs	56.0

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.



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 respective 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).

2012-13 Anticipated Accomplishments

County Management

- Served on seven Oversight Boards for dissolved Redevelopment Agencies to ensure affected taxing entities are fairly compensated. The County and its special districts estimates receiving more than \$5.0M in one-time and \$4.2M in ongoing property tax redistribution for FY 12-13.
- Participated in the South Coast Business Forum and the North County Roadmap to support activities to enhance economic vitality of the region.
- Continued biannual meetings with all unions to establish relationships between management and union leaders, providing a forum to discuss emerging issues.
- Member of the AB 109 Data Advisory Committee to develop performance measures to be used by the State in future AB 109 allocation processes.
- Facilitated the prospect for construction of Pescadero Lofts, a proposed 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. Also assisted with selection of Project Expert, Architect/Engineer, and Construction Manager.
- Worked with Risk/Disability Management, Human Resources, and County Counsel to increase coordination and improve leave case management and practices in order to reduce liability and lost time and increase productive time.
- Prepared comprehensive Request for Proposals (RFP) to retain consulting team to perform review of Alcohol, Drug and Mental Health Services (ADMHS) system of care. Designed and implemented comprehensive stakeholder

County Executive Office

involvement/outreach process for the ADMHS system of care study.

- Facilitated and led leadership transition within ADMHS and designed and implemented ongoing tiger team support effort.
- Secured over \$370,000 in foundation grant funding in support of the Cuyama Valley Resource Center Project.
- Initiated a Request for Proposal (RFP) and retained consultant for environmental review of Goleta Beach 2.0 project.
- Designed and implemented internal public information team training program to ensure depth of Public Information Officer (PIO) expertise in the event of emergency/disaster in County.
- Established process with Inter Agency Policy Council (IAPC) to develop a Countywide comprehensive strategy to implement Health Care Reform.
- Increased the visibility of anticipated budget challenges and planned/recommended appropriate solutions within the financial constraints of available funding sources. (example: development of two and five year plans).
- Continued efforts to achieve a structurally balanced budget, including a prioritized plan for increases in general revenues and cost control opportunities such as retirement costs, workers compensation reduction efforts.
- Developed and delivered to the Board revenue generating opportunities including: Oil Production Tax, Tax Transfer Agreement between the County and the Fire Protection District, Beach Fees, and Transient Occupancy Tax increase.
- Completed the Citygate Fire Service Deployment Study and subsequent follow-up reports to the Board by Fire Department leadership.
- Managed implementation of the Fire/Sheriff Aviation unit consolidation including scheduling, budget, and memorandum of understanding between the departments.
- Implemented Special Event Coordination Policy and facilitated twice a month multi-departmental permit coordination meetings.

- Developed Hotel Incentive Program (HIP) including application process development and conducted negotiations with Miramar Hotel owner.
- Facilitated development of the 2013 Legislative Platform and the meetings of the Legislative Program Committee.

Emergency Management

- The Office of Emergency Services (OEM) worked in partnership with County departments to develop departmental continuity of operations plans (COOPs), with a Board Presentation in April 2013. Ongoing training, review and updating on COOPs will continue.
- OEM staff provided several training sessions at the County Emergency Operations Center (EOC) and at local jurisdictional EOCs to approximately 150 local officials and government employees. This training culminated in OEM hosting two full functional EOC exercises and several smaller local and field exercises with local, state and federal agencies.
- Working with the IT Division of General Services, completed two major communication system implementations: Expanding video conferencing between Operational Area EOCs 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

- Under extremely short deadlines, successfully partnered with the County's retirement system, County Counsel, and the Auditor-Controller's Office to implement the new Public Employees' Pension Reform Act (PEPRA), which put in place new retirement formulas for all new County employees hired January 1, 2013 and beyond.
- Negotiated with Service Employees International Union (SEIU) Local 721 and successfully reached an agreement that

County Executive Office

maintained the concessions imposed by the Board of Supervisors for a savings of approximately \$1.8 million. These concessions will help manage salary and benefit costs for the organization.

- 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%.
- Expanded employee health clinics to allow access to spouses and dependents 16 years or older to maximize the clinic program and further reduce the cost of healthcare for County and employees.
- Implemented the first phase of an Employee Wellness and Benefits program which included a wellness and productivity survey conducted with all employees and working with the County's benefit broker and CSAC-EIA Health in constructing an integrated wellness initiative that will make use of all the wellness programs offered through the insurance providers, the on-site health clinics, and employee assistance program. Continued to increase the use of technology in delivering training and development programs to County employees.

Risk Management & Employee Insurance

- Risk Management implemented an action plan for the Workers' Compensation program targeting the Top 25 litigated cases for claim resolution and/or loss mitigation in combination with a revised scorecard monitoring claims data monthly.
- Risk Management implemented an online self-evaluation program on ergonomics for utilization by all Departments to educate employees and circumvent related workers' compensation injuries.

2013-15 Objectives

County Management

- Continue participation in the California State Association of Counties (CSAC) work group to

develop performance measures to allocate future AB 109 funding.

- Initiate "Results First" effort to determine Return on Investment (ROI) for public safety programs. This information may provide the basis to benefit from philanthropic loans via Social Impact Bonds.
- Support greater cooperation between County and businesses by participating in the Santa Barbara Chamber of Commerce Government Relations committee.
- Continue support of the Northern Branch Jail project during schematic design of the project. This includes weekly status briefings and ongoing financial oversight.
- Fully implement a systems-transformation process utilizing both consulting team services and key County staff to address findings related to ADMHS systems, services, facility, and compliance issues.
- Lead effort and ensure Countywide readiness for Health Care Reform as of January 2014.
- Continue to strengthen Inter Agency Policy Council (IAPC) model to function as a virtual Health and Human Services Agency and identify and implement efficiencies.
- Review Health and Human Services Countywide safety net of services and identify overlap and gaps in services to address ongoing priority and emerging health and human services needs within the County.
- Continue to improve the visibility of deferred maintenance and infrastructure so that we may then develop a plan to address these issues.
- Extend efforts in Workers Compensation area to stem and ultimately reduce the significantly increasing costs of this program.
- Develop a 5 year forecast with relevant revenue and expenditure detail and assumptions to better predict future funding needs and potential solutions.
- Facilitate the Legislative Program Committee, including a revised timeline for the development of the 2014 Legislative Platform to include input of the entire Board into the draft Platform.
- Establish and support Contract Compliance Oversight Committee processes to improve the quality and compliance of Board contracts.

County Executive Office

- Continue to increase the use of technology in delivering training and development programs to County employees to increase employee access and reduce non-productive time traveling to and from training.

Emergency Management

- Maintain a highly-trained workforce able to anticipate and effectively respond to major emergencies, disasters, and recovery efforts.
- In a culturally competent manner, have residents knowledgeable in risk and preparedness needs.

Human Resources

- Increase the efficiency of Human Resources (HR) service delivery to all County departments through the implementation of new technology, such as electronic records, workforce reporting, and online transactions. In addition, HR will continue to review existing operations with the intent to streamline and improve HR service delivery.
- Support organizational effectiveness by engaging with five of the County's unions, whose contracts are expiring in 2013 and negotiate fiscally responsible successor labor contracts while managing the County's need to attract and retain a quality workforce.

Risk Management & Employee Insurance

Revise the Insurance and Indemnity provisions for County contracts and provide contractual risk analysis and related consultation to all County departments in determining the appropriate insurance requirements for specific services being contracted.

*Changes & Operational Impact:
2012-13 Adopted to
2013-14 Recommended*

Staffing

- No net increase to FTEs but an increase of .25 FTE (EXH) to County Management, an increase

of 1.5 FTE to Human Resources, and a decrease of 1.75 FTE to Risk Management

- With the move of Risk Management to the CEO, support staffing was shifted to County Management (+0.25 FTE) with an offsetting reduction to vacant, unfunded positions (-1.75 FTE) in Risk Management. Human Resources is increasing by 1.5 FTE due to 1.0 FTE moving from Public Health to more centrally localize the HR function and 0.5 FTE to provide support to the Employee Benefits program.

Expenditures

- Net operating expenditure increase of \$479,000:
 - +\$157,000 increase to Salaries and Benefits due primarily to increases to retirement benefits of +\$111,000, health insurance and retiree medical premiums of \$22,000 and workers compensation of \$22,000.
 - +\$1,194,000 increase to Services and Supplies due primarily to increases to the cost of various insurances (Workers' Compensation, Disability, Indemnity) and legal fees/County Counsel costs.
 - -\$871,000 decrease to Other Charges due primarily to the decrease to the cost and number of unemployment and dental insurance claims within these Countywide programs.
- Net non-operating expenditure increase of \$4,312,000 due to:
 - -\$801,000 decreases to Capital Assets and not budgeting for Homeland Security equipment purchases
 - +\$5,180,000 in increase to fund balance related to the method and display of accounting for Internal Service Funds (ISFs) with an offsetting entry to Retained Earnings on the balance sheet of the Risk Management funds.
- These changes result in recommended operating expenditures of \$38,820,000, non-operating expenditures of \$5,390,000, resulting in total expenditures of \$44,210,000. Non-operating expenditures primarily include capital

County Executive Office

assets, transfers, and increases to fund balances.

Revenues

- Net operating revenue increase of \$1,640,000:
 - Increase of \$2,735,000 to Miscellaneous Revenue for increased reimbursements from County departments for various insurance costs (Workers' Compensation, General Liability, Health, Dental)
 - Decrease of \$1,276,000 to Intergovernmental Revenue due to Homeland Security grant amounts not budgeted until expenditures and offsetting revenues are known and other minor increases and decreases totaling \$181,000
- Net non-operating revenue increase of \$3,150,000:
 - Increase of \$2,844,000 to release fund balance for Internal Services Fund (ISFs), which is a usual occurrence within these ISF's.
 - Increase of \$301,000 to the General Fund Contribution to balance expenditures
- These changes result in recommended operating revenues of \$27,348,000, non-operating revenues of \$16,862,000, resulting in total revenues of \$44,210,000. Non-operating revenues primarily include General Fund Contribution, transfers and changes to fund balances.

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

The FY 2014-15 proposed expenditures reflect a \$4,559,000 decrease over the FY 2013-14 recommended budget that is primarily the result of:

- -\$4,761,000 decrease to the change in fund balances due to Internal Service Funds (ISFs)

- \$272,000 increase to Salaries & Employee Benefits for increases to retirement, health insurance and employee salaries.

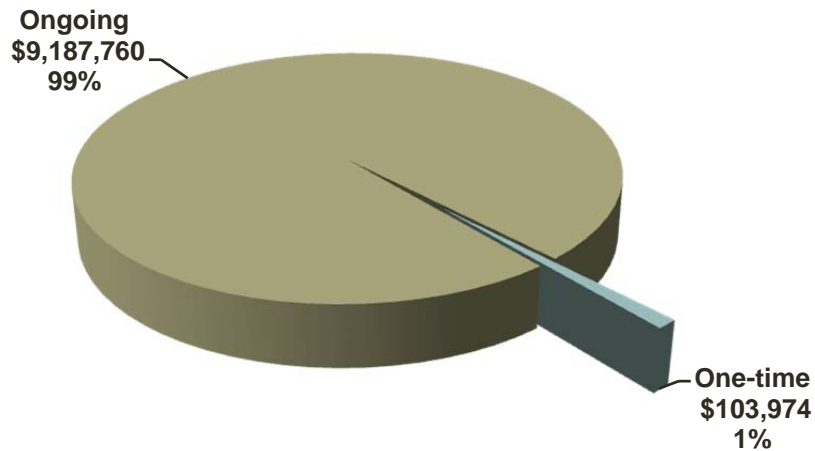
Related Links

For more information on the County Executive Office, please refer to the Web site at <http://www.countyofsb.org/ceo/default.aspx?id=292>

County Executive Office

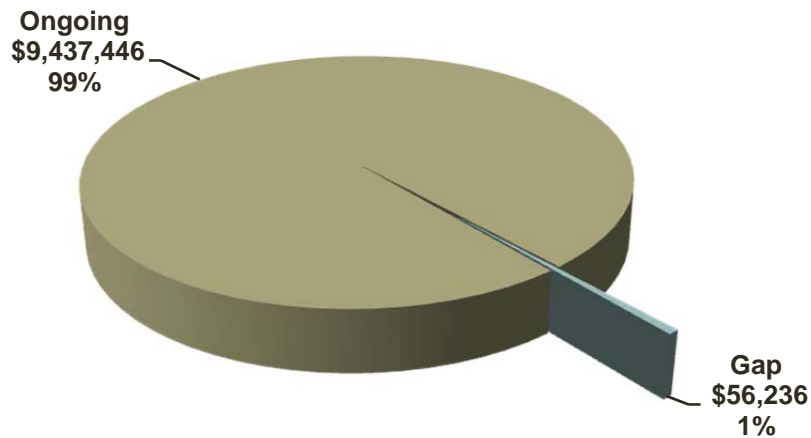
Gap Charts

FY 2013-14 Recommended Budget



The FY 2013-14 Recommended Budget (excluding Internal Service Funds) relies on one-time sources to fund approximately 1% 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 2014-15.

FY 2014-15 Proposed Budget



To maintain FY 2013-14 service levels (excluding Internal Service Funds), it is estimated that \$9,494,000 of funding will be required in FY 2014-15. An additional \$56,000 must be identified to prevent the need for service level reductions.

County Executive Office

Performance Outcome Measures

Description	FY 2011-12 Actual	FY 2012-13 Adopted	FY 2013-14 Recommended	FY 2014-15 Proposed
<p>Percentage of County's General Fund budget that is structurally balanced; expenditures equaling ongoing revenues.</p> <p>This will enable the County departments to provide a consistent and sustainable level of service to the community.</p>	100.6%	98.5%	100.0%	99.0%
<p>Conduct 2 full EOC exercises with Operational Area jurisdictions acting as the lead EOC or in support of jurisdictions.</p>	N/A	100%	100%	100%
<p>Percent of new hires who score Medium or Highly Recommended on County core values (ACE) based on the results of a validated assessment.</p>	N/A	65%	70%	70%
<p>Percentage of departmental compliance with safety audit recommendations within 60 days (Target = 100%)</p>	N/A	100%	100%	100%

County Executive Office

Budget Overview

Staffing By Budget Program	2011-12 Actual	2012-13 Adopted	Change from FY 12-13 Ado to FY 13-14 Rec	2013-14 Recommended	2014-15 Proposed
County Management	19.62	18.75	0.25	19.00	19.00
Emergency Management	7.00	7.00	-	7.00	7.00
Human Resources	21.19	22.25	1.50	23.75	23.75
Risk Management & Employee Insurance	7.24	8.00	(1.75)	6.25	6.25
Total	55.04	56.00	-	56.00	56.00
Budget By Budget Program					
County Management	\$ 3,777,242	\$ 4,321,336	\$ (204,537)	\$ 4,116,799	\$ 4,142,791
Emergency Management	2,198,511	2,378,588	(1,202,759)	1,175,829	1,219,788
Human Resources	3,939,204	3,792,665	206,441	3,999,106	4,131,103
Risk Management & Employee Insurance	32,809,038	28,859,076	6,059,629	34,918,705	29,559,564
Fund Balance Impact (+)	104,277	67,882	(67,882)	-	598,402
Unallocated	(960)	-	-	-	-
Total	\$ 42,827,311	\$ 39,419,547	\$ 4,790,892	\$ 44,210,439	\$ 39,651,648
Budget By Categories of Expenditures					
Salaries and Employee Benefits	\$ 7,541,856	\$ 8,040,481	\$ 156,576	\$ 8,197,057	\$ 8,469,328
Services and Supplies	26,513,205	24,317,098	1,193,771	25,510,869	25,498,329
Other Charges	4,205,556	5,983,414	(871,267)	5,112,147	5,055,589
Total Operating Expenditures	38,260,618	38,340,993	479,080	38,820,073	39,023,246
Capital Assets	696,591	831,000	(801,000)	30,000	30,000
Other Financing Uses	55,833	-	-	-	-
Increases to Fund Balances	3,709,992	179,672	5,180,694	5,360,366	-
Fund Balance Impact (+)	104,277	67,882	(67,882)	-	598,402
Total	\$ 42,827,311	\$ 39,419,547	\$ 4,790,892	\$ 44,210,439	\$ 39,651,648
Budget By Categories of Revenues					
Use of Money and Property	\$ 278,962	\$ 139,800	\$ (56,500)	\$ 83,300	\$ 83,300
Intergovernmental Revenue	1,450,548	1,571,000	(1,276,000)	295,000	295,000
Charges for Services	552,794	522,000	237,520	759,520	759,380
Miscellaneous Revenue	21,399,211	23,474,554	2,735,412	26,209,966	26,754,121
Total Operating Revenues	23,681,516	25,707,354	1,640,432	27,347,786	27,891,801
Other Financing Sources	28,646	30,000	-	30,000	30,000
Intrafund Expenditure Transfers (-)	34,773	29,600	5,400	35,000	35,600
Decreases to Fund Balances	1,007,758	911,226	5,051,084	5,962,310	288,145
General Fund Contribution	7,345,570	7,690,269	301,131	7,991,400	8,139,900
Fund Balance Impact (-)	10,729,048	5,051,098	(2,207,155)	2,843,943	3,266,202
Total	\$ 42,827,311	\$ 39,419,547	\$ 4,790,892	\$ 44,210,439	\$ 39,651,648

County Counsel

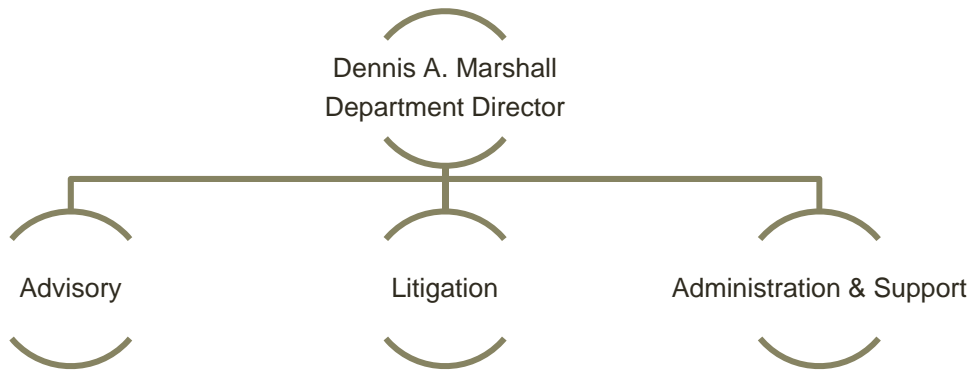


County Counsel

Budget & Full-Time Equivalents (FTEs) Summary

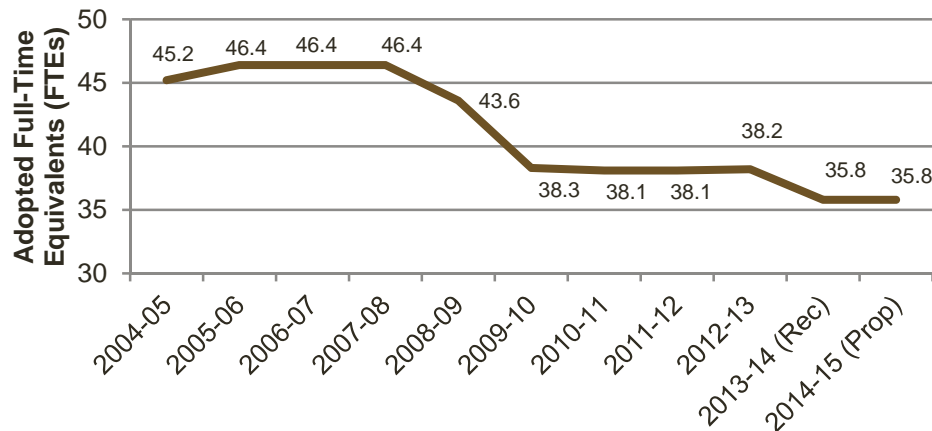
Operating	\$	6,808,186
Capital	\$	-
FTEs		35.8

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.

2012-13 Anticipated Accomplishments

Advisory

- Supported County's consideration of Land Use and Public Works projects, including Northern Branch Jail project, Vincent Vineyards Winery project, Mattei's Tavern project, Cavaletto Tree Farm project, Park Hill Estates project, and acquisition of rights of way for the Union Valley Parkway Extension project.
- Provided legal support for the County's compliance with complex amendments that

dissolved redevelopment agencies, but allowed the County to retain housing functions; i.e., the Pescadero Lofts Affordable Housing Project.

- Provided legal support for the 2013-2014 Tax and Revenue Anticipation Notes of up to \$40 million.
- Provided approximately one additional full-time equivalent of General Fund attorney support to the Community Services Department for: administration of federal housing programs; responding to federal audits; and improving the County's compliance with federal requirements.
- Prevailed in the litigated defense of General Fund Land Use cases: Santa Barbara Ranch project (California Environmental Quality Act, CEQA), Diamond Rock project (CEQA), Jet Investment Trust (Subdivision Map Act).
- Prevailed in the litigated defense of consolidated General Fund property tax cases of statewide importance brought by the "fractionally owned aircraft" industry. The appellate decision allows the County to keep \$1.3 million of prior year property taxes and receive about \$300,000 per year in future years.

Litigation

- Successfully resolved 15 federal civil rights and state law tort cases for nearly \$2.5 million under Risk Management's reserves, including:
 - A defense jury verdict in a federal case (Madrigal) where five plaintiffs alleged that County probation officers violated their civil rights by arresting and imprisoning them with excessive force on false charges, and that the County was liable for failing to train and supervise the officers adequately;
 - Dismissal of plaintiffs' appeal of a defense jury verdict in a federal case (Cotton) where the widow and three children of a man who died in County Jail alleged that Sheriff and ADMHS personnel violated his civil rights and caused his death by unlawfully arresting and jailing him, using excessive force against

County Counsel

him, and responding with deliberate indifference to his serious medical needs;

- Dismissal of a federal case (Middleton) where plaintiff alleged that Sheriff and District Attorney personnel violated his civil rights in the investigation and prosecution of his criminal case; and,
- Dismissal of a federal case (Siegelman) where plaintiff alleged the County's permitting procedures and requirements violated her constitutional due process rights.
- Defended successfully against all federal and state EEO complaints filed against the County and its employees.
- Reduced County litigation costs by:
 - Defending all Risk Management-funded litigation in-house, while at the same time,
 - Through litigation successes and case-handling efficiencies, reduced the number of attorneys fully dedicated to Risk Management-funded litigation from 4 to 3.

2013-15 Objectives

Advisory

- Provide legal support for development of the Conversion Technology project at the Tajiguas Landfill, to provide an alternative to landfilling some solid waste.
- Provide the Board of Supervisors with options within these draft land use plans and amendments: Gaviota Coast Plan, Mission Canyon Community Plan, Eastern Goleta Valley Community Plan, and Summerland Community Plan.
- Support legal issues arising from the Federal Patient Protection and Affordable Care Act.

- Continue intensive General Fund legal support for the Northern Branch Jail Project and Community Services Department's compliance improvements with housing programs.

Litigation

- Represent the County Assessor. This will include California Supreme Court litigation about valuing resident-owned mobile homes, statewide, for property tax purposes, including the Rancho Goleta and Silver Sands Village Mobile Home parks. Defend against challenges by Breitburn Energy of its enrolled property value; the amount of property tax disputed exceeds \$1 million per year.
- Continue to pursue recovery on two bail bonds totaling \$1 million by opposing surety's appeal of trial court's denial of its motion to vacate the forfeiture of the bonds.
- Continue to reduce County Workers' Compensation (WC) costs by:
 - Supporting Risk Management's transition of claims administration to an outside contractor; and,
 - Maintaining prior year reduction in the number of attorneys fully dedicated to workers' compensation litigation from 2 to 1, while at the same time,
- Continuing to handle in-house all new workers' compensation litigation from injuries before 7/01/10, when the County converted its WC coverage from self-insurance to first-dollar coverage by CSAC-EIA.
- Provide legal support to the County's processing of Santa Maria Energy's application for production from over 100 new oil and gas wells through the use of steam injection from generators.

County Counsel

Changes & Operational Impact: 2012-13 Adopted to 2013-14 Recommended

Staffing

- Decrease of 2.0 FTE attorneys
- The decrease of 2.0 FTE attorneys is attributable to reduced caseload, increased case handling efficiency, and workload shift to non-risk management general litigation matters. Handling general litigation cases in-house is nevertheless more cost effective than the use of outside counsel.

Expenditures

- Net operating expenditure decrease of \$357,000:
 - Salaries and Benefits – Decrease of \$337,000 due to un-funding of two positions within County Counsel and the current practice of filling vacancies that occurred within FY 2012-13 with staff at a lower starting level.
 - Other Charges – Decrease of \$19,000 primarily due to lower liability costs and miscellaneous utility costs.

These changes result in recommended operating expenditures and total recommended expenditures of \$6,808,000.

Revenues

- Net operating revenue decrease of \$799,000:
 - Charges for Services – Decrease of \$799,000 in Charges for services. This represents an estimated \$420,000 loss in overhead for Fiscal Year 2013-14 due to a lower than anticipated and budgeted indirect cost reimbursement rate; a \$370,000 loss in legal services provided to Risk Management because of the shift of a .6 FTE from Risk to Land use; unexpected decline in EEOC/DFEH complaints; and a shift from revenue generating legal services to non-revenue

generating legal services such as the Community Services Department, Planning and Development, Sheriff, and General Fund Civil Litigation.

- Net non-operating revenue increase of \$442,000:
 - Decreases to Fund Balance --+\$400,000. This represents an increase in the use of one-time funding from the Program Restoration Fund Balance account, needed to balance the budget due to the loss in revenue described above.
 - General Fund Contribution – Increase of \$37,000 reflects the recommended increase to the GFC target.

These changes result in recommended operating revenues of \$3,596,000, non-operating revenues of \$3,212,000, resulting in total revenues of \$6,808,000. Non-operating revenues primarily include General Fund Contribution, transfers and decreases to fund balances.

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

The FY 2014-15 proposed expenditures reflect a \$198,000 increase over the FY 2013-14 recommended budget that is primarily the result of a \$193,000 increase in Salaries and Employee Benefits which includes \$140,000 in increased Retirement Costs, \$26,000 in Health Insurance Contributions and \$23,000 in additional regular salaries.

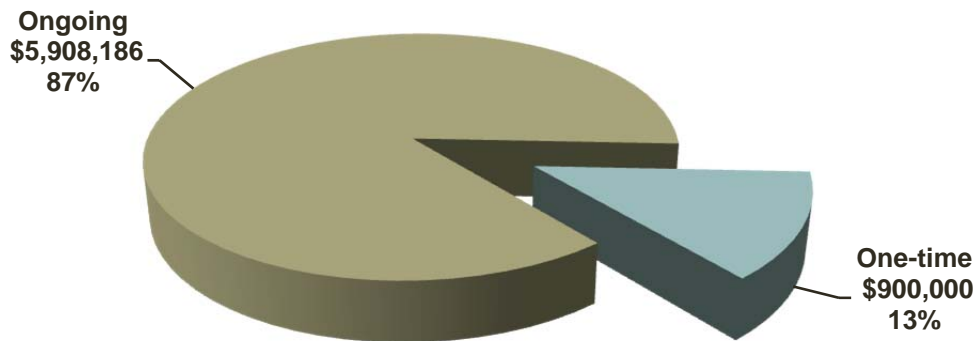
Related Links

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County Counsel

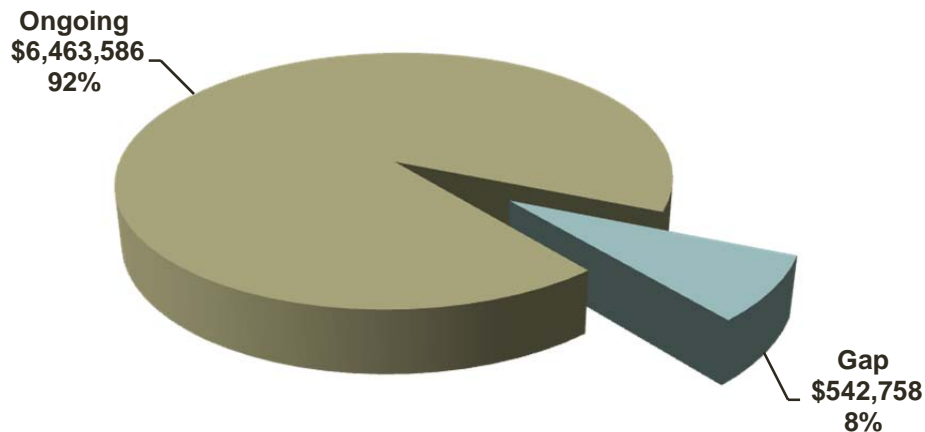
Gap Charts

FY 2013-14 Recommended Budget



The FY 2013-14 Recommended Budget relies on one-time sources to fund 13% of the Department's ongoing operations. These funds include \$500,000 from the Litigation Designation and \$400,000 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 one-time in nature, they may not be available to fund operations in FY 2014-15.

FY 2014-15 Proposed Budget



To maintain the FY 2013-14 service levels, it is estimated that \$542,758 of funding will be required in FY 2014-15. Of this amount, it is projected that \$37,162 will be available through General Fund Contribution. An additional \$505,595 must be identified to prevent the need for service level reductions.

County Counsel

Performance Outcome Measures

Description	FY 2011-12 Actual	FY 2012-13 Adopted	FY 2013-14 Recommended	FY 2014-15 Proposed
Percent of litigated cases which resolve at 90% or less than the amount reserved by Risk. (Target = >80%).	N/A	>80%	>80%	>80%
Percent of litigated cases resolved without payment to plaintiff (Target = >60%)	N/A	>60%	>60%	>60%

County Counsel

Budget Overview

	2011-12 Actual	2012-13 Adopted	Change from FY 12-13 Ado to FY 13-14 Rec	2013-14 Recommended	2014-15 Proposed
Staffing By Budget Program					
Administration & Support	3.61	2.27	(0.02)	2.25	3.34
Advisory	13.97	14.50	(1.26)	13.24	14.44
Litigation	19.92	21.43	(1.12)	20.31	18.01
Total	37.51	38.20	(2.40)	35.80	35.80
Budget By Budget Program					
Administration & Support	\$ 816,893	\$ 1,259,737	\$ (16,334)	\$ 1,243,403	\$ 1,423,350
Advisory	2,713,296	2,549,125	(206,094)	2,343,031	2,621,132
Litigation	3,223,683	3,356,213	(134,461)	3,221,752	2,961,862
Unallocated	90	-	-	-	-
Total	\$ 6,753,961	\$ 7,165,075	\$ (356,889)	\$ 6,808,186	\$ 7,006,344
Budget By Categories of Expenditures					
Salaries and Employee Benefits	\$ 6,351,144	\$ 6,206,573	\$ (337,055)	\$ 5,869,518	\$ 6,062,797
Services and Supplies	246,299	772,800	(467)	772,333	772,300
Other Charges	156,518	185,702	(19,367)	166,335	171,247
Total Operating Expenditures	6,753,961	7,165,075	(356,889)	6,808,186	7,006,344
Total	\$ 6,753,961	\$ 7,165,075	\$ (356,889)	\$ 6,808,186	\$ 7,006,344
Budget By Categories of Revenues					
Charges for Services	\$ 4,391,792	\$ 4,394,137	\$ (798,651)	\$ 3,595,486	\$ 3,600,486
Miscellaneous Revenue	733	900	(400)	500	500
Total Operating Revenues	4,392,525	4,395,037	(799,051)	3,595,986	3,600,986
Intrafund Expenditure Transfers (-)	-	-	5,000	5,000	-
Decreases to Fund Balances	307,319	500,000	400,000	900,000	500,000
General Fund Contribution	2,054,118	2,270,038	37,162	2,307,200	2,362,600
Fund Balance Impact (-)	-	-	-	-	542,758
Total	\$ 6,753,961	\$ 7,165,075	\$ (356,889)	\$ 6,808,186	\$ 7,006,344

Public Safety



Public Safety

Public Safety Functional Group

The Public Safety Functional Group includes the Fire, Probation, Sheriff's, Court Special Services, District Attorney's, and Public Defender's Departments.

Strategic Values

The tenet of the Public Safety Functional Group is the protection of life and property through highly competent delivery of emergency response, law enforcement, custody, and rehabilitation services that provides a high level of safety to residents and visitors. Additionally, the group believes that the public is well served when victims of crime are protected and individuals charged with a crime have equal access to justice, are prosecuted, and defended diligently and ethically, and receive a fair and timely resolution of their case.

Strategic Purpose

The distinct purpose of the Public Safety Functional Group is to provide quality public service to the people in Santa Barbara County by:

- Safeguarding them from the impacts of fires, medical emergencies, and disasters;
- Providing information and recommendations to the Courts;
- Enforcing the laws and supplying jail services;
- Enforcing court orders and post-release community supervision conditions;
- Requiring offender responsibility and accountability;
- Delivering safe and effective juvenile detention, treatment, and rehabilitation;
- Prosecuting the guilty, protecting the innocent, and preventing crime; and
- Defending the constitutional rights of all residents.

Strategic Goals

- Contract with a private vendor for food services in Custody Operations to meet and exceed food quality standards and realize substantial cost savings

- Focus on career development through the use of a career/skill development guide, providing the State Fire Marshal suite of classes to qualified personnel and assisting interested personnel in obtaining their Associates, Bachelors, or Masters Degrees
- Review and update all current automatic aid agreements with other jurisdictions to enhance coordination of emergency response
- Finalize the Countywide emergency communications plan
- Ensure properties have defensible space between structures and flammable vegetation
- Update County Fire Code to reflect national building and safety standards, while considering the unique needs of Santa Barbara County, to prevent structure fires
- Ensure that offenders under probation supervision will exit probation without committing a new sustained felony
- Increase rehabilitation of juvenile probationers at Los Prietos Boys Camp and Academy
- Increase the annual collection of restitution, fines, and fees by 10%
- Support the resolution of disputes arising under the law in a fair, accessible, effective, timely and efficient manner
- Provide court-ordered defense of indigent defendants when the Public Defender has determined there is a conflict of interest
- Develop new strategies for juvenile offender rehabilitation
- Perform outreach at the local elementary, middle and high schools by educating young people about the negative consequences inherent in gang association
- Initiate, in cooperation with Probation Department and the Courts, a new system for enforcement and collection of victim restitution orders pursuant to AB109
- Continue efforts to make the Veteran's Treatment Court more widely available to our veterans

Public Safety

Functional Summary

Staffing By Budget Department	2011-12 Actual	2012-13 Adopted	Change from FY12-13 Ado to FY13-14 Rec	2013-14 Recommended	2014-15 Proposed
District Attorney	124.52	122.10	0.90	123.00	123.00
Probation	336.06	360.72	(8.22)	352.50	352.50
Public Defender	64.56	62.50	2.50	65.00	65.00
Fire	244.02	255.00	(26.00)	229.00	229.00
Sheriff	613.13	641.50	(1.40)	640.10	640.10
Total	1,382.29	1,441.82	(32.22)	1,409.60	1,409.60
Budget By Budget Department (1)					
District Attorney	\$ 20,021,100	\$ 19,535,851	\$ 337,454	\$ 19,873,305	\$ 20,692,223
Probation	47,732,629	49,499,800	1,194,009	50,693,809	54,499,844
Public Defender	9,760,972	9,792,673	214,007	10,006,680	10,380,244
Court Special Services	15,332,029	15,944,691	(636,091)	15,308,600	15,308,600
Fire	85,446,231	91,453,951	(36,909,645)	54,544,306	57,532,950
Sheriff	120,845,551	119,000,188	3,142,012	122,142,200	129,497,880
Total	\$ 299,138,513	\$ 305,227,154	\$ (32,658,254)	\$ 272,568,900	\$ 287,911,741
Budget By Categories of Expenditures					
Salaries and Employee Benefits	\$ 196,161,319	\$ 210,215,902	\$ 4,495,555	\$ 214,711,457	\$ 229,722,992
Services and Supplies	28,173,527	29,011,451	(1,414,402)	27,597,049	28,498,489
Other Charges	22,551,103	23,841,924	(163,395)	23,678,529	23,964,273
Total Operating Expenditures	246,885,949	263,069,277	2,917,758	265,987,035	282,185,754
Capital Assets	3,669,909	194,910	301,590	496,500	54,000
Other Financing Uses	33,130,980	38,016,219	(33,567,172)	4,449,047	4,231,977
Intrafund Expenditure Transfers (+)	3,760,743	2,830,946	(2,263,540)	567,406	549,079
Increases to Fund Balances	11,687,335	1,115,802	(46,890)	1,068,912	890,931
Fund Balance Impact (+)	3,596	-	-	-	-
Total	\$ 299,138,513	\$ 305,227,154	\$ (32,658,254)	\$ 272,568,900	\$ 287,911,741
Budget By Categories of Revenues					
Taxes	\$ 29,463,635	\$ 35,703,448	\$ 1,514,953	\$ 37,218,401	\$ 38,982,000
Licenses, Permits and Franchises	485,975	555,000	(535,000)	20,000	20,000
Fines, Forfeitures, and Penalties	2,949,455	2,818,701	(248,961)	2,569,740	2,485,040
Use of Money and Property	718,564	617,925	(36,325)	581,600	581,600
Intergovernmental Revenue	60,603,252	60,334,584	4,664,242	64,998,826	67,030,058
Charges for Services	32,786,476	35,096,376	(748,478)	34,347,898	35,533,570
Miscellaneous Revenue	6,309,461	3,768,023	112,388	3,880,411	3,897,909
Total Operating Revenues	133,316,817	138,894,057	4,722,819	143,616,876	148,530,177
Other Financing Sources	32,071,262	36,940,755	(33,865,254)	3,075,501	3,071,124
Intrafund Expenditure Transfers (-)	1,735,494	2,860,406	(2,310,209)	550,197	533,870
Decreases to Fund Balances	12,321,583	5,035,840	(2,310,814)	2,725,026	2,710,318
General Fund Contribution	119,205,576	121,491,301	1,109,999	122,601,300	126,806,400
Fund Balance Impact (-)	487,781	4,795	(4,795)	-	6,259,852
Total	\$ 299,138,513	\$ 305,227,154	\$ (32,658,254)	\$ 272,568,900	\$ 287,911,741

(1) Please refer to the 'Policy & Executive' Functional Summary page.

Public Safety



District Attorney

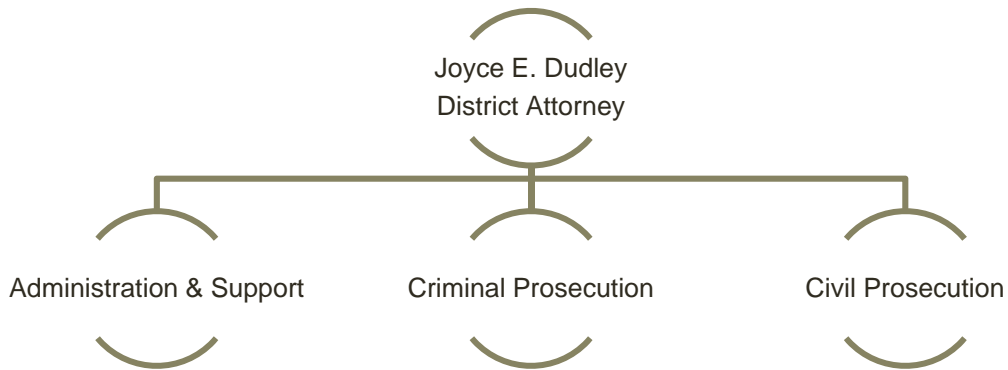


District Attorney

Budget & Full-Time Equivalents (FTEs) Summary

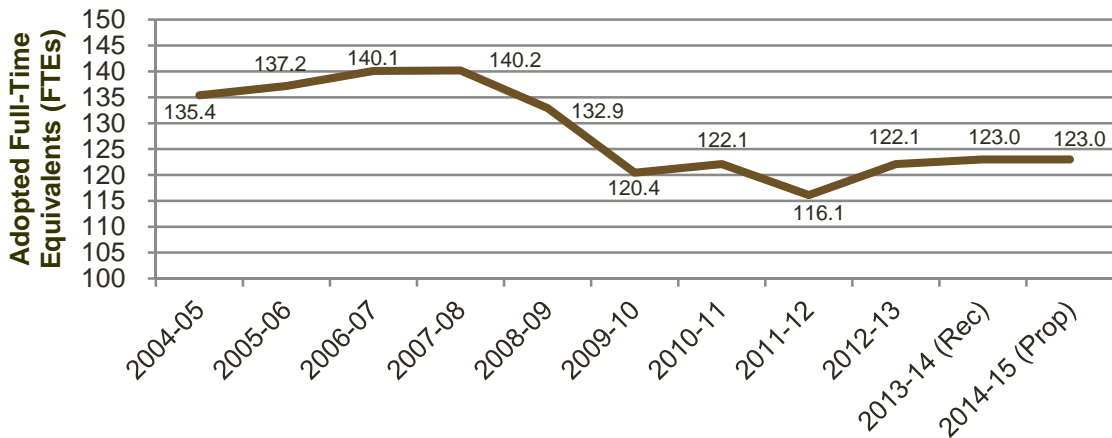
Operating	\$	19,868,565
Capital	\$	-
FTEs		123.0

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 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

District Attorney

Department of Social Services (DSS) that 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 3,100 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.

2012-13 Anticipated Accomplishments

Administration & Support

Created the electronic transfer of ongoing discovery to the Public Defender in each office countywide as well as began the same process with private defense attorneys. This has streamlined the process from burning CDs to sending information online. In addition, the majority of initial discovery is provided in Arraignment Court, which conserves use of equipment, paper, and labor.

Criminal Prosecution

Established the countywide Truancy Program with the support of the Santa Barbara County Grand Jury and in collaboration with the Board of Supervisors Sub-Committee on Truancy and local

stakeholders, including school districts, law enforcement, and community partners. Truancy staff consists of 1.0 FTE Deputy District Attorney and 1.0 FTE Legal Office Professional who work with school districts to implement a 5-step truancy intervention program prior to referring a truancy case for prosecution. They also attend all relevant school meetings related to truancy as well as give presentations to students and families throughout the County.

Implemented the Misdemeanor Diversion Program. This program allows first-time and low level misdemeanor offenders an opportunity to avoid criminal prosecution by completing a rehabilitative program tailored to address that individual's needs prior to a criminal charge being filed. Offenders pay \$250 for the program, including \$50 to the District Attorney, and provide complete restitution to victims in order to avoid prosecution. This new program has saved time and staff resources for the District Attorney, Public Defender, Courts, and Probation while also helping to alleviate jail overcrowding. Additionally, similar programs throughout California have also attributed crime reduction to this program.

Civil Prosecution

Secured approximately \$40,000 in civil penalty revenue through settlements of civil cases countywide.

2013-15 Objectives

Administration & Support

Implement an electronic interface with law enforcement agencies in order to share case filing data. This efficiency will eliminate duplicative data entry of reports and case referrals, thus saving staff time and resources.

Criminal Prosecution

Collaborate with the Superior Court and Probation to initiate a new system of enforcement and collection of victim restitution orders for all

District Attorney

criminal cases. This new system would involve efforts by the District Attorney to obtain earlier, sum certain, victim restitution orders and enlist the aid of Probation and the Courts to rigorously enforce these orders until the victims are paid in full.

Work with the Santa Barbara Police Department and the Santa Barbara City Attorney to obtain and enforce a Gang Injunction if the Court deems it appropriate. Perform outreach at the local elementary, middle and high schools by educating young people about the negative consequences inherent in gang association.

Civil Prosecution

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:
2012-13 Adopted to
2013-14 Recommended*

Staffing

- Increase of 0.9 FTE.

This increase is primarily due to the conversion of the Truancy Legal Office Professional position from extra help to a regular employee in the Recommended Budget. In addition, a 0.6 FTE Victim Witness Program Assistant was reduced to 0.5 FTE, resulting in a 0.1 decrease.

Expenditures

- Net operating expenditure increase of \$367,000:
 - +\$248,000 increase in Salaries and Benefits due to increases in County retirement contribution and health insurance benefit costs, which are partially offset by

reductions in both Workers Compensation and Unemployment Insurance premiums.

- +\$101,000 increase in Other Charges due to a premium rate increase for Liability Insurance.
- +\$18,000 increase in Services and Supplies due to the increased use of expert witnesses and transcription services that are necessary to successfully prosecute complex cases.
- Net non-operating expenditure decrease of \$30,000:
 - -\$30,000 decrease for one-time server purchase which occurred in FY 2012-13.

These changes result in recommended operating expenditures of \$19,869,000, non-operating expenditures of \$4,000, resulting in total expenditures of \$19,873,000. Non-operating expenditures primarily include capital assets, transfers and increases to fund balances.

Revenues

- Net operating revenue increase of \$478,000:
 - +\$421,000 increase in Intergovernmental Revenue due to an increase in Public Safety Sales Tax (Proposition 172) revenue.
 - +\$30,000 increase in Miscellaneous Revenue for the Misdemeanor Diversion Program, a new revenue stream for the department.
 - +\$18,000 increase in Charges for Services for recording fees collected for real estate fraud investigations and prosecutions.
 - +\$9,000 increase in Fines, Forfeitures, and Penalties for consumer fines related to the settlement of ongoing civil cases.
- Net non-operating revenue decrease of \$141,000:
 - +\$187,000 increase in General Fund Contribution.
 - +\$142,000 increase in Intrafund Transfers for AB 109 – Public Safety Realignment allocation.
 - -\$454,000 decrease in the use of one-time Fund Balance.
 - -\$16,000 decrease in Other Financing Sources for decreased cost of SART staff.

District Attorney

These changes result in recommended operating revenues of \$6,956,000, non-operating revenues of \$12,917,000, resulting in total revenues of \$19,873,000. Non-operating revenues primarily include General Fund Contribution, transfers and decreases to fund balances.

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

The 2014-15 Proposed Budget contains \$819,000 in total expenditure increases due to Salaries and Benefits for the escalating cost of retirement and health insurance, as well as expired labor concessions. This is partially offset by increases in operating revenue of \$172,000. The Department faces a remaining budget shortfall of \$548,000 in order to maintain existing service levels.

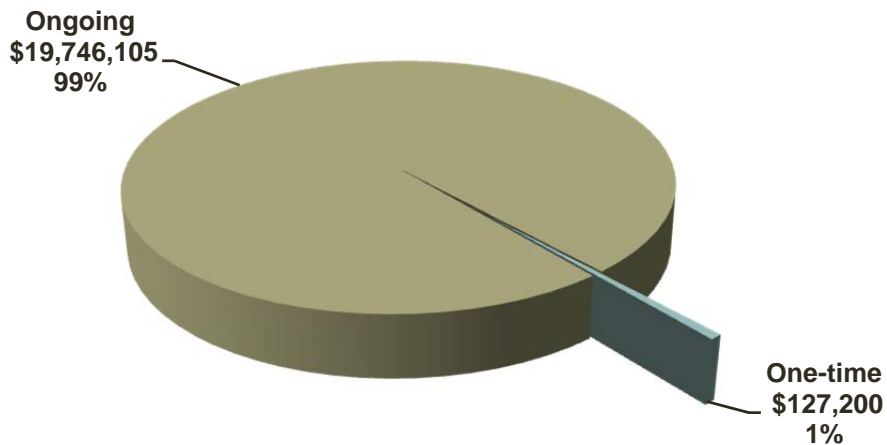
Related Links

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

District Attorney

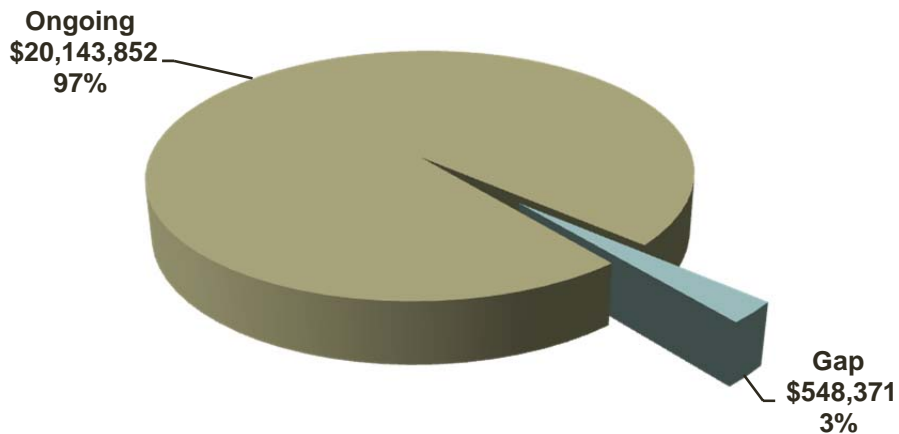
Gap Charts

FY 2013-14 Recommended Budget



The FY 2013-14 Recommended Budget relies on one-time sources to fund 1% of the District Attorney's ongoing operations. These funds include \$127,200 from District Attorney Programs committed fund balance. These funds allow the Department to maintain existing service levels and staffing; however, because these funds are one-time in nature, they will not be available to fund operations in FY 2014-15.

FY 2014-15 Proposed Budget



The FY 2014-15 Proposed Budget has a projected budget shortfall of \$548,371 in order to maintain service levels. This shortfall is primarily due to increases in Salary and Benefit expenses for retirement and health care.

District Attorney

Performance Outcome Measures

Description	FY 2011-12 Actual	FY 2012-13 Adopted	FY 2013-14 Recommended	FY 2014-15 Proposed
Percent of newly filed misdemeanor cases disposed of at the arraignment stage to maximize court and criminal justice resources. (Target = >65%)	66%	65%	65%	65%
	8,733	9,425	9,425	9,425
	13,264	14,500	14,500	14,500
Percent of felony convictions for cases past the preliminary hearing stage to make effective use of judicial proceedings. (Target = >80%)	82%	80%	80%	80%
	197	240	240	240
	240	300	300	300
Percent of felony cases resolved before preliminary hearing, thus reducing jail population and number of court appearances. (Target = >65%)	73%	65%	65%	65%
	1,803	1,625	1,625	1,625
	2,462	2,500	2,500	2,500
Percent of new Victims of Violent Crime claims verified and filed within 90 days of application thereby expediting reimbursements. (Target = >98%)	100%	98%	98%	98%
	941	926	926	926
	941	945	945	945

District Attorney

Budget Overview

	2011-12 Actual	2012-13 Adopted	Change from FY 12-13 Ado to FY 13-14 Rec	2013-14 Recommended	2014-15 Proposed
Staffing By Budget Program					
Administration & Support	8.96	7.97	1.03	9.00	9.00
Criminal Prosecution	114.31	113.12	(0.12)	113.00	113.00
Civil Prosecution	1.25	1.01	(0.01)	1.00	1.00
Total	124.52	122.10	0.90	123.00	123.00
Budget By Budget Program					
Administration & Support	\$ 1,267,289	\$ 1,218,294	\$ 125,829	\$ 1,344,123	\$ 1,388,802
Criminal Prosecution	18,500,010	18,060,559	347,356	18,407,915	19,173,350
Civil Prosecution	273,185	256,998	(135,731)	121,267	130,071
Unallocated	(19,384)	-	-	-	-
Total	\$ 20,021,100	\$ 19,535,851	\$ 337,454	\$ 19,873,305	\$ 20,692,223
Budget By Categories of Expenditures					
Salaries and Employee Benefits	\$ 17,489,422	\$ 18,051,439	\$ 248,437	\$ 18,299,876	\$ 19,110,756
Services and Supplies	770,120	756,700	17,940	774,640	774,640
Other Charges	546,532	692,972	101,077	794,049	802,087
Total Operating Expenditures	18,806,075	19,501,111	367,454	19,868,565	20,687,483
Capital Assets	-	30,000	(30,000)	-	-
Intrafund Expenditure Transfers (+)	3,452	4,740	-	4,740	4,740
Increases to Fund Balances	1,211,573	-	-	-	-
Total	\$ 20,021,100	\$ 19,535,851	\$ 337,454	\$ 19,873,305	\$ 20,692,223
Budget By Categories of Revenues					
Fines, Forfeitures, and Penalties	\$ 150,638	\$ 200,701	\$ 9,099	\$ 209,800	\$ 125,100
Intergovernmental Revenue	5,453,128	5,119,167	420,538	5,539,705	5,799,552
Charges for Services	1,106,885	1,108,000	18,173	1,126,173	1,123,000
Miscellaneous Revenue	58,175	50,000	30,000	80,000	80,000
Total Operating Revenues	6,768,827	6,477,868	477,810	6,955,678	7,127,652
Other Financing Sources	67,925	67,925	(15,625)	52,300	52,300
Intrafund Expenditure Transfers (-)	177,382	119,143	142,184	261,327	243,000
Decreases to Fund Balances	1,557,600	581,534	(454,334)	127,200	-
General Fund Contribution	11,449,366	12,289,381	187,419	12,476,800	12,720,900
Fund Balance Impact (-)	-	-	-	-	548,371
Total	\$ 20,021,100	\$ 19,535,851	\$ 337,454	\$ 19,873,305	\$ 20,692,223

District Attorney



Probation

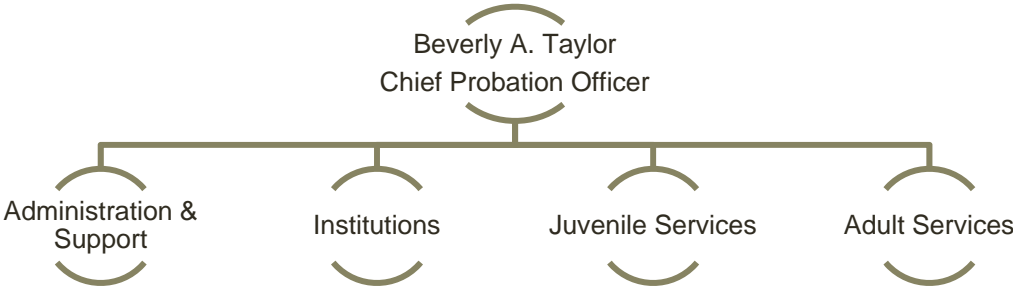


Probation

Budget & Full-Time Equivalents (FTEs) Summary

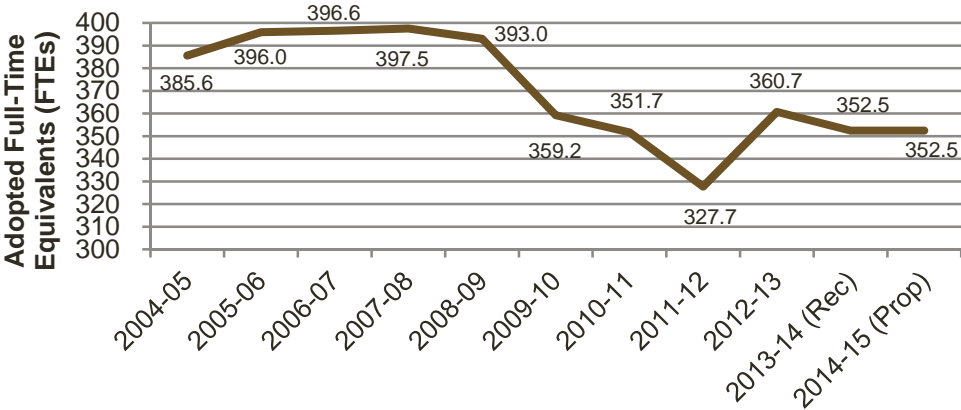
Operating	\$	50,116,414
Capital	\$	-
FTEs		352.5

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 vacancy factors.



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 juvenile wards detained at the Santa Maria Juvenile Hall, Los Prietos Boys Camp, and Los Prietos Boys Academy. 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 FY 2012-13 Anticipated Accomplishments and FY 2013-15 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.

2012-13 Anticipated Accomplishments

Administration & Support

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

- Implemented the RevQ collections software and facilitated the transfer of data from Probation Department's Interim Collection System. RevQ will provide enhanced management reporting and increased collections through the Franchise Tax Board Court Ordered Debt collections program
- Increased efficiency by integrating RevQ with the Department's cashiering and case management systems
- Implemented a vehicle mounted computer system which provides officers full access to departmental computing systems while working in the field
- Collected and provided analysis of fiscal and criminal justice data for the Santa Barbara County 2011 Public Safety Realignment Act consortium

Focus Area: Providing Quality Staffing for Departmental Operations

- All sworn personnel completed the basic, intermediate, and advanced training in Motivational Interviewing which is a critical component of Probation's evidence based system
- In conjunction with Ventura and San Luis Obispo Counties, developed a California Board of State and Community Corrections certified tri-counties Deputy Probation Officer Core training utilizing existing departmental staff which will provide a fiscal savings
- Updated the Department's firearms policy to enhance officer safety and address the higher risk population being supervised as a result of

Probation

Public Safety Realignment

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

- Developed and implemented a new cost center coding strategy to allow managers and supervisors to more effectively manage their budgets

Institutions

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

- Increased rehabilitation by ensuring that 90% of minors committed to the Los Prietos Boys Camp and Academy programs successfully graduated from the programs
- All Juvenile Institutions personnel, including volunteers and contractors, completed the Federal Prison Rape Elimination Act (PREA) training
- Successfully completed eleven institutional inspections, including the biennial Board of State and Community Corrections inspection, with no remediation or corrective action required
- Implemented Moral Recognition Therapy (MRT), an evidence based cognitive behavioral program, in the juvenile institutions
- Utilized demand staffing strategies and conducted ongoing review of posted staff to meet facility needs and decrease overtime costs and the use of extra help staff
- In conjunction with the Santa Barbara County Education Office, increased high school graduation rates at the institutions and expanded opportunities for youth who have completed high school to attend online college courses

Juvenile Services

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

- In collaboration with Teen Court, Restorative Justice and the District Attorney's Truancy program, developed a comprehensive

prevention strategy that targets youthful offenders and at-risk youth earlier, in an effort to deter participation in high-risk and anti-social behaviors

- Developed and enhanced gender-specific services and programming for high risk/needs female juvenile offenders
- Provided MRT training to Juvenile Institutions Officers, Deputy Probation Officers, and partner agencies, allowing the delivery of services in the Santa Maria Juvenile Hall, Los Prietos Boys Camp/Academy and at the Alternative Report and Resource Centers

Adult Services

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

- Implemented the Sex Offender Containment Model, a comprehensive supervision and treatment strategy which involves collaboration between Probation, treatment providers, and a polygraph examiner
- Expanded services to veterans through successful application for a Veterans Treatment Court grant
- Effectively implemented the FY 2012-13 Santa Barbara County Public Safety Realignment Act Plan

2013-15 Objectives

Administration & Support

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

- Increase operational efficiency by automating juvenile monthly reporting through the use of kiosks and develop web based reporting for adult probationers

Focus Area: Providing Quality Staffing for Departmental Operations

- Develop and implement a Leadership Training Program for supervisors and managers

Probation

- 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

- Increase the annual collection of restitution, fines, and fees by 10%
- Update the Administrative Manual and develop process to ensure periodic review on an ongoing basis

Institutions

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

- Increase rehabilitation of approximately 156 juvenile probationers committed to Los Prietos Boys Camp and Academy 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
- Review the booking criteria and process to ensure that the use of maximum security beds is appropriate and that community safety is maintained
- Ensure that the Camps and Juvenile Halls remain compliant with the requirements of the Prison Rape Elimination Act

Juvenile Services

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

- Assess the effectiveness of programs at reducing gang violence and involvement by implementing a program that shares knowledge of the risks and assets, program involvement, and outcomes attained of 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 assist in better informed individual case planning of youth with the goal to further reduce recidivism and to further assess the use of detention in aiding in the rehabilitation of clients

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

*Changes & Operational Impact:
2012-13 Adopted to
2013-14 Recommended*

Staffing

- Net decrease of 8.2 FTEs
 - Decrease of 4.0 FTEs as a result of decreased California Community Corrections Performance Incentive Act of 2009 (Senate Bill (SB) 678) funding
 - Decrease of 7.0 FTEs at the juvenile hall due to a reduced average daily population
 - Increase of 1.0 FTE for grant funded Veteran's Treatment Court Officer
 - Increase of 1.0 FTE for State Public Safety Realignment Act (Assembly Bill (AB) 109) Officer
 - Increase of 1.0 FTE assigned to the Professional Standards unit that was restored utilizing redirected departmental funds
 - Decrease of .2 FTE of extra help staffing in the Administration and Support Division.

Probation

Expenditures

- Net operating expenditures increase of \$958,000
 - Salaries and Benefits – increase of \$1,439,000 reflects negotiated labor agreements and increases in County retirement contributions
 - Services and Supplies – decrease of \$551,000
 - -\$395,000 due to savings related to contracting out mental health services and savings in contracted medical costs due to efficiencies of having both services administered by the same provider
 - -\$90,000 due to a reduction in expenditures for pharmaceuticals in the institutions
 - -\$50,000 due to the loss of Reentry Drug Court Grant funded expenditures
 - Other Charges – increase of \$70,000 reflects an increase in the cost of liability insurance
- Net non-operating expenditures increase of \$236,000
 - Intrafund Expenditure Transfers – increase of \$396,000 reflects transfers to the Public Defender and District Attorney’s Offices for AB109 funded services and General Services for assistance with the Los Prietos Business Center
 - Increase to Fund Balance – the decrease of \$160,000 reflects a one-time donation budgeted to be received in FY 2012-13 that is not expected to recur in FY 2013-14

These changes result in recommended operating expenditures of \$50,116,000, non-operating expenditures of \$578,000, resulting in total expenditures of \$50,694,000. Non-operating expenditures primarily include capital assets, transfers and increases to fund balances.

Revenues

- Net operating revenues increase of \$1,675,000
 - Fines, Forfeitures, and Penalties – Decrease of \$13,000 due to reduction in State penalty assessments which are remitted to the State
 - Intergovernmental Revenue – Increase of \$1,821,000
 - +\$1,033,000 increase to AB109 State Realignment revenue. The increase in AB109 funding reflects both an increase in ongoing revenue and a decrease in the reliance of one-time funds to operate the program
 - +\$849,000 increase in Proposition 172 Public Safety Sales Tax
 - +\$222,000 increase in Juvenile Justice Crime Prevention Act funding.
 - -\$600,000 reduction in SB678 funding. The Chief Probation Officers of California are working with the State to restore SB678 funding
 - Charges for Services – +\$26,000 increase reflects increased revenue from the operation of the Los Prietos Business Center
 - Miscellaneous Revenue – -\$160,000 decrease reflects a one-time donation budgeted to be received in FY 2012-13
- Net non-operating revenues decrease of \$481,000
 - Decreases to Fund Balance – -\$573,000 reflects a decrease in the reliance of one-time funds to operate the AB109 program
 - General Fund Contribution – +\$119,000 increase based on the adopted General Fund Allocation Policy
 - Other Financing Sources – -\$26,000 decrease reflects the loss of the Bridges to Recovery grant funding administered by the

Probation

Department Alcohol, Drug, and Mental Health Services

These changes result in recommended operating revenues of \$23,984,000 and non-operating revenues of \$26,710,000, resulting in total revenues of \$50,694,000. Non-operating revenues primarily include General Fund Contribution, transfers and decreases to fund balances.

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

The FY 2014-15 proposed budget assumes no change in staffing levels from the FY 2013-14 recommended budget. Negotiated labor agreements and increases in County retirement contributions are anticipated to increase operational costs by \$3.8 million. It is anticipated that increased funding of \$3.8 million will be required to maintain the FY 2013-14 recommended level of service.

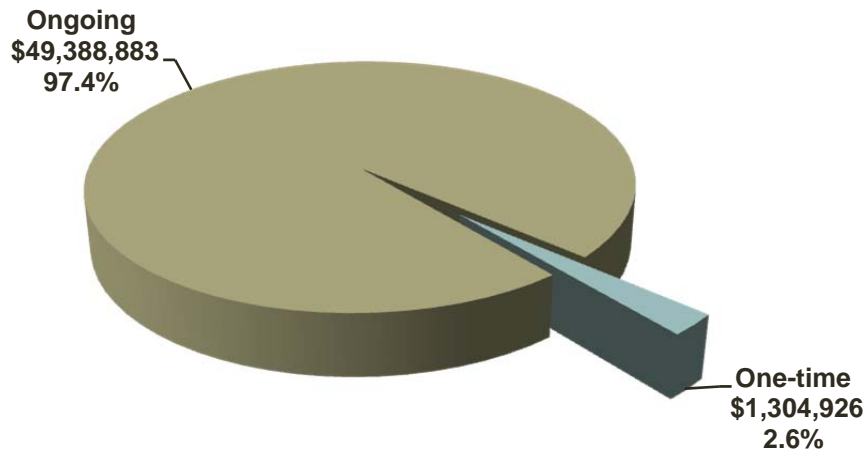
Related Links

For more information on Probation, please refer to the Web site at <http://www.countyofsb.org/probation/default.aspx?id=1066>

Probation

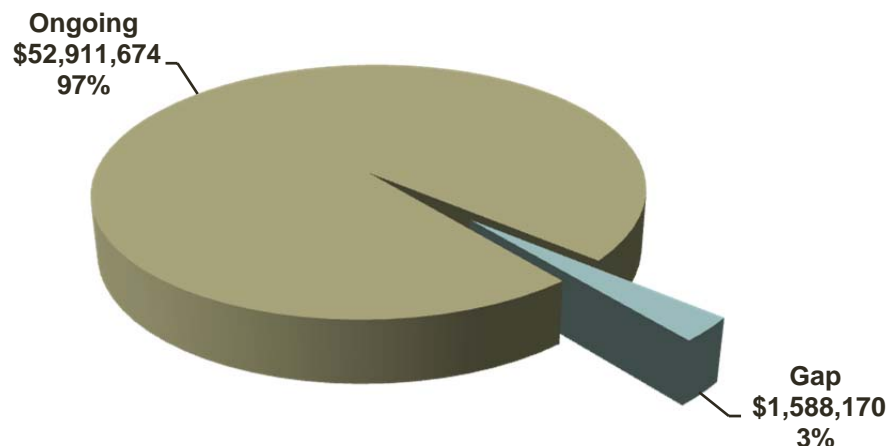
Gap Charts

FY 2013-14 Recommended Budget



The FY 2013-14 Recommended Budget relies on one-time sources to fund 2.6% of the Department's ongoing operations. These funds include \$665,000 from the Local Realignment 2011 restricted fund balance component, \$265,000 from the Juvenile Justice Crime Prevention Act restricted fund balance component, \$331,000 from the Youthful Offender Block Grant restricted fund balance component, and \$45,000 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 2014-15.

FY 2014-15 Proposed Budget



The FY 2014-15 Proposed Budget relies on one-time sources of \$1,588,170 to fund 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 2015-16.

Probation

Performance Outcome Measures

Description	FY 2011-12 Actual	FY 2012-13 Adopted	FY 2013-14 Recommended	FY 2014-15 Proposed
Percent of minors committed to the Los Prietos Boys Camp and Academy that successfully graduate from the program. (Target = >90%)	89%	90%	90%	90%
Percentage of youth exiting supervision that have completed the terms and conditions of their probation. (Target = >80%)	74%	80%	80%	80%
Percent of juvenile offenders that do not have a new sustained felony while on probation. (Target = >85%)	82%	85%	85%	85%
Percent of adults that do not have a new felony conviction while on probation. (Target = >95%)	94%	98%	95%	95%
Percent of adult probationers that have completed their probation term or received an early/no-fault discharge. (Target = >85%)	87%	85%	85%	85%

Probation

Budget Overview

Staffing By Budget Program	2011-12 Actual	2012-13 Adopted	Change from FY 12-13 Ado to FY 13-14 Rec	2013-14 Recommended	2014-15 Proposed
Administration & Support	30.60	30.97	(0.22)	30.75	30.75
Institutions	133.58	135.75	(7.00)	128.75	128.75
Juvenile Services	69.17	69.00	-	69.00	69.00
Adult Services	101.48	125.00	(1.00)	124.00	124.00
Unallocated	1.23	-	-	-	-
Total	336.06	360.72	(8.22)	352.50	352.50
Budget By Budget Program					
Administration & Support	\$ 5,088,474	\$ 4,634,040	\$ 255,923	\$ 4,889,963	\$ 5,101,746
Institutions	18,562,902	18,800,244	(534,869)	18,265,375	19,719,184
Juvenile Services	8,884,370	8,833,500	537,484	9,370,984	10,117,944
Adult Services	15,242,590	17,232,016	935,471	18,167,487	19,560,970
Unallocated	(45,707)	-	-	-	-
Total	\$ 47,732,629	\$ 49,499,800	\$ 1,194,009	\$ 50,693,809	\$ 54,499,844
Budget By Categories of Expenditures					
Salaries and Employee Benefits	\$ 35,320,864	\$ 39,772,683	\$ 1,438,817	\$ 41,211,500	\$ 45,020,804
Services and Supplies	6,227,632	7,521,157	(550,842)	6,970,315	6,967,046
Other Charges	1,678,848	1,864,558	70,041	1,934,599	1,934,599
Total Operating Expenditures	43,227,343	49,158,398	958,016	50,116,414	53,922,449
Capital Assets	181,059	-	-	-	-
Other Financing Uses	122,043	-	-	-	-
Intrafund Expenditure Transfers (+)	453,017	144,402	395,993	540,395	540,395
Increases to Fund Balances	3,749,168	197,000	(160,000)	37,000	37,000
Total	\$ 47,732,629	\$ 49,499,800	\$ 1,194,009	\$ 50,693,809	\$ 54,499,844
Budget By Categories of Revenues					
Fines, Forfeitures, and Penalties	\$ 100,544	\$ 119,000	\$ (12,650)	\$ 106,350	\$ 106,350
Use of Money and Property	3,487	-	-	-	-
Intergovernmental Revenue	21,080,751	20,659,278	1,821,437	22,480,715	22,862,206
Charges for Services	1,228,154	1,330,277	25,904	1,356,181	1,425,599
Miscellaneous Revenue	677,779	200,640	(160,000)	40,640	40,640
Total Operating Revenues	23,090,715	22,309,195	1,674,691	23,983,886	24,434,795
Other Financing Sources	366,750	280,488	(25,891)	254,597	229,300
Intrafund Expenditure Transfers (-)	16,587	-	-	-	-
Decreases to Fund Balances	60,245	1,878,379	(573,453)	1,304,926	2,147,779
General Fund Contribution	24,198,332	25,031,738	118,662	25,150,400	26,099,800
Fund Balance Impact (-)	-	-	-	-	1,588,170
Total	\$ 47,732,629	\$ 49,499,800	\$ 1,194,009	\$ 50,693,809	\$ 54,499,844

Public Defender



Public Defender

Budget & Full-Time Equivalents (FTEs) Summary

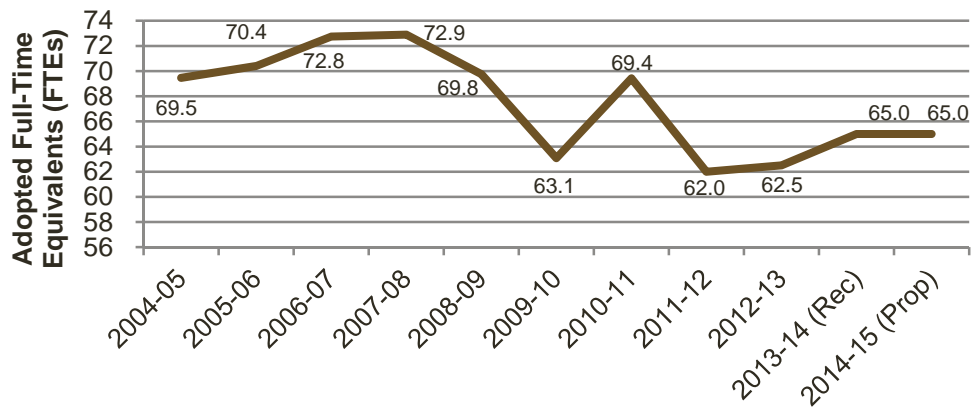
Operating	\$10,006,680
Capital	\$ -
FTEs	65.0

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.



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.

2012-13 Anticipated Accomplishments

Administration & Support

- Collaborated with the Community Corrections Partnership to plan and implement the 2011 Criminal Justice Realignment (AB109).
- Used fifteen volunteers/interns to augment support staff, enabling staff to focus on other essential functions.
- Upgraded computer hardware and software resources to support Windows 7 and Office 2010 to conform to the County's latest standards. The Department is also in the process of completing an evaluation of case management systems to replace the current system that is over 12 years old and cannot be upgraded.

Adult Legal Services

- Represented clients in over 21,000 matters brought to the Superior Court.
- Many felonies and almost all misdemeanors are resolved within 90 days. Almost all felonies are resolved within twelve months.
- Expanded Volunteer Attorney program.
- Eighteen 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.

Juvenile Legal Services

- Represented juvenile clients in over 1,600 matters brought to the Superior Court.
- Assisted juvenile clients in obtaining record sealings once probation was successfully completed.

Public Defender

- Public Defender attorneys have volunteered to serve as judges for the Teen Court, and as Board Members for the Teen Court Advisory Board.

2013-15 Objectives

Administration & Support

- Expand use of volunteers to meet non-core functions, freeing support staff to focus on high-priority matters
- Continue to implement and adapt to the 2011 Criminal Justice Realignment (AB109), including assessing need and securing funding for full-time staffing
- Continue upgrading our case management system to more efficiently store and file data electronically in a way that is easily accessible either over our network or electronically through the internet

Adult Legal Services

- Expand the Volunteer Attorney program to enable staff attorneys to focus on higher-priority core tasks. These volunteers help mitigate the financial challenges faced by the Department by providing valuable and cost effective legal expertise to the County.
- 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 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.

- Work with Justice Partners to prepare for the expected increased workload accompanying the transfer of parole revocation hearings to the Courts as of July 1, 2013
- Assess the resources required to represent inmates petitioning for resentencing pursuant to the Three Strikes Resentencing initiative (Penal Code § 1170.126)
- Evaluate the work done by our Rehabilitation Services Coordinators, and if appropriate and feasible incorporate the positions within our department

Juvenile Legal Services

- Institute a Volunteer Attorney Program in the Juvenile Courts to generate efficiencies and cost savings similar to those experienced in our Adult Services. This will allow staff attorneys to focus on higher priority core tasks and assume additional case related responsibilities for minors in the Juvenile Courts
- 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:
2012-13 Adopted to
2013-14 Recommended*

Staffing

- Increase of 2.5 FTEs
- Increase of 3.0 extra help FTE's due to AB 109 requirements, offset by decrease of 0.5 extra help Legal Office Professional FTE

Public Defender

The Public Defender employs a full-time staff of 36 attorneys, 7 investigative staff, and 19 support staff (62 FTEs), supplemented by 3.0 extra-help investigative staff.

Expenditures

Net operating expenditure increase of \$214,000:

- Salaries and Benefits increase of \$219,300 due to \$160,000 in additional AB 109 costs, and \$59,300 due to negotiated labor agreements and increases in County retirement contributions
- Services and Supplies – decrease of \$31,600 in miscellaneous costs
- Other Charges – increase of \$26,300, primarily due to increased Data Processing and Liability Insurance costs

These changes result in recommended operating expenditures and total expenditures of \$10,007,000.

Revenues

Net operating revenue increase of \$272,700:

- Proposition 172 Sales Tax Revenues – increase of \$340,500
- Public Defender Fees – decrease of \$67,800

Net non-operating revenue decrease of \$58,700:

- Intrafund Expenditure Transfers – increase of \$160,000 due to AB 109 funding
- General Fund Contribution – decrease of \$218,700

These changes result in recommended operating revenues of \$3,244,000, non-operating revenues of \$6,763,000, resulting in total revenues of \$10,007,000. Non-operating revenues primarily include General Fund Contribution, transfers, and decreases to fund balances.

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

Staffing

- No change in staffing is proposed

Expenditures

Net operating expenditure increase of \$373,600:

- Salaries and Benefits – increase of \$328,700 due to negotiated labor agreements and increases in County retirement contributions
- Services and Supplies – increase of \$35,400 in miscellaneous costs
- Other Charges – increase of \$9,500 in miscellaneous costs

Revenues

Net operating revenue increase of \$184,300:

- Proposition 172 Sales Tax Revenues – increase of \$182,100
- Public Defender Fees – increase of \$2,200

Net non-operating revenue increase of \$189,200:

- General Fund Contribution – Increase of \$47,000

These changes result in a Gap for FY 2014-15 of \$142,200, assuming the same level of service as recommended in FY 2013-14.

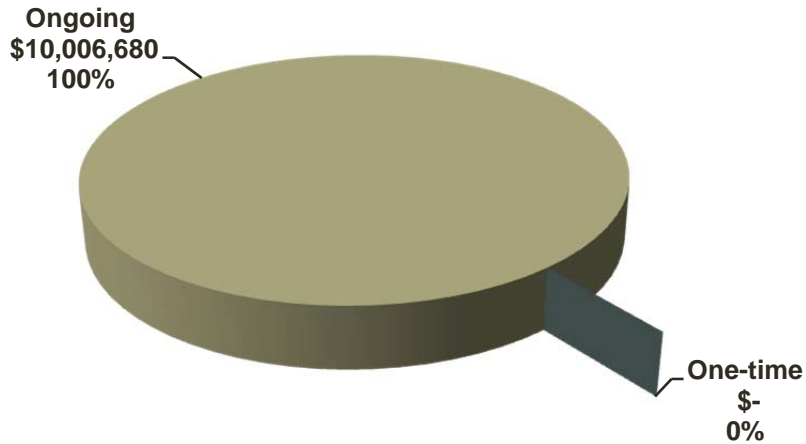
Related Links

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

Public Defender

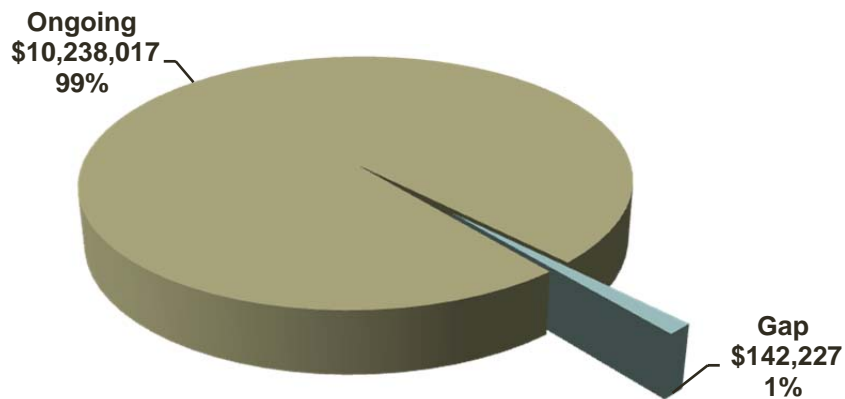
Gap Charts

FY 2013-14 Recommended Budget



The FY 2013-14 Recommended Budget is balanced and does not rely on one-time sources to fund the Department's ongoing operations.

FY 2014-15 Proposed Budget



The FY 2014-15 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 Outcome Measures

Description	FY 2011-12 Actual	FY 2012-13 Adopted	FY 2013-14 Recommended	FY 2014-15 Proposed
Percent of patients in the County's Psychiatric Health Facility visited for their statutory access to Court. (Target = 100%)	Not used in prior years	100%	100%	100%
Percentage of clients requesting records' clearing whose petitions will be acted upon within 30 days of the request. (Target = >75%)	Not used in prior years	>75%	>75%	>75%
Percent of felony cases resolved within 12 months of arraignment providing expeditious exercise of a client's legal rights without compromising vigorous and professional representation. (Target = >80%)	Not used in prior years	>80%	>80%	>80%
Percent of misdemeanor cases resolved within 120 days providing expeditious exercise of a client's legal rights without compromising vigorous and professional representation. (Target = >85%)	Not used in prior years	>85%	>85%	>85%

Public Defender

Budget Overview

	2011-12 Actual	2012-13 Adopted	Change from FY 12-13 Ado to FY 13-14 Rec	2013-14 Recommended	2014-15 Proposed
Staffing By Budget Program					
Administration & Support	18.54	19.00	0.25	19.25	19.25
Adult Legal Services	43.89	40.50	2.25	42.75	42.75
Juvenile Legal Services	2.10	3.00	-	3.00	3.00
Unallocated	0.04	-	-	-	-
Total	64.56	62.50	2.50	65.00	65.00
Budget By Budget Program					
Administration & Support	\$ 1,885,832	\$ 2,200,790	\$ 66,589	\$ 2,267,379	\$ 2,355,800
Adult Legal Services	7,543,894	7,027,660	156,725	7,184,385	7,449,460
Juvenile Legal Services	336,307	564,223	(9,307)	554,916	574,984
Unallocated	(5,061)	-	-	-	-
Total	\$ 9,760,972	\$ 9,792,673	\$ 214,007	\$ 10,006,680	\$ 10,380,244
Budget By Categories of Expenditures					
Salaries and Employee Benefits	\$ 8,860,243	\$ 9,010,644	\$ 219,290	\$ 9,229,934	\$ 9,558,649
Services and Supplies	449,031	468,304	(31,574)	436,730	472,153
Other Charges	306,698	313,725	26,291	340,016	349,442
Total Operating Expenditures	9,615,972	9,792,673	214,007	10,006,680	10,380,244
Increases to Fund Balances	145,000	-	-	-	-
Total	\$ 9,760,972	\$ 9,792,673	\$ 214,007	\$ 10,006,680	\$ 10,380,244
Budget By Categories of Revenues					
Use of Money and Property	\$ 1,613	\$ -	\$ -	\$ -	\$ -
Intergovernmental Revenue	2,727,279	2,682,420	340,578	3,022,998	3,205,125
Charges for Services	204,897	288,825	(67,843)	220,982	223,192
Total Operating Revenues	2,933,789	2,971,245	272,735	3,243,980	3,428,317
Intrafund Expenditure Transfers (-)	-	-	160,000	160,000	160,000
General Fund Contribution	6,827,183	6,821,428	(218,728)	6,602,700	6,649,700
Fund Balance Impact (-)	-	-	-	-	142,227
Total	\$ 9,760,972	\$ 9,792,673	\$ 214,007	\$ 10,006,680	\$ 10,380,244

Court Special Services

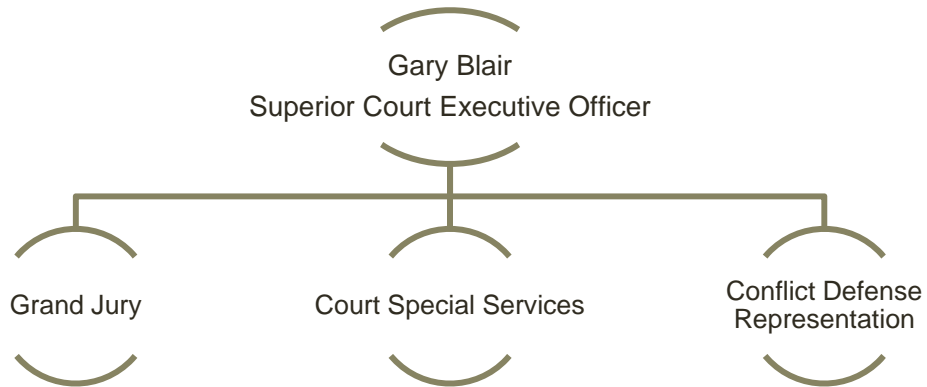


Court Special Services

Budget & Full-Time Equivalents (FTEs) Summary

Operating \$ 15,228,403
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 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 1994-95 base year expenditures. Along with the shift of financial responsibility, most of the Court's operating budget also shifted to the State. *Therefore*, the budget presented herein for *Court Special Services* includes only the annual MOE contribution to the State and to the Court-Special Services programs, which continue to be the funding responsibility of the County.

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 Revenue Collection programs. Conflict Defense is comprised of Alternate Public Defender/Conflict Defense Services.

In Fiscal Year 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 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 Superior 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 Superior Court. All related administration and salary and benefit costs from that date forward are recorded within the Superior 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 for the various Court facilities located in the North 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 Administrative Office of the Courts (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.

2012-13 Anticipated Accomplishments

Grand Jury

Recruitment of the Civil Grand Jury

In FY 2012-13 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. In FY 2012-13 the Courts Enhanced Collections Unit collected \$11.1 million and outside collection agencies, including the Franchise Tax Board Court Ordered Debt and Alliance One collected \$2.1 million for a combined total of \$13.2 million in delinquent revenues collected. The Court referred \$13.6 million in delinquent debt to the Enhanced Collections Unit in FY 2011-12.

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 for FY 2012-13 was \$1.1 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.

2013-15 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:
2012-13 Adopted to
2013-14 Recommended*

Staffing

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

Expenditures

- Net decrease of \$636,100:
 - -\$419,300 decrease in Services and Supplies due to a decrease in Contractual Services and decreased Court Attorney Fees for court appointed attorneys of indigent defendants.
 - -\$216,800 decrease in Other Charges – decrease due to decrease in excess revenue split with the State of California per Government Code (GC) 77201.1.

These changes result in recommended operating expenditures of \$15,228,400, non-operating expenditures of \$80,000, resulting in total expenditures of \$15,308,600. Non-operating expenditures primarily include capital assets, transfers, and increases in fund balances.

Revenues

- Net operating revenue decrease of \$622,500:

- -\$341,100 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.
- -\$287,500 decrease in Charges for Services due to declining enrollment of defendants in traffic school. In January 2012 the Department of Motor Vehicles (DMV) assumed responsibility for the enrollment of eligible defendants in traffic school. The transition from the Court signing up defendants directly out of the courtroom to defendants accessing DMV to sign up for traffic school has resulted in a reduction in Traffic School Fees.

- Net non-operating revenue remained relatively constant, decreasing by \$13,600.

These changes result in recommended operating revenues of \$6,653,800, non-operating revenues of \$8,654,800, resulting in total revenues of \$15,308,600. Non-operating revenues primarily include General Fund Contribution, transfers and decreases to fund balances.

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

No significant changes.

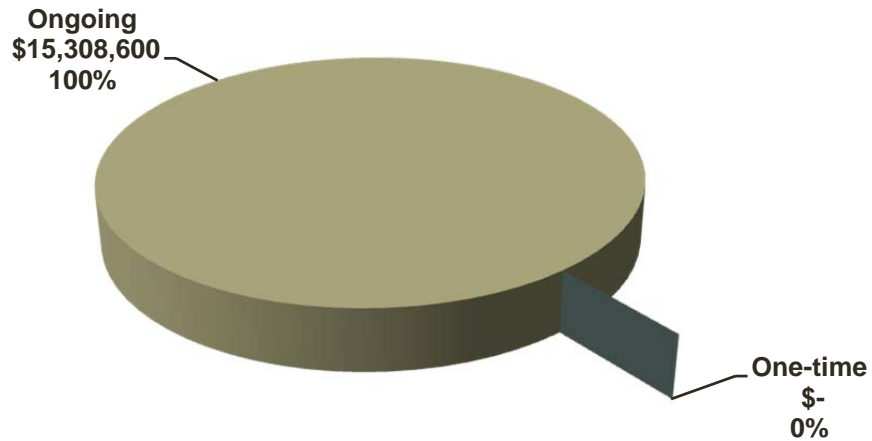
Related Links

For more information on the Court's Office, refer to the Web site at www.sbcourts.org

Court Special Services

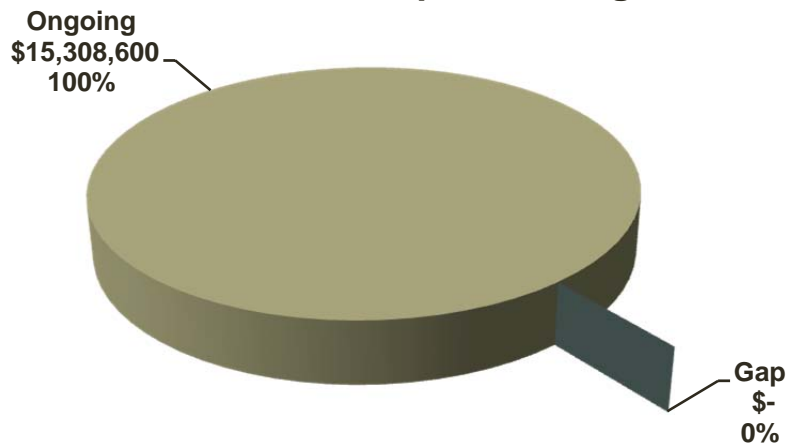
Gap Charts

FY 2013-14 Recommended Budget



The FY 2013-14 Recommended Budget is balanced and does not rely on one-time sources to fund any of the Department's ongoing operations.

FY 2014-15 Proposed Budget



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

Court Special Services

Performance Outcome Measures

Description	FY 2011-12 Actual	FY 2012-13 Adopted	FY 2013-14 Recommended	FY 2014-15 Proposed
Percent of non-warrant bookings reviewed within 48 hours for probable cause. (Target = 100%)	100%	100%	100%	100%
	3,336	3,061	3,100	3,100
	3,336	3,061	3,100	3,100
Percent of eligible detainees released on their own recognizance/reduced bail within 24 hours of being booked into jail to reduce overcrowding. (Target = 100%)	100%	100%	100%	100%
	17,562	15,730	16,000	16,000
	17,562	15,730	16,000	16,000
Percent of qualified cases resolved through alternative dispute resolution process. (Target = >65%)	55%	65%	65%	65%
	243	224	244	244
	243	352	375	375
Percent of detainees released on their own recognizance/reduced bail that fail to appear in court. (Target = <2%)	1.1%	2%	2%	2%
	6	3	11	11
	725	547	550	550

Court Special Services

Budget Overview

Staffing By Budget Program	2011-12 Actual	2012-13 Adopted	Change from FY 12-13 Ado to FY 13-14 Rec	2013-14 Recommended	2014-15 Proposed
Total	-	-	-	-	-
Budget By Budget Program					
Grand Jury	\$ 133,726	\$ 230,207	\$ 3,577	\$ 233,784	\$ 233,784
Court Special Services	12,922,427	13,148,856	(323,137)	12,825,719	12,825,719
Conflict Defense Representation	2,272,280	2,565,628	(316,531)	2,249,097	2,249,097
Fund Balance Impact (+)	3,596	-	-	-	-
Total	\$ 15,332,029	\$ 15,944,691	\$ (636,091)	\$ 15,308,600	\$ 15,308,600
Budget By Categories of Expenditures					
Services and Supplies	\$ 4,739,938	\$ 5,307,611	\$ (419,268)	\$ 4,888,343	\$ 4,888,343
Other Charges	10,501,570	10,556,881	(216,821)	10,340,060	10,340,060
Total Operating Expenditures	15,241,509	15,864,492	(636,089)	15,228,403	15,228,403
Increases to Fund Balances	86,924	80,199	(2)	80,197	80,197
Fund Balance Impact (+)	3,596	-	-	-	-
Total	\$ 15,332,029	\$ 15,944,691	\$ (636,091)	\$ 15,308,600	\$ 15,308,600
Budget By Categories of Revenues					
Fines, Forfeitures, and Penalties	\$ 2,124,537	\$ 2,184,700	\$ (341,050)	\$ 1,843,650	\$ 1,843,650
Use of Money and Property	8,870	13,725	(6,925)	6,800	6,800
Charges for Services	3,684,963	3,842,809	(287,459)	3,555,350	3,555,350
Miscellaneous Revenue	1,191,879	1,235,100	12,900	1,248,000	1,248,000
Total Operating Revenues	7,010,249	7,276,334	(622,534)	6,653,800	6,653,800
Intrafund Expenditure Transfers (-)	26,076	40,000	(10,000)	30,000	30,000
Decreases to Fund Balances	93,945	88,000	-	88,000	88,000
General Fund Contribution	8,201,759	8,536,760	40	8,536,800	8,536,800
Fund Balance Impact (-)	-	3,597	(3,597)	-	-
Total	\$ 15,332,029	\$ 15,944,691	\$ (636,091)	\$ 15,308,600	\$ 15,308,600

Fire

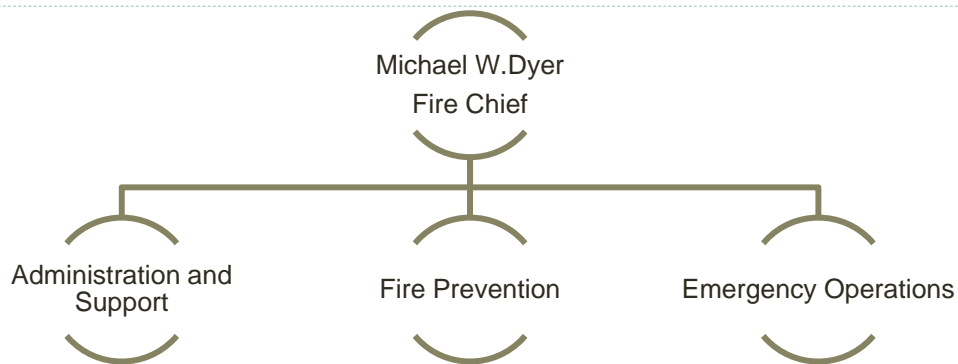


Fire

Budget & Full-Time Equivalents (FTEs) Summary

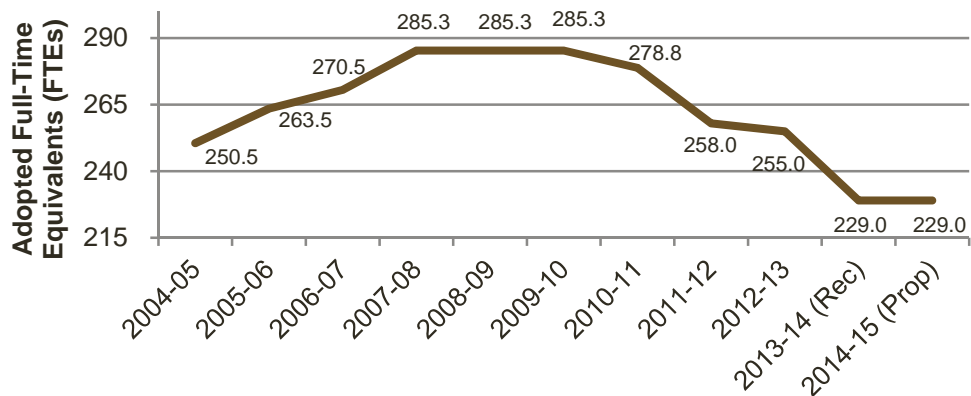
Operating \$ 51,187,554
Capital \$ 442,500
FTEs 229.0

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.
- Two 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

2012-13 Anticipated Accomplishments

Administration and Support

- Updated the Department's first Career Development Guide to reflect State standards and provide a road map for all personnel who choose to become our leaders of the future.
- Provided focused command training to all Chief Officers on incident management of large and complex emergencies.
- Reviewed and updated the Department Strategic Plan.
- Collaborated with an accredited educational institution to recognize fire service training as formal credits towards higher education degrees for interested personnel.

Fire Prevention

- Achieved 100% compliance in the inspection of all defensible space properties.

Emergency Operations

- Updated annual operating plans with the Los Padres National Forest and Cal Fire. Also updated automatic aid agreements with Santa Maria City Fire and Santa Barbara City Fire, ensuring enhanced emergency response.
- Continued to assist the Sheriff's Office in the deployment of the County Aviation Unit. Working with the Sheriff's Office, developed and signed a memorandum of understanding for the Unified Aviation Unit.
- Completed the Countywide emergency communications plan, ensuring dependable communications procedures for all County fire services first responders.

2013-15 Objectives

Administration and Support

- Review and update all AB1600 – Development Impact Fees and Fire Prevention Fees.
- Implement a data analysis tool that will enable the Department to measure response times

and implement the Citygate Associates (Citygate) emergency response time recommendations.

- 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

- Implement and manage the Arson Dog Program. The arson dog will respond to all suspicious fire causes in the Santa Barbara County Fire jurisdiction and be available upon request to respond to all fire departments within Santa Barbara County.
- Develop and implement an ongoing Fire Prevention Training and Education Program for all fire station personnel. This will ensure timely and accurate inspections of all properties and businesses that require inspections and permits.
- Review, amend, and adopt the 2013 California Fire Code as the fire code for the Santa Barbara County Fire Protection District. This will reflect national and State standards and will also consider the unique composition of Santa Barbara County.
- Review and analyze Inspection Services to improve customer service and ensure full cost recovery for these services.
- Review and update Chapter 15-Fire Prevention of the Santa Barbara County Code.

Emergency Operations

- Participate in the County's Emergency Medical System redesign to conform to the Affordable Healthcare Act.
- Update the Santa Barbara County Operational Area Response Plan to ensure consistent communications and timely emergency response.
- Obtain "Type" certification from the California Emergency Management Agency for the Hazardous Materials Response Team and the Urban Search and Rescue Team.

Fire

*Changes & Operational Impact:
2012-13 Adopted to
2013-14 Recommended*

Hazardous Materials Unit Transfer

In FY 2013-14, the Hazardous Materials Unit and associated hazardous materials oversight and regulatory compliance programs will transfer from Fire to Public Health. This includes the CUPA (Certified Unified Program Agency), LUFT (Leaking Underground Fuel Tank), and SMU (Site Mitigation Unit) programs. Fire will eliminate 19 positions (16 funded FTEs) while Public Health will add 19 positions (15 funded FTEs). Additional information is noted in the table below:

	Fire Dept. HMU	PHD HMU	Change Fire to PHD
Revenue	\$2,336,337	\$2,181,176	(\$155,161)
Expenditure	\$2,336,337	\$2,181,176	(\$155,161)
FTE	16	15	-1

Staffing

- Decrease of 26.0 FTEs
- -16 FTEs are the result of the previously described Hazardous Materials Unit transfer to the Public Health Department. In addition, a decrease of 10 firefighter FTEs is due to the 2012 firefighter concessions providing one year of cost savings rather than ongoing cost savings. The reduction of 2 Captains, 3 Engineer/Inspectors, 3 Firefighters associated with Engine 11 in Goleta, and 2 Firefighters from the 4th firefighter post position at Station 22 in Orcutt represent service level reductions incorporated into the FY 2013-14 budget.

Expenditures

- Net operating expenditure decrease of \$0.7 million:

- -\$0.5 million decrease in Salaries and Employee Benefits due to:
 - -\$2.0 million decrease as a result of the reduction of 10 firefighter FTEs associated with Engine 11 in Goleta and Station 22 in Orcutt;
 - -\$1.4 million decrease reflecting the transfer of 16 Hazardous Materials Unit personnel to the Public Health Department;
 - +\$1.4 million increase for negotiated firefighter labor agreements;
 - +\$1.2 million increase in County retirement contributions;
 - +\$0.4 million increase for overtime (OT) as a result of labor rate increases and under-budgeting OT in FY 2012-13;
- -\$0.2 million decrease in Services and Supplies & Other Charges due to:
 - -\$0.4 million decrease related to the completion of the Hazardous Materials electronic reporting grant activities in FY 2012-13 and the transfer of the Hazardous Materials Unit to Public Health in FY 2013-14;
 - +\$0.2 million increase primarily for professional services related to pre-employment and fitness physicals, operational equipment maintenance and ambulance fleet costs.
- Net non-operating expenditure decrease of \$36.2 million:
 - -\$34.3 million decrease in Other Financing Uses
 - -\$36.4 million transfer decrease between the Fire District and the General Fund
 - +\$1.3 million transfer increase to the Sheriff for Dispatch services
 - +\$1.0 million transfer increase for Sheriff Air Operations.
 - -\$2.3 million decrease in Intrafund Transfers (see Other Financing Sources and Uses section below);
 - +\$0.3 million increase in Capital Assets, reflecting the planned replacement of an operating cost water tender for emergency responses.

Fire

These changes result in recommended operating expenditures of approximately \$51,200,000, non-operating expenditures of \$3,400,000, resulting in total expenditures of \$54,500,000. Non-operating expenditures primarily include capital assets, transfers, and increases to fund balances.

Revenues

- Net operating revenue increase of \$0.1 million:
 - -\$2.4 million decrease in hazardous materials oversight and regulatory compliance permit and service related revenues as a result of the Hazardous Materials Unit transfer to Public Health.
 - +\$1.5 million increase in Taxes consists of three main components:
 - +\$0.7 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;
 - +\$0.6 million increase in Redevelopment Agency (RDA) distributions reflects the estimated ongoing portion of the RDA dissolution impacts;
 - +\$0.3 million increase in the natural property tax growth increment for the Fire District.
 - +\$0.6 million increase associated with the State fire protection services contract;
 - +\$0.4 million increase in Proposition 172 Public Safety Sales Tax revenues;
 - +\$0.1 million increase in revenues associated with fire incident responses;
 - +\$0.1 million increase in Miscellaneous Revenue consisting of donation revenues for the newly established Arson Dog Program and miscellaneous revenues from the County Fire Chiefs Association for training cost reimbursements.
- Net non-operating revenue decrease of \$37.0 million:
 - -\$36.1 million decrease in Other Financing Sources

- -\$36.4 million transfer eliminated between the Fire District and the General Fund
- +\$0.3 million transfer increase from Sheriff for Air Operations Crew Chief services
 - -\$0.3 million decrease in Intrafund Transfers (see Other Financing Sources and Uses section below);
 - -\$0.6 million decrease in the use of one-time Fund Balance.

These changes result in recommended operating revenues of \$54,100,000, non-operating revenues of \$400,000, resulting in total revenues of \$54,500,000. Non-operating revenues primarily include transfers and decreases to fund balances.

Other Financing Sources and Uses

In FY 2012-13 and prior years, Fire operations were accounted for within the General Fund (Fund 0001). This necessitated large transfers of property tax revenue dollars from the Fire District to the General Fund which were reflected in the financial reports as both Other Financing Sources and Other Financing Uses. During these years, the budget book presentation accounted for this by excluding the transfers to avoid artificially inflating the Fire budget.

In FY 2013-14, Fire operations will be accounted for within the Fire District (Fund 2280). This eliminates the large transfers from the Fire District to the General Fund but also creates accounting changes within the Intrafund Expenditure Transfers. The movement of fire operations to the Fire District special revenue fund will require that the Department pay for its share of core County services – commonly referred to as “cost-allocation.” A cost allocation phase-in plan has been agreed to with the Fire Department whereby over the next ten years the Department will take responsibility for an additional \$100,000 each year until such amounts equal the full cost allocation contribution. This cost allocation implementation agreement mirrors the phased approach to implementing the Proposition 172 revenue shift and property tax shift.

Fire

Intrafund Expenditure Transfers

- Intrafund Expenditure Transfers (+) – decrease of \$2.3 million for Fire contributions to the Sheriff Dispatch and Air Support Programs. These are now accounted for under the Other Financing Uses category (along with the Station 51 Certificate of Participation (COP) debt service and the operating transfers to the Vehicle Operations fund to cover replacement fund shortfalls) due to the movement of Fire operations from the General Fund to the Fire District.
- Intrafund Expenditure Transfers (-) – decrease of \$0.3 million for Sheriff reimbursements to Fire for the Air Operations Crew Chief costs and the Special Enforcement Team (SET) paramedics who respond when needed on law enforcement calls. These costs are now accounted for under the Other Financing Sources category (along with Operating Transfers for Orcutt Community Facilities District revenues) due to the movement of Fire operations from the General Fund to the Fire District.

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

The FY 2014-15 Proposed Budget assumes the service level reductions identified in FY 2013-14 are implemented and carried forward to FY 2014-15. This includes the previously mentioned shutdown of Engine 11 in Goleta and the reduction of the 4th Firefighter post position at Station 22 in Orcutt. Given this assumption, the \$3.7 million increase in FY 2014-15 operating expenditures is primarily the result of:

- +\$2.0 million increase in retirement contributions;
- +\$1.5 million increase associated with negotiated labor agreements;
- +\$0.2 million increase in health insurance contributions;

- +\$0.1 million increase in workers compensation premiums.

The FY 2014-15 proposed operating revenues reflect a \$2.1 million increase over the FY 2013-14 recommended budget that is primarily the result of:

- +\$1.8 million increase in property tax revenues;
- +\$0.4 million increase in Charges for Services as a result of increased costs to provide services
- -\$0.2 million decrease in Proposition 172 Public Safety Sales Tax revenues reflecting Fire's decreased share of Proposition 172 revenues as a result of Board of direction in May 2012.

In order to avoid reducing service levels further in FY 2014-15, \$0.9 million of Fire District fund balance will need to be used.

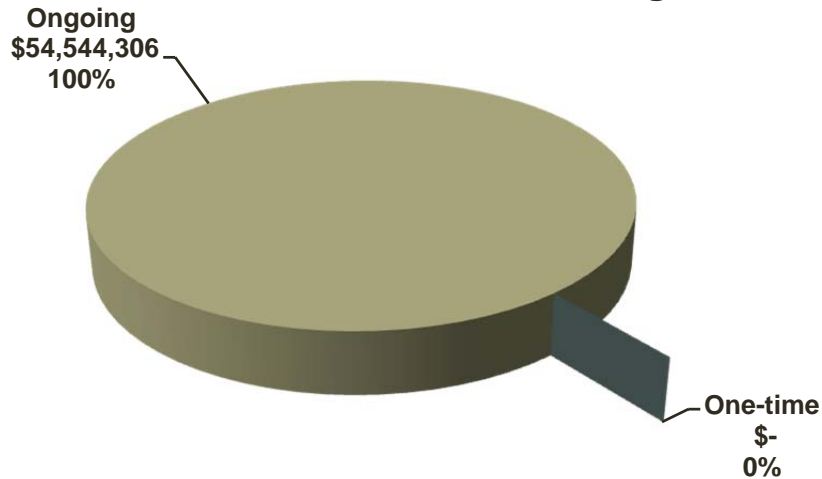
Related Links

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

Fire

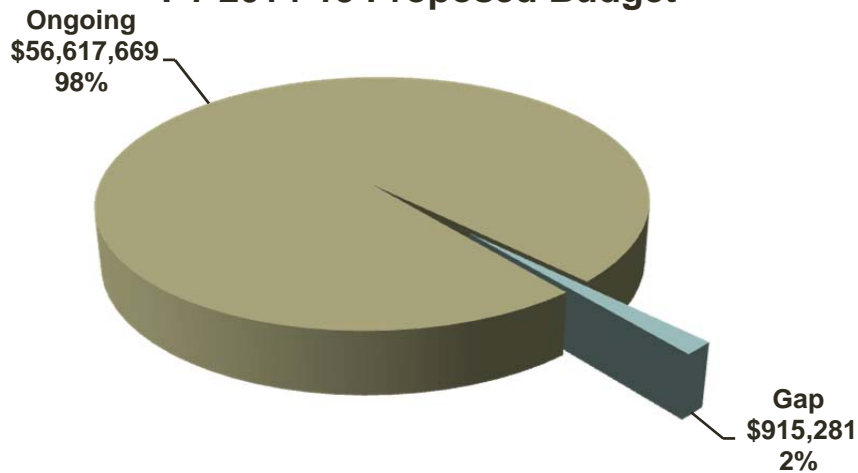
Gap Charts

FY 2013-14 Recommended Budget



The FY 2013-14 Recommended Budget does not rely on one-time sources to fund the Department's ongoing operations.

FY 2014-15 Proposed Budget



The FY 2014-15 Proposed Budget relies on one-time sources to fund 2% of the Department's ongoing operations. These funds include \$915,281 from the Fire District fund balance. 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.

Fire

Performance Outcome Measures

Description	FY 2011-12 Actual	FY 2012-13 Adopted	FY 2013-14 Recommended	FY 2014-15 Proposed
Percentage of all structure fires confined to the room of origin to protect life and property. (Target = >80%)	NA*	80%	80%	80%
Percentage of all wildland fires contained to 10 acres or less to protect life and property. (Target = >95%)	Not used in prior years	95%	95%	95%
Percentage of all fires with a determination of cause to improve prevention and public education programs. (Target = >90%)	Not used in prior years	90%	90%	90%
Percent of hazardous material releases contained to the property of origin. (Target = >90%)	Not used in prior years	90%	90%	90%

*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	2011-12 Actual	2012-13 Adopted	Change from FY 12-13 Ado to FY 13-14 Rec	2013-14 Recommended	2014-15 Proposed
Administration & Support	36.85	33.90	(2.95)	30.95	30.95
Fire Prevention	8.08	8.05	-	8.05	8.05
Emergency Operations	186.56	200.00	(10.00)	190.00	190.00
Environmental Haz Mat Services	9.75	13.05	(13.05)	-	-
Unallocated	2.77	-	-	-	-
Total	244.02	255.00	(26.00)	229.00	229.00
Budget By Budget Program					
Administration & Support	\$ 7,496,572	\$ 7,756,728	\$ (467,424)	\$ 7,289,304	\$ 7,547,147
Fire Prevention	1,639,440	1,726,857	91,729	1,818,586	1,908,096
Emergency Operations	75,056,354	80,369,890	(34,933,474)	45,436,416	48,077,707
Environmental Haz Mat Services	1,258,074	1,600,476	(1,600,476)	-	-
Unallocated	(4,208)	-	-	-	-
Total	\$ 85,446,231	\$ 91,453,951	\$ (36,909,645)	\$ 54,544,306	\$ 57,532,950
Budget By Categories of Expenditures					
Salaries and Employee Benefits	\$ 43,814,972	\$ 45,972,229	\$ (448,158)	\$ 45,524,071	\$ 49,277,815
Services and Supplies	2,799,974	2,451,681	(169,069)	2,282,612	2,172,715
Other Charges	3,408,130	3,458,290	(77,419)	3,380,871	3,479,559
Total Operating Expenditures	50,023,076	51,882,200	(694,646)	51,187,554	54,930,089
Capital Assets	570,781	110,910	331,590	442,500	-
Other Financing Uses	32,010,037	37,144,037	(34,252,766)	2,891,271	2,582,861
Intrafund Expenditure Transfers (+)	1,246,018	2,289,804	(2,289,804)	-	-
Increases to Fund Balances	1,596,319	27,000	(4,019)	22,981	20,000
Total	\$ 85,446,231	\$ 91,453,951	\$ (36,909,645)	\$ 54,544,306	\$ 57,532,950
Budget By Categories of Revenues					
Taxes	\$ 29,463,635	\$ 35,703,448	\$ 1,514,953	\$ 37,218,401	\$ 38,982,000
Licenses, Permits and Franchises	485,975	555,000	(535,000)	20,000	20,000
Fines, Forfeitures, and Penalties	26,223	20,000	(20,000)	-	-
Use of Money and Property	50,753	22,000	(22,000)	-	-
Intergovernmental Revenue	4,760,771	4,680,872	(452,145)	4,228,727	4,138,750
Charges for Services	12,027,164	13,006,495	(531,727)	12,474,768	12,911,399
Miscellaneous Revenue	97,871	29,500	141,910	171,410	113,600
Total Operating Revenues	46,912,392	54,017,315	95,991	54,113,306	56,165,749
Other Financing Sources	31,376,124	36,527,942	(36,116,942)	411,000	431,920
Intrafund Expenditure Transfers (-)	22,249	317,000	(317,000)	-	-
Decreases to Fund Balances	3,306,290	591,694	(571,694)	20,000	20,000
General Fund Contribution	3,342,024	-	-	-	-
Fund Balance Impact (-)	487,153	-	-	-	915,281
Total	\$ 85,446,231	\$ 91,453,951	\$ (36,909,645)	\$ 54,544,306	\$ 57,532,950

Sheriff

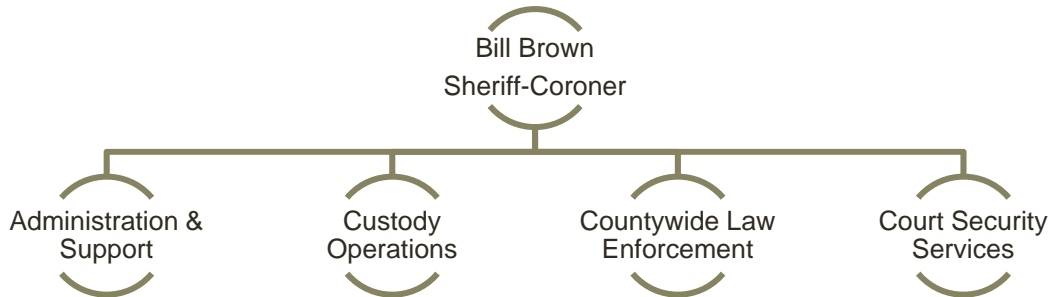


Sheriff

Budget & Full-Time Equivalents (FTEs) Summary

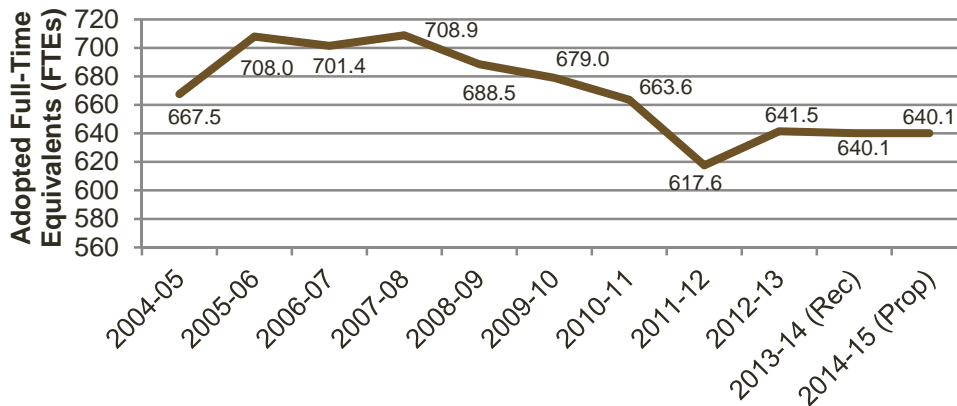
Operating	\$	119,579,419
Capital	\$	54,000
FTEs		640.1

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.



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 Sheriff's Office provides law enforcement and correctional services that cover a geographical area of 2,745 square miles, including the unincorporated area plus the cities of Buellton, Carpinteria, Goleta, and Solvang by contract. The Sheriff's Office has a staffing level of approximately 640 full time employees who work at 24 different work sites throughout the County.

Law Enforcement Operations is responsible for providing primary law enforcement services to roughly half 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 Bureau, 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 to 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, Crime Analysis, Criminal Records,

Felony Fugitive Detail, Human Resources, Public Safety Dispatch, and Systems and Technology.

2012-13 Anticipated Accomplishments

Administration & Support

- Answered 54,688 "911 Calls" - 5,450 more (11.07%) than the 2011 total of 49,238.
- Upgraded to Microsoft Office 2010. This computer application upgrade was necessary to promote efficiency and maintain a stable environment for our technological resources.

Custody Operations

- Booked 16,183 inmates at County Jail, 16 more than the 2011 total of 16,167.
- Signed AB 900 documents with the State of California accepting the grant award of \$80 million to construct the Northern Branch Jail.
- Expected to identify and select a project expert, construction manager, and architect for Northern Branch Jail project.
- Contracted with a private vendor for food services in Custody Operations and maintained mandated nutritional standards for those in custody.
- Completed necessary upgrades to the security control systems of the Main Jail, Inmate Reception Center, and the Medium Security Facility.

Countywide Law Enforcement

- Handled 121,864 calls for service, 1,048 less (-0.85%) than the 2011 total of 122,912.
- Completed 18,448 original reports, 641 more (3.60%) than the 2011 total of 17,807.
- Effected 9,439 Arrests, 129 less (-1.35%) than the 2011 total of 9,568.

Sheriff

- Established the Santa Barbara County Air Support Unit, a combined aviation program comprised of personnel and equipment from the County Fire Department and the Sheriff's Office. Through the use of combined resources managed by the Sheriff's Office, the Air Support Unit responds to Law Enforcement, Fire, Rescue, and other calls for service in an expedient and efficient manner.
- Commissioned "Copter 3", a multi-mission (Fire, Law Enforcement, Search and Rescue) capable UH-1H helicopter, funded through private donations.
- Replaced and upgraded the In-Car Video System on all patrol vehicles assigned to the Patrol Operations Divisions.
- Established two Compliance Response Teams (CRT) which partners Sheriff and Probation Department personnel to provide more effective supervision of Public Safety Realignment (AB109) inmates on electronic monitoring.
- 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.
- Collect and analyze data to review current alternative-to-custody programs, and identify and implement new strategies to mitigate the effects of jail overcrowding through alternative sentencing programs.

Countywide Law Enforcement

- Obtain necessary certification for all helicopters utilized by the County Air Support Unit to allow for reimbursement for firefighting operations in the State Responsibility and US Forest Service areas.
- Complete the installation and upgrade of COBAN video technology in all patrol vehicles for evidentiary purposes.
- Enhance coordination and enforcement efforts with Homeland Security and other partnering agencies in the interdiction of "Panga" boat smugglers along the Santa Barbara County coastline.
- Review and revise, as necessary with the Probation Department, the policies and procedures of the Public Safety Realignment (AB109) Compliance Response Teams in order to effectively utilize our resources as we continue to work under State Public Safety Realignment (AB109).

2013-15 Objectives

Administration & Support

- Identify and replace the existing Records Management System to conform to updated technologies.
- Replace radio consoles in the Emergency Dispatch Center to provide for a more stable communication environment.
- Upgrade to Windows 7 computer operating system. This upgrade will be necessary to promote efficiency and maintain a stable environment for our technological resources.

Custody Operations

- Complete schematic design for the Northern Branch Jail and maintain timeline for design and construction documents for groundbreaking in spring of 2015.

Changes & Operational Impact: 2012-13 Adopted to 2013-14 Recommended

Staffing

- Decrease of 1.4 FTEs. the decrease is comprised of:

Sheriff

- An increase of 2.0 FTEs funded by the AB 109 portion of Public Safety Realignment (AB109) funds. These positions added in FY2012-13 but show as an increase because they were mid-year hires.
- A decrease of 1.85 FTEs due to decreased Contract City staffing. The City of Carpinteria reduced their staffing by 0.60 FTE of a Deputy Sergeant and 0.75 FTE of an Administrative Office Professional (AOP), causing their station to be closed to the public. The City of Buellton reduced their AOP staffing by 0.50 FTE, causing their station to be open to the public only two days a week.
- A decrease of 1.50 Custody Deputies FTEs is required as these were added as one-time funded positions in FY 2012-13.

Expenditures

- Net operating expenditure increase of \$2.7 million:
 - +\$3.0 million increase in Salaries and Benefits:
 - +\$2.1 million increase in Retirement Contribution due to an increase in rates.
 - +\$0.4 million increase in Workers' Compensation premiums due to an increase in rates.
 - +\$0.2 million increase in Reimbursable Overtime due to an increased demand for services from the community.
 - +\$0.2 million increase in Extra Help expense due to AB 109 program impacts.
 - -\$0.3 million decrease in Services and Supplies due to lower demand for equipment and services due to lower grant funding.

- Net non-operating expenditure increase of \$0.1 million due to an increase in Asset Forfeiture restricted funds.

These changes result in recommended operating expenditures of \$119.6 million, non-operating expenditures of \$2.5 million and total expenditures of \$122.1 million. Non-operating expenditures primarily include capital assets, transfers and increases to fund balances.

Revenues

- Net operating revenue increase of \$2.8 million:
 - +\$2.5 million increase in Intergovernmental Revenue due to:
 - +\$1.7 million increase in Proposition 172 Sales Tax revenue.
 - +\$1.3 million increase in Public Safety Realignment revenue consisting of AB109, Court Security Services, and Community Oriented Policing (COPs) programs.
 - -\$0.5 million decrease in COPs revenue shifted to Public Safety Realignment (AB109).
 - +\$0.1 million in Fines, Forfeitures and Penalties due to an anticipated \$100,000 increase in Asset Forfeiture receipts.
- Net non-operating revenue increase of \$318,000:
 - +\$2.3 million increase in Other Financing Sources due to the shift of revenue from the Fire Department for Dispatch services (\$1.3 million) and Aviation (\$1.0 million) from Intrafund transfers to Operating Transfers from other funds.
 - -\$2.3 million decrease in Intrafund transfers due to the shift of Fire Department revenue to Operating Transfers.

Sheriff

- -\$1.4 million decrease due to the elimination of one-time program restoration funding.
- +\$0.4 million increase due to roll-over funding from Public Safety Realignment (AB109) fund balances.
- \$1.0 million increase in General Fund Contribution.

These changes result in recommended operating revenues of \$48.7 million, non-operating revenues of \$73.4 million and total revenues of \$122.1 million. Non-operating revenues primarily include General Fund Contribution, transfers and decreases to fund balances.

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

Expenditures

The FY2014-15 Proposed Budget includes no changes in staffing levels from the FY2013-14 Recommended Budget. However, there is a \$6.3 million increase in the cost of salary and benefits for funding the same level of staff. Of that increase, \$5 million is attributable to an increase in retirement costs.

Revenues

Operating revenues are expected to increase \$2.0 million in FY 2014-15 over the FY 2013-14 Recommended Budget. Increases in Public Safety Realignment (AB109) revenue and contract cities revenue are the largest contributors to this increase. The General Fund Contribution is also expected to grow \$3.0 million from \$69.8 million to \$72.8 million.

FY2014-15 Budget Gap

To maintain FY 2013-14 service levels, \$129.1 million of funding will be needed in FY2014-15.

Departmental revenues and General Fund Contribution will cover \$126.4 million of the need, or 97%. The Sheriff's Office will be left with a \$3.1 million gap, or 3% of the total funding. Without this funding, service levels in investigation, law enforcement and custody operations will be severely curtailed.

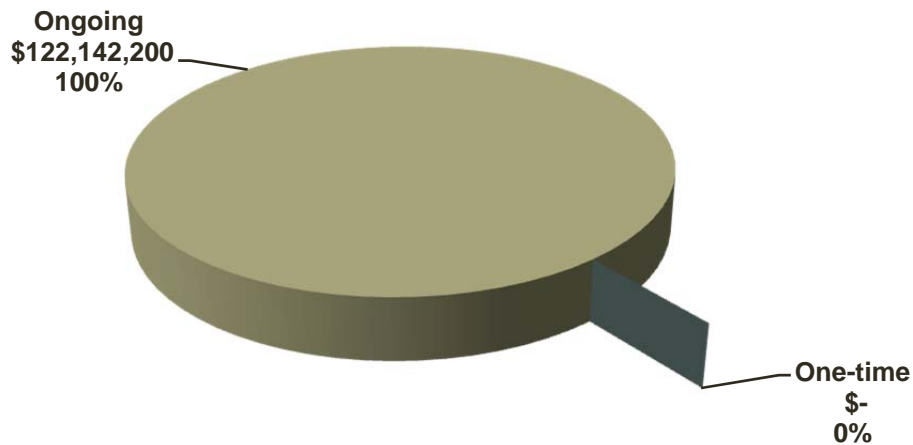
Related Links

For more information on the Sheriff's Department, refer to the Web site at <http://www.sbsheriff.org/>

Sheriff

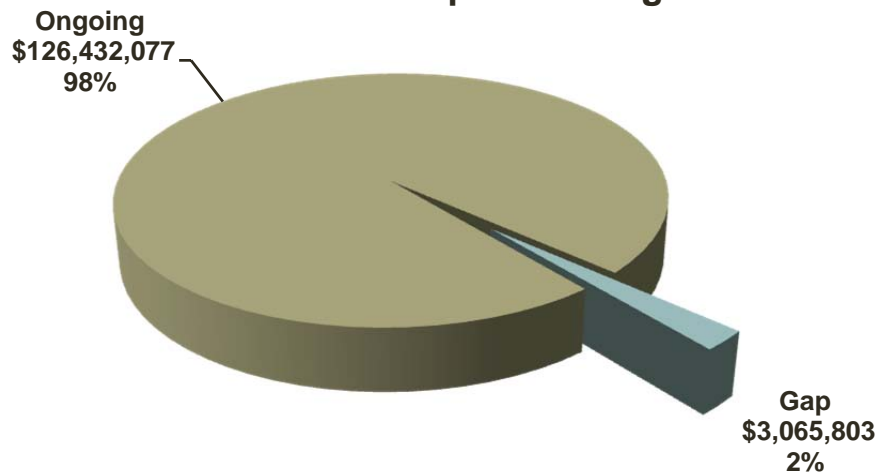
Gap Charts

FY 2013-14 Recommended Budget



The FY 2013-14 Recommended Budget is balanced and does not rely on one-time sources to fund the Department's ongoing operations.

FY 2014-15 Proposed Budget



The FY 2014-15 Proposed Budget relies on one-time sources to fund 3% of the Department's ongoing operations. The source of these funds has yet to be identified. These funds are critical for the Department to maintain the current level of service. Without the funds, services such as criminal investigation, patrol, and custody operations will be significantly reduced.

Sheriff

Performance Outcome Measures

Description	FY 2011-12 Actual	FY 2012-13 Adopted	FY 2013-14 Recommended	FY 2014-15 Proposed
Percentage of jail bed capacity (950 beds) used by average daily inmate population. (Target = < 85%)	N/A	N/A	85%	85%
Percentage of 9-1-1 calls queued for dispatch within one minute of receipt of call. (Target = > 95%)	N/A	N/A	95%	95%
Percentage of Aggravated Assault crimes that end in an arrest. (Target = > 80%)	60%	81%	81%	81%
Percent of Burglary crimes that end in an arrest. (Target = > 25%)	20%	25%	25%	25%

Sheriff

Budget Overview

Staffing By Budget Program	2011-12 Actual	2012-13 Adopted	Change from FY12-13 Ado to FY13-14 Rec	2013-14 Recommended	2014-15 Proposed
Administration & Support	42.45	41.00	1.00	42.00	42.00
Custody Operations	222.36	246.12	0.50	246.62	246.62
Countywide Law Enforcement	290.34	312.00	(3.40)	308.60	308.60
Court Security Services	52.43	42.38	0.50	42.88	42.88
Unallocated	5.55	-	-	-	-
Total	613.13	641.50	(1.40)	640.10	640.10
Budget By Budget Program					
Administration & Support	\$ 12,073,569	\$ 9,480,493	\$ 329,627	\$ 9,810,120	\$ 10,032,312
Custody Operations	44,217,871	43,896,410	1,326,230	45,222,640	48,250,257
Countywide Law Enforcement	57,025,137	58,251,321	1,200,727	59,452,048	63,097,799
Court Security Services	7,575,917	7,371,964	285,428	7,657,392	8,117,512
Unallocated	(46,943)	-	-	-	-
Total	\$ 120,845,551	\$ 119,000,188	\$ 3,142,012	\$ 122,142,200	\$ 129,497,880
Budget By Categories of Expenditures					
Salaries and Employee Benefits	\$ 90,675,817	\$ 97,408,907	\$ 3,037,169	\$ 100,446,076	\$ 106,754,968
Services and Supplies	13,186,832	12,505,998	(261,589)	12,244,409	13,223,592
Other Charges	6,109,325	6,955,498	(66,564)	6,888,934	7,058,526
Total Operating Expenditures	109,971,975	116,870,403	2,709,016	119,579,419	127,037,086
Capital Assets	2,918,070	54,000	-	54,000	54,000
Other Financing Uses	998,901	872,182	685,594	1,557,776	1,649,116
Intrafund Expenditure Transfers (+)	2,058,256	392,000	(369,729)	22,271	3,944
Increases to Fund Balances	4,898,350	811,603	117,131	928,734	753,734
Total	\$ 120,845,551	\$ 119,000,188	\$ 3,142,012	\$ 122,142,200	\$ 129,497,880
Budget By Categories of Revenues					
Fines, Forfeitures, and Penalties	\$ 547,514	\$ 294,300	\$ 115,640	\$ 409,940	\$ 409,940
Use of Money and Property	653,841	582,200	(7,400)	574,800	574,800
Intergovernmental Revenue	26,581,323	27,192,847	2,533,834	29,726,681	31,024,425
Charges for Services	14,534,412	15,519,970	94,474	15,614,444	16,295,030
Miscellaneous Revenue	4,283,756	2,252,783	87,578	2,340,361	2,415,669
Total Operating Revenues	46,600,846	45,842,100	2,824,126	48,666,226	50,719,864
Other Financing Sources	260,463	64,400	2,293,204	2,357,604	2,357,604
Intrafund Expenditure Transfers (-)	1,493,199	2,384,263	(2,285,393)	98,870	100,870
Decreases to Fund Balances	7,303,503	1,896,233	(711,333)	1,184,900	454,539
General Fund Contribution	65,186,912	68,811,994	1,022,606	69,834,600	72,799,200
Fund Balance Impact (-)	628	1,198	(1,198)	-	3,065,803
Total	\$ 120,845,551	\$ 119,000,188	\$ 3,142,012	\$ 122,142,200	\$ 129,497,880

Sheriff



Health & Human Services



Health & Human Services

Health & Human Services Functional Group

The Health and Human Services Functional Group includes the following departments: Alcohol, Drug and Mental Health Services (ADMHS), Child Support Services, First Five, Public Health, and Social Services. County staff, in partnership with over 350 contractors, forms a safety net of services to assist many of the vulnerable and in need within the County.

Strategic Values

The Health and Human Services Departments promote the strategic values of accountability, customer focus, and efficiency by working collaboratively to prevent disease, promote health, provide for accessible physical and mental healthcare, and advance the economic wellbeing of the Community.

Strategic Purpose

The purpose of the Health and Human Services Group is to implement strategies through collaborative decision making that will result in a high quality, efficient, effective, data-driven seamless health, and public assistance service system via the following key services:

- Primary and specialty care, pharmacy and lab services for Medi-Cal, Medicare, low-income, homeless, and uninsured clients;
- Child and elder abuse investigations;
- Child and adult mental health and substance abuse treatment services, including prevention, screening, referral services, inpatient care, and crisis intervention;
- Communicable disease investigation, response, treatment, and follow up;

- Enforcement of child support orders and payments;
- Stray animal shelters and animal control response services, and
- Results-based funding to enhance outcomes for children and kindergarten readiness.

Strategic Goals

- Implement the Affordable Care Act and ensure that eligible residents of Santa Barbara County are appropriately insured, beginning in January 2014, through collaboration between Health and Human Services teams and community partners
- Implement a revenue management team within ADMHS to manage all aspects of the department's billing, collections, and revenue monitoring services
- Implement appropriate consultant findings regarding opportunities for enhancement of mental health inpatient and outpatient services as well as fiscal operation
- Implement program changes ensuring that foster children and children at risk of entering the foster care system received individualized critical wrap around services
- Evaluate the expansion of Public Health programs and services to provide greater accessibility and scope of services to patients in the most cost efficient and effective manner
- Maximize efforts to improve childhood development and education through the coordination of public and private funding of quality outcome base services
- Continue development of electronic health records by implementing a patient portal, digital imaging, and provider remote access

Health & Human Services

Functional Summary

Staffing By Budget Department	2011-12 Actual	2012-13 Adopted	Change from FY12-13 Ado to FY13-14 Rec	2013-14 Recommended	2014-15 Proposed
Public Health	521.28	499.47	(13.05)	486.43	486.43
Alcohol, Drug, & Mental Hlth Svcs	282.81	297.23	(15.98)	281.24	281.24
Social Services	664.88	677.25	41.69	718.94	721.25
Child Support Services	82.88	85.00	(4.25)	80.75	80.75
First 5, Children & Families	13.36	14.00	-	14.00	14.00
Total	1,565.20	1,572.95	8.42	1,581.36	1,583.67
Budget By Budget Department (1)					
Public Health	\$ 93,018,288	\$ 88,466,057	\$ (733,295)	\$ 87,732,762	\$ 89,148,256
Alcohol, Drug, & Mental Hlth Svcs	89,756,690	82,926,688	(2,930,017)	79,996,671	80,258,042
Social Services	146,540,487	145,015,510	9,899,876	154,915,386	151,653,261
Child Support Services	9,832,449	9,500,088	(69,995)	9,430,093	9,773,321
First 5, Children & Families	5,969,752	5,305,090	(232,798)	5,072,292	4,956,532
Total	\$ 345,117,665	\$ 331,213,433	\$ 5,933,771	\$ 337,147,204	\$ 335,789,412
Budget By Categories of Expenditures					
Salaries and Employee Benefits	\$ 157,280,430	\$ 160,964,777	\$ 6,611,353	\$ 167,576,130	\$ 173,901,527
Services and Supplies	92,961,663	91,587,260	(1,279,145)	90,308,115	89,281,072
Other Charges	60,742,054	62,236,907	(1,167,765)	61,069,142	61,400,508
Total Operating Expenditures	310,984,147	314,788,944	4,164,443	318,953,387	324,583,107
Capital Assets	1,697,020	577,578	(174,578)	403,000	201,000
Other Financing Uses	8,493,789	3,826,889	2,215,121	6,042,010	4,257,690
Intrafund Expenditure Transfers (+)	880,678	823,394	(225,288)	598,106	618,106
Increases to Fund Balances	21,071,285	8,224,247	2,926,454	11,150,701	6,118,607
Fund Balance Impact (+)	1,990,747	2,972,381	(2,972,381)	-	10,902
Total	\$ 345,117,665	\$ 331,213,433	\$ 5,933,771	\$ 337,147,204	\$ 335,789,412
Budget By Categories of Revenues					
Licenses, Permits and Franchises	\$ 847,580	\$ 931,570	\$ 391,646	\$ 1,323,216	\$ 1,343,216
Fines, Forfeitures, and Penalties	748,164	832,663	(179,286)	653,377	314,533
Use of Money and Property	480,935	537,905	(82,471)	455,434	460,295
Intergovernmental Revenue	195,306,773	198,160,970	14,871,740	213,032,710	214,753,457
Charges for Services	69,963,403	74,254,662	(5,708,548)	68,546,114	70,720,428
Miscellaneous Revenue	11,975,587	5,264,601	383,648	5,648,249	5,316,854
Total Operating Revenues	279,322,442	279,982,371	9,676,729	289,659,100	292,908,783
Other Financing Sources	11,772,873	6,059,570	(1,002,324)	5,057,246	3,320,652
Intrafund Expenditure Transfers (-)	880,678	823,394	(214,739)	608,655	628,655
Decreases to Fund Balances	32,006,196	24,241,590	4,625,614	28,867,204	13,390,913
General Fund Contribution	21,134,358	19,105,193	(6,150,194)	12,954,999	16,844,100
Fund Balance Impact (-)	1,119	1,001,315	(1,001,315)	-	8,696,309
Total	\$ 345,117,665	\$ 331,213,433	\$ 5,933,771	\$ 337,147,204	\$ 335,789,412

(1) Please refer to the 'Policy & Executive' Functional Summary page.

Health & Human Services



Public Health



Our Mission:

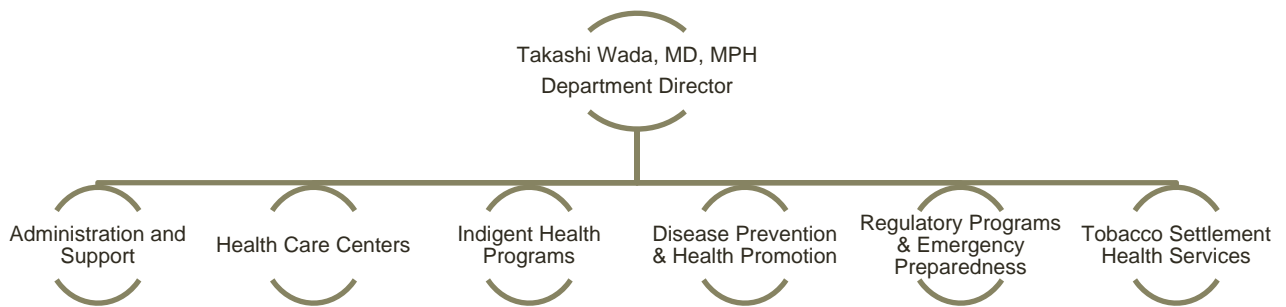
Improve the health of our communities by preventing disease, promoting wellness, and ensuring access to needed health care.

Public Health

Budget & Full-Time Equivalents (FTEs) Summary

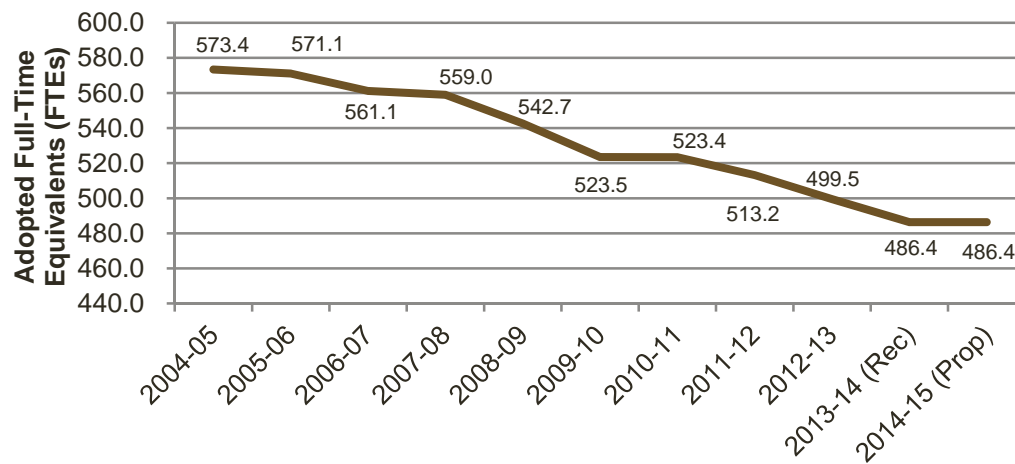
Operating \$ 79,950,259
 Capital \$ 23,000
 FTEs 486.4

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

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 six 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.

2012-13 Anticipated Accomplishments

Administration and Support

- Established a patient portal for the Electronic Health Record to provide patients access to their medical records with a \$55,000 grant to help fund the project. A patient portal is required in order to receive Medi-Cal payment incentives.

Health Care Centers

- Participated in a federally-funded Patient-Centered Medical Home Project at two County Health Care Centers to improve patient outcomes. The PCMH model provides comprehensive care, is patient-centered, and improves access to services, quality and safety.
- Increased cash collections by 12% from patients at the time of service for both medical visits and pharmaceuticals. This helps patients understand the value of their medical care.

Indigent Health Programs

- Planned for the January 2014 implementation of the Affordable Care Act (ACA), when an estimated 25,000 residents will be newly eligible for Medi-Cal. Assessed implications and opportunities to ensure the Department can respond quickly and appropriately to new opportunities to better meet the needs of our patients.

Disease Prevention & Health Promotion

- Implemented on-line nutrition classes and vouchers-by-mail for Women, Infants, and Children (WIC) participants to improve customer service and promote nutrition. WIC offers vouchers for healthy foods, and education on nutrition and breastfeeding.
- Developed a Fitness Promotion and Obesity Prevention plan in collaboration with community partners. Implemented strategies to promote healthy eating and physical activity and reduce obesity-related illness.

Regulatory Programs & Emergency Preparedness

- Initiated a process to obtain stakeholder input on the drafting of a Local Area Management Plan. The plan is required to implement the new State Water Board policy for septic systems to protect the health of the community. This will require revising local ordinances with input from stakeholders and a

Public Health

technical advisory group as well as education to property owners planned for FY 2013-14.

- Participated in a statewide earthquake exercise to test disaster plans for Public Health, Emergency Medical Services and other health care partner agencies. Many aspects of disaster preparedness were tested to prepare for a true local emergency.
- Renovated the County Animal Shelter in Lompoc for the benefit of clients, animals, volunteers, and staff. The remodeled facility opened for service in February of 2013.

Tobacco Settlement Health Services

- Decreased sales of tobacco to minors in Santa Barbara County from 17% of retailers surveyed in 2010 to 10% in 2012 by enforcing tobacco laws and implementing other evidence-based strategies to reduce tobacco use by children and youth.
- Leveraged Tobacco Settlement funds to provide increased inpatient care for Medi-Cal patients. Collaborated with local hospitals and CenCal in streamlining the Intergovernmental Transfer (IGT) process which resulted in increased funding for the hospitals.

2013-15 Objectives

Administration and Support

- Evaluate the Department's practice management system and determine feasibility of merging General Electric's (GE) Centricity Practice Solution with the current GE Centricity Electronic Health Record.
- 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 Health Information Exchange program to provide patient access to records and exchange health information among providers. Continue to meet federal

requirements in order to receive Medi-Cal financial incentives.

Health Care Centers

- Develop a needs analysis for the County Health Care Centers to assess patient levels and needs so that the Department is staffed appropriately. The plan will include assisting patients with Medi-Cal enrollment process, patient education, staff customer service training, and expanded access at network pharmacies.
- Respond to demographic changes in Santa Maria by assessing the potential for adding a geriatric specialty clinic and a pediatric program. This would improve the continuity of care for families and better meet the needs of the changing population.
- Fully implement the Patient Centered Medical Home (PCMH) standard by integrating behavioral health services into primary care in all County Health Care Centers and promoting the use of the patient portal.

Indigent Health Programs

- Continue to work with Alcohol, Drug and Mental Health Services (ADMHS), the Department of Social Services (DSS), and other partners in navigating the new health care environment after implementation of Affordable Care Act (ACA). Identify and respond to gaps in services and oversee outreach and enrollment of eligible residents to facilitate access to healthcare.

Disease Prevention & Health Promotion

- Expand the North Santa Maria Women, Infants, and Children (WIC) service site to better meet the needs of participants.
- Evaluate the employee fitness promotion program implemented at the Public Health Department and two other organizations.
- Implement technology that will allow public health nurses to observe patients taking their required TB treatment medications by video

Public Health

rather than traveling to directly observe them as is currently required.

Regulatory Programs & Emergency Preparedness

- Activate the Medical Shelter Plan to test our ability to respond in a disaster. This will involve providing shelter and medical care for patients in partnership with local healthcare providers and Medical Reserve Corps volunteers.
- Implement safety program to reduce the risk of injury to Animal Services staff at animal shelters and in the field.
- Draft regulations for the implementation of a Local Area Management Plan for onsite sewage system for consideration by the Board of Supervisors. New standards from the State Water Resources Board require the County to develop such a plan in order to permit local septic systems.

Tobacco Settlement Health Services

- Re-assess Tobacco Settlement allocations in response to potential funding changes to community partners resulting from the Affordable Care Act.

*Changes & Operational Impact:
2012-13 Adopted to 2013-14
Recommended*

Staffing

- Net decrease of 13.0 FTEs
 - Increase of 15.0 FTEs for the transfer of the Hazardous Materials program from the Fire Department to the Environmental Health Services unit.
 - Decrease of 13.0 FTEs due to retirements, business efficiencies, and better integration of program staffing.
 - Decrease of 7.0 FTEs due to the consolidation of the Santa Maria Women's Center services with the practice at the Santa Maria Health Care Center.

- Decrease of 6.0 FTEs due to efficiencies and closure of the Medically Indigent Adult (MIA) and Utilization Review programs with the State's implementation of the ACA.
- Decrease of 5.0 FTEs due to full implementation of the Department's Electronic Health Record and automation of manual processes.
- Increase of 3.5 FTEs with the expansion of Nutrition Network grant funding and scope of work.
- Increase of 1.5 FTEs with the expansion of the Women Infants and Children (WIC) grant and scope of work.
- Decrease of 1.3 FTEs Clinicians in the Health Care Centers to better align patient demand with provider staffing.
- Decrease of .75 FTE because of efficiencies made in clerical support for the HIV/AIDS programs.

Expenditures

- Net operating expenditure decrease of \$742,000:
 - -\$1,405,000 decrease in Services and Supplies.
 - -\$776,000 decrease due to County-wide Cost allocation plan charges.
 - -\$443,000 decrease because of a delay in implementing a special contract pharmacy program.
 - -\$382,000 decrease in rent and contract physician labor with the consolidation of the Santa Maria Women's Center practice and the Santa Maria Health Center.
 - -\$334,000 decrease in costs for services of medical residents, due to a renegotiated contract with Cottage Health System for their Graduate Medical Education program.
 - -\$332,000 decrease in Tobacco Settlement allocations to non-county organizations.
 - -\$169,000 decrease in Information Technology expenditures for delayed computer and license purchases.

Public Health

- -\$79,000 decrease in special Maddy Fund disbursements that allow for the reimbursement of uncompensated care provided by area hospitals and physicians due to enabling legislation.
 - +\$622,000 increase for an intergovernmental transfer (IGT) that provided federal match on Tobacco Settlement funds for area hospitals.
 - +\$317,000 increase in administrative fees, due to the transfer of the Hazardous Materials programs to the Department and the Environmental Health Services programs to the general fund.
 - +\$161,000 increase in new subcontracts with community based organizations for expanded outreach and education activities under the Nutrition Network program.
 - +\$484,000 increase in Salaries and Benefits due to the transfer of the Hazardous Materials programs, less significant FTE reductions made for business efficiency reasons, and in anticipation of the ACA and the closure of the Department's Medically Indigent Adult (MIA) and Utilization Review programs.
 - +\$183,000 increase in Other Charges
 - +\$232,000 increase in insurance premiums for liability and medical malpractice.
 - +\$200,000 increase for Information Technology Department (ITD) charges with the full implementation of the Department's Electronic Health Record project.
 - -\$250,000 decrease for a previous audit settlement for Senate Bill 90 Animal Adoption mandate claiming.
 - Net non-operating expenditure increase of \$9,000:
 - +\$395,000 increase in Other Financing Uses, due to an anticipated increase in Tobacco Settlement allocations transferred from the Tobacco Settlement Fund to the Public Health Fund.
 - +\$89,000 increase in Fund Balance, due to an anticipated increase in Tobacco Settlement allocations (\$265,000), less anticipated decrease in Maddy fund receipts (\$176,000).
 - -\$450,000 decrease in Capital Assets, due to the previous year replacement of the aging chiller system at the Santa Barbara Health Center.
- These changes result in recommended operating expenditures of \$79,950,000, non-operating expenditures of \$7,783,000 and total expenditures of \$87,733,000. Non-operating expenditures primarily include capital expenditures, transfers to other funds and use of fund balance.

Revenues

- Net operating revenue decrease of \$73,000:
 - +\$392,000 increase in Licenses, permits, and franchises due to the transfer of Hazardous Materials programs.
 - -\$179,000 decrease in Fines, forfeitures, and penalties in Maddy Fund receipts, due to the sunset of enabling legislation.
 - -\$39,000 decrease in Use of Money and Property – in interest income because of declining interest rates.
 - +\$1,282,000 increase in Intergovernmental Revenues as described below:
 - +\$753,000 increase in grant programs, particularly the Nutrition Network program.
 - +\$607,000 increase in revenues related to the transfer of the Hazardous Materials Leaking Underground Fuel Tank program.
 - -\$78,000 decrease for reduced services provided under the Environmental Health Services (EHS) Tire grant.
 - -\$1,829,000 decrease in Charges for Services.
 - -\$3,367,000 decrease in Medi-Cal revenues because of reduced overall Medi-Cal patient visits.
 - +\$1,200,000 increase in program service revenue, due to the transfer of Hazardous Materials programs.

Public Health

- -\$507,000 decrease in revenues in the 340B contract pharmacy program, due to delays in program start-up and full implementation.
- +\$408,000 increase in federal incentives payable for meaningful use of electronic health records.
- +\$120,000 increase in Animal Services municipal service contract revenues.
- +\$257,000 increase in Miscellaneous Revenue, due to rise in receipts from the Master Tobacco Settlement agreement.
- Net non-operating revenue decrease of \$660,000:
 - \$557,000 increase in Other Financing Sources, primarily due to an increase in Tobacco Settlement allocations transferred from the Tobacco Settlement Fund to the Public Health Fund.
 - -\$2,472,000 decrease in the use of Departmental Fund Balances, due to reductions in operating costs made through operating efficiencies.
 - +\$1,269,000 increase in General Fund Contribution (GFC), due to a one time GFC reduction made in FY 2012-2013.

In addition, the transfer of the Hazardous Materials Unit (HMU) from the Fire Department necessitated the transfer of the Environmental Health Services programs to the general fund programs managed by the PHD. These transfers were made and one vacant FTE position was eliminated resulting in no additional use of general fund resources:

	Fire Dept. HMU	PHD HMU	Change Fire to PHD
Revenue	\$2,336,337	\$2,181,176	(\$155,161)
Expenditure	\$2,336,337	\$2,181,176	(\$155,161)
FTE	16	15	-1

These changes result in recommended operating revenues of \$69,647,735, non-operating revenues of \$18,085,027 resulting in total revenues of \$87,732,762. Non-operating revenues primarily

include General Fund Contribution, transfers and decreases to fund balances.

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

Many changes are anticipated and there are a high number of unknowns, most significantly those that come as the result of the State's implementation of the provisions of the ACA. The most critical of these will be the coverage expansion of Medi-Cal to those under 138% of the federal poverty level. This is projected to afford new coverage to a potential 5,800 currently uninsured PHD patients.

Since the State is still undecided as to how to accomplish this expansion, no projected revenue impacts are incorporated into either the FY 2013-14 Recommended or FY 2014-15 Proposed Budgets. While the coverage expansion will provide many benefits to uninsured patients and new sources of revenues for their care, there are risks that the Department will need to manage, including: 1) the possibility that the newly-covered patients may choose to seek care elsewhere, leaving the PHD with a greater ratio of indigent patients to covered patients; and, 2) the recoupment of 1991 Realignment revenues by the State, leaving the PHD with many residually uninsured patients without the funding to provide their care. At this time, the Department projects that it will need to use approximately \$2.8 million of restricted fund balance to maintain current service levels.

Projected impacts to expenditures which are included in the FY 2014-15 figures include an approximate \$2.1 million increase to Salaries and Benefits due to retirement rate increases, merit increases, and higher premiums for health insurance.

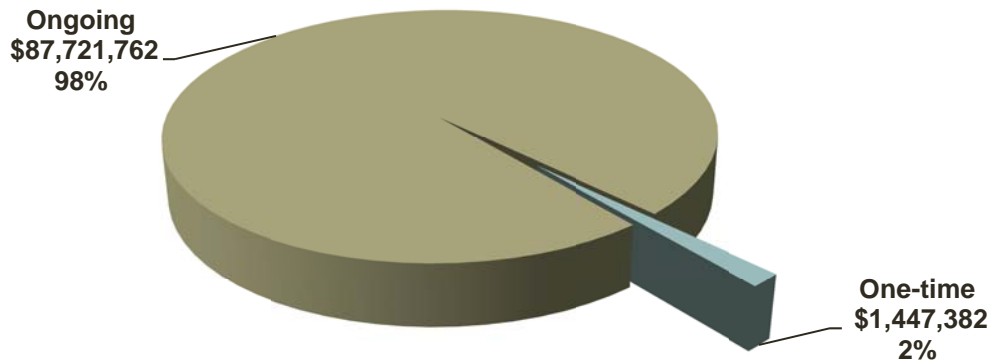
Related Links

For more information on the Public Health Department, refer to the Web site at <http://www.countyofsb.org/phd/>.

Public Health

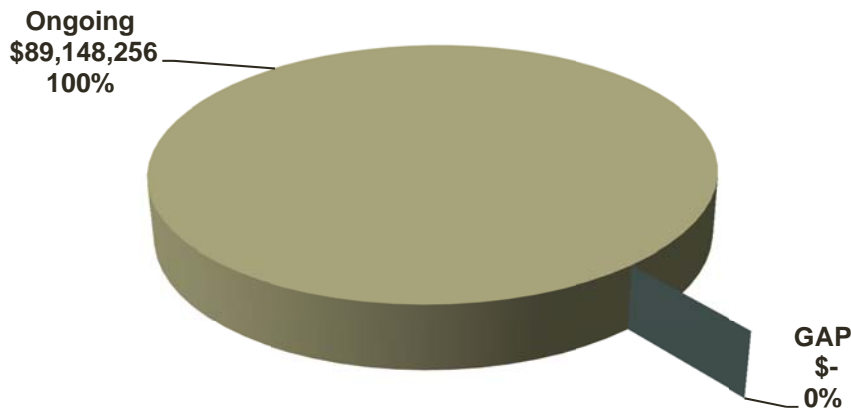
Gap Charts

FY 2013-14 Recommended Budget



The FY 2013-14 Recommended Budget relies on one-time sources of funding of approximately \$1.4 million or 2% for ongoing operations. The Department's Electronic Health Record has been fully implemented in all of its health centers. While there are great patient care benefits, staff are continuing to orient to the system. This has resulted in a sustained revenue loss to the Department that, when combined with an increase in the number of indigent patients seen due to job loss in the economy and competition for Medi-Cal patients, contributes to a projected FY 2013-14 budget gap. The Department has responded by implementing a budget deficit mitigation plan, yet the Department projects to use approximately \$1.4 million of restricted fund balance to maintain current program service levels.

FY 2014-15 Proposed Budget



The FY 2014-15 Proposed Budget relies on one-time sources of funding of approximately \$2.8 million or 3% of the Departments ongoing operations. Even with staffing and service level reductions made in previous fiscal years, the Department's operating special revenue fund is projected to be depleted by FY 2015-16, if additional structural changes, service reductions, and other actions related to the Medi-Cal coverage expansion are not successful to restore financial stability. In response, the Department has developed and implemented a budget gap mitigation plan, to undertake with attention to the maintenance of the County's health care safety net.

Public Health

Performance Outcome Measures

Description	FY 2011-12 Actual	FY 2012-13 Adopted	FY 2013-14 Recommended	FY 2014-15 Proposed
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%	99%	99%	99%
	1,216	1,248	1,188	1,188
	1,231	1,260	1,200	1,200
Percent of PHD adult diabetic patients who achieve hemoglobin A1C levels of 8% or lower to improve the health of our diabetic patients.	56%	61%	62%	64%
	1,939	1,952	1,905	1,966
	3,482	3,200	3,072	3,072
Number of dogs that are currently licensed to improve rabies vaccination rates and return rates for dogs that stray from their owners.	21,606	22,076	23,820	25,011
Percent of food borne illness complaints that are responded to within one working day to reduce the risk of others becoming ill.	95%	100%	100%	100%
	60	100	100	100
	63	100	100	100
Percent of TB suspect cases that get follow up services (chest x-ray or screening) within 14 days of testing positive for latent TB to reduce the spread of TB within the community.	94%	80%	90%	90%
	50	40	45	45
	51	50	50	50

Public Health

Budget Overview

Staffing By Budget Program	2011-12 Actual	2012-13 Adopted	Change from FY 12-13 Ado to FY 13-14 Rec	2013-14 Recommended	2014-15 Proposed
Administration & Support	61.63	61.99	(0.62)	61.36	61.36
Health Care Centers	250.02	230.58	(18.38)	212.19	212.17
Indigent Health Programs	51.65	53.56	(11.26)	42.30	42.32
Disease Prevention & Health Promotion	87.24	85.98	3.35	89.34	89.34
Regulatory Programs & Emergency Prep:	69.75	67.37	13.87	81.24	81.24
Unallocated	0.99	-	-	-	-
Total	521.28	499.47	(13.05)	486.43	486.43
Budget By Budget Program					
Administration & Support	\$ 8,239,965	\$ 9,188,390	\$ (22,072)	\$ 9,166,318	\$ 9,424,757
Health Care Centers	42,584,148	39,240,930	(2,767,978)	36,472,952	37,509,374
Indigent Health Programs	11,684,742	11,510,647	(1,094,238)	10,416,409	9,937,699
Disease Prevention & Health Promotion	11,858,491	11,261,302	587,815	11,849,117	12,182,883
Regulatory Programs & Emergency Prep:	9,423,889	9,946,396	1,571,524	11,517,920	11,783,497
Tobacco Settlement Health Services	9,280,679	7,318,389	991,657	8,310,046	8,310,046
Fund Balance Impact (+)	-	3	(3)	-	-
Unallocated	(53,627)	-	-	-	-
Total	\$ 93,018,288	\$ 88,466,057	\$ (733,295)	\$ 87,732,762	\$ 89,148,256
Budget By Categories of Expenditures					
Salaries and Employee Benefits	\$ 56,082,830	\$ 55,383,912	\$ 483,538	\$ 55,867,450	\$ 57,973,515
Services and Supplies	21,457,732	22,120,616	(1,408,244)	20,712,372	20,186,822
Other Charges	2,680,549	3,187,951	182,486	3,370,437	3,444,977
Total Operating Expenditures	80,221,112	80,692,479	(742,220)	79,950,259	81,605,314
Capital Assets	1,162,672	472,578	(449,578)	23,000	41,000
Other Financing Uses	4,212,742	2,843,745	394,588	3,238,333	3,319,616
Intrafund Expenditure Transfers (+)	41,472	38,264	(25,288)	12,976	12,976
Increases to Fund Balances	7,380,290	4,418,988	89,206	4,508,194	4,169,350
Fund Balance Impact (+)	-	3	(3)	-	-
Total	\$ 93,018,288	\$ 88,466,057	\$ (733,295)	\$ 87,732,762	\$ 89,148,256
Budget By Categories of Revenues					
Licenses, Permits and Franchises	\$ 775,065	\$ 865,570	\$ 391,646	\$ 1,257,216	\$ 1,277,216
Fines, Forfeitures, and Penalties	736,222	815,163	(179,286)	635,877	297,033
Use of Money and Property	113,977	114,376	(39,168)	75,208	75,208
Intergovernmental Revenue	26,571,288	25,177,613	1,281,576	26,459,189	26,476,146
Charges for Services	38,371,401	38,874,962	(1,828,952)	37,046,010	37,399,991
Miscellaneous Revenue	4,299,638	3,873,412	300,823	4,174,235	4,146,235
Total Operating Revenues	70,867,591	69,721,096	(73,361)	69,647,735	69,671,829
Other Financing Sources	2,795,636	2,353,889	557,213	2,911,102	2,992,385
Intrafund Expenditure Transfers (-)	41,472	38,264	(14,739)	23,525	23,525
Decreases to Fund Balances	11,473,996	9,406,918	(2,471,718)	6,935,200	8,097,917
General Fund Contribution	7,839,585	6,945,890	1,269,310	8,215,200	8,362,600
Fund Balance Impact (-)	8	-	-	-	-
Total	\$ 93,018,288	\$ 88,466,057	\$ (733,295)	\$ 87,732,762	\$ 89,148,256

Alcohol, Drug and Mental Health



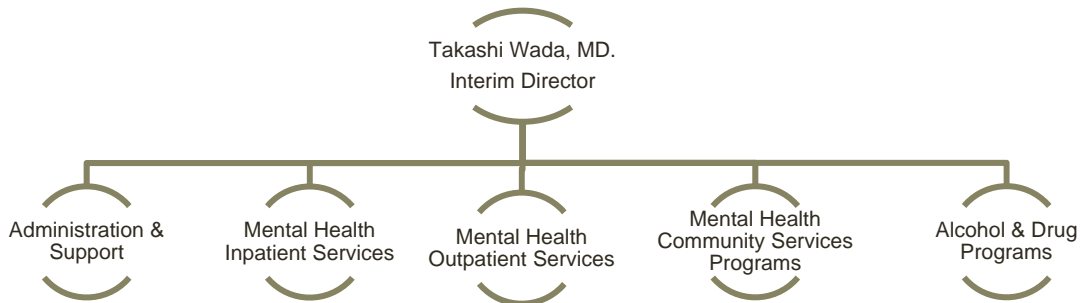
Artwork by Jo Ann Myers consumer of Alcohol, Drug and Mental Health services and chosen by the Consumer and Family Committee.

Alcohol, Drug and Mental Health

Budget & Full-Time Equivalents (FTEs) Summary

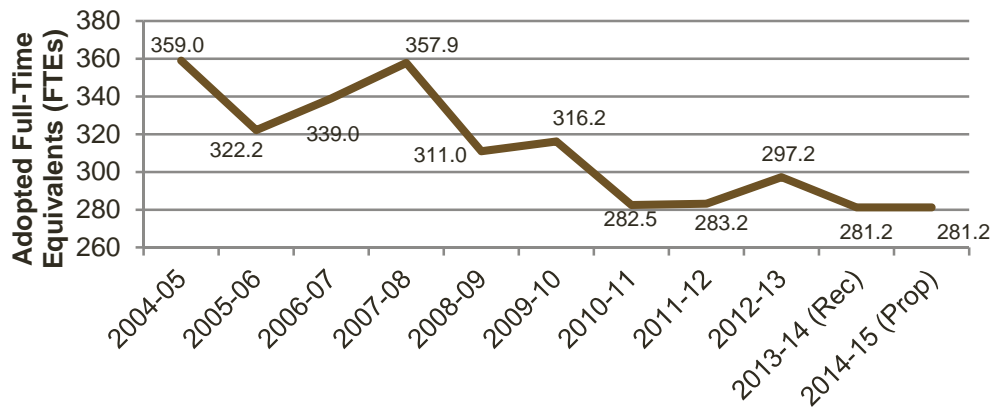
Operating \$ 78,127,216
 Capital \$ 110,000
 FTEs 281.2

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.



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

The Department of Alcohol, Drug, and Mental Health Services (ADMHS) provides treatment, rehabilitation, and support services to approximately 7,600 clients with mental illness and 4,500 clients with substance use disorders annually. The Department employs 281 staff and contracts with 23 community-based providers.

The Department provides for the mental health services mandated by the State of California for all Medi-Cal beneficiaries with specialty mental health needs, and to the extent resources allow, children with serious emotional disturbances and adults with serious mental illness. This is accomplished through a system of both community-based and County-operated services including: Child and Adult Outpatient Clinics, the Crisis and Recovery Emergency Services (CARES) program, acute inpatient services in the Psychiatric Health Facility (PHF), Contracted Adult and Children's services through Community Based Organizations (CBOs), Contracted inpatient acute, and long-term psychiatric beds.

The Department's Alcohol and Drug Program Division (ADP) delivers publicly funded alcohol and drug prevention, early intervention, treatment, and recovery support services provided primarily by CBOs.

2012-13 Anticipated Accomplishments

Administration & Support

- Created a revenue management team consisting of Fiscal and Information Technology staff assigned to manage all aspects of the Department's billing, collection, and revenue monitoring systems.
- Implemented new Federal Medicare procedure codes within the ADMHS billing system. Developed and rolled out departmental comprehensive coding training that meets Medicare compliance guidelines.
- Successfully launched the re-designed ADMHS website with significant sections of content translated into Spanish.

Mental Health Inpatient Services

- The PHF, with the division of Quality Improvement, instituted a program to reduce the number of patients who are prescribed more than one antipsychotic medication, because the available scientific evidence supports the best practice of using a single antipsychotic.

Mental Health Outpatient Services

- Developed policies and procedures related to the involuntary hold process, reflecting legal changes that mandate a time limit in emergency rooms. The involuntary hold process is performed by the Mobile Crisis units stationed at the CARES clinics. The California Code Section 5150 certification process was updated and applied Countywide to improve the timeliness of these critical services.
- New electronic Clinical Assessment templates were generated and customized for specific populations. The templates directly link symptoms or impairments to interventions

Alcohol, Drug and Mental Health

noted on the treatment plan and customized for specific populations.

- Established new clinics within Probation (staffed by a dedicated psychiatrist and psychiatric technician) to serve individuals under community supervision per AB 109 – Public Safety Realignment.
- Effectuated the transition of behavioral health services for Healthy Family beneficiaries through Medi-Cal.

Mental Health Community Services Programs

- Secured approval for the purchase of five additional Mental Health Services Act (MHSA) Housing Units in Lompoc.
- Initiated preliminary steps for approval of 17 permanent supported housing units in Isla Vista and Guadalupe utilizing MHSA funding.
- Trained 34 consumer and family peers through the annual Workforce Education Training (WET) Peer Specialist Training. Placed eight graduates in internships at ADMHS service sites Countywide.

Alcohol & Drug Programs

- Received a State Incentive Grant (SIG) to address underage and excessive drinking among adolescents and youth within the City of Santa Barbara.
- Worked with the Advisory Board on Alcohol & Drug Program (ADP) to complete the ADP Strategic Prevention Plan 2012-2017.
- Successfully managed three grants from the Federal Substance Abuse and Mental Health Services Administration. Funding has expanded and enhanced treatment services as well as evidenced-based practices to underserved clients.

- Engaged the Advisory Board on Alcohol and Drug Problems in assisting staff to develop a tool to evaluate treatment programs, as well as organizing town hall meetings and forums on prescription drug abuse.
- Partnered with the Council on Alcoholism and Drug Abuse (CADA) to relocate the Santa Barbara Detoxification program from being located at a local homeless shelter to being located at a stand-alone facility in South County. The relocation broadens the population served.

2013-15 Objectives

Administration & Support

- Implement effective policies for providing services to clients with private insurance and improving the collection of revenues from all payor sources.
- Work with State and local agencies to streamline and assist in the enrollment processes for ADMHS clients who may be eligible as part of the Affordable Care Act's (ACA) Medicaid Expansion. The expansion goes into effect on January 1, 2014.
- Working with the Consumer and Family Member Subcommittee, the Department will analyze the recently developed consumer satisfaction survey results to develop recommendations and monitor future surveys for continued quality improvements.
- Pending direction from the Board of Supervisors, ADMHS in conjunction with the Tiger Team, will implement plan regarding recommendations from consulting teams retained in 2012 to review Department systems.

Mental Health Inpatient Services

- The duration of hospitalization is determined by a combination of factors related to both

Alcohol, Drug and Mental Health

inpatient and outpatient services, as well as community resources. The inpatient factors will be closely examined and amended where possible to reduce the lengths of inpatient hospital stays.

- Expand the electronic health record system to include the inpatient setting. This will result in a seamless clinical integration of inpatient and outpatient services.
- Pending direction from the Board of Supervisors, implement recommendations as appropriate from inpatient consulting team to improve clinical inpatient services.

Mental Health Outpatient Services

- As part of the Children's Process Improvement Project (PIP), ADMHS will identify and review high utilization cases. Based on the continued goal of keeping children in their community in the least restrictive setting, ADMHS teams will develop focused treatment plans.
- Evaluate opportunities for more cooperation between Mental Health, ADP, and Primary Health Care to provide cost-efficient and high quality services.
- Improve mental health care of children who have been evaluated by Child Welfare Services.

Mental Health Community Services Programs

- Use the FY 2014-15 MHSA Plan Update process to align the annual MHSA expense budget with projected annual recurring MHSA revenues.
- Train at least 30 Law Enforcement Personnel in Crisis Intervention Training annually.
- Conduct a two-day Benefits Acquisition Training for at least 40 staff from ADMHS, Community Based Organizations (CBOs), or interested community members.

Alcohol & Drug Programs

- Develop pilot programs pending additional benefits approved through the Affordable Care Act, such as Screening, Brief Intervention, and Referral to Treatment (SBIRT) and Medicated Assisted Treatment (MAT).
- Sustain and expand treatment services for drug court in South County and for adolescents throughout the County.

*Changes & Operational Impact:
2012-13 Adopted to
2013-14 Recommended*

Staffing

- Decrease of 16.0 FTEs. The changes in FTEs are as follows:
 - **Administration and Support: +19.2 FTE** (but actual increase is only 0.5 FTE, net of staff transfers between Budget Programs)

Of the 19.2 FTE increase shown on the Budget Overview table, 18.7 FTEs were purely transfers of staff from other ADMHS Budget Programs. This transfer of administrative staff between Budget Programs was prompted by new instructions from the Department of Healthcare Services (DHCS) regarding classification of these positions and costs. The Department believes that this change allows for a more accurate accounting of administrative costs that are more readily accessible for full reimbursement from Medi-Cal, MHSA, ADP, and other funding sources. There were no changes to the existing FTEs, tasks, or functions performed by the staff members that were transferred. These staff members continue to provide administrative support services to all of the ADMHS programs.

Alcohol, Drug and Mental Health

- The net increase is 0.50 FTE in Administration and Support is for the Medical Director position, which is budgeted as 1.0 FTE in FY 2013-14 compared to 0.50 FTE in FY 2012-13.

- **Inpatient Services: + 0.71 FTE**

This is due to an increase in contract psychiatrist hours in the PHF.

- **Outpatient Services: - 17.9 FTE**

-10.9 FTE reduction is due to the elimination of the clinical staff providing services to the Juvenile Justice Mental Health System (JJMHS) and court ordered evaluations to the Probation and Social Services Departments.

-7.0 FTE are due to transferring clinical administrative positions into the Administration and Support Budget Program for accounting purposes as previously described.

- **Community Services Programs: - 14.2 FTE**

-6.3 FTE, despite this reduction, there will be no changes in the service levels provided by these programs to clients. A reduction of 3.7 FTE's in the Workforce, Education and Training (WET) program is due to program modifications planned for FY 2013-14. The remaining reduction of 2.6 FTEs is spread among 16 MHSAs programs and is the result of the FY 2013-14 salary model more accurately reflecting the level of FTEs required by these programs.

-7.9 FTEs are due to transferring administrative positions into the Administration and Support Budget Program for accounting purposes as previously described.

- **Alcohol and Drug Programs: -3.8 FTE**

-3.8 FTEs reduction shown on the Budget Overview table is due to transferring

administrative positions into the Administration and Support Budget Program for accounting purposes as previously described.

Expenditures

- Net operating expenditure increase of \$1,138,000:
 - Salaries and Benefits: -\$100,000 reflects the elimination of the clinical positions associated with providing services to the JJMHS program and court ordered evaluations, offset by the increase in costs associated with negotiated labor agreements, County retirement contributions, and Workers' Compensation premiums.
 - Services and Supplies: +\$879,000 is due primarily to expanded ADP cost reimbursable contracts with CBOs.
 - Other Charges: +\$359,000 is due to primarily to increases in the Department's liability and malpractice insurance premiums.
- Net non-operating expenditure decrease of \$4,068,000:
 - This is due primarily to a decrease in the amount of funds added to the ADP Fund 0049 fund balance (-\$1.1 million) and the assumption that prior known liabilities are fully paid in FY 2012-13 (-\$2.9 million).

These changes result in recommended operating expenditures of \$78,127,000, non-operating expenditures of \$1,869,000, for total expenditures of \$79,997,000. Non-operating expenditures primarily include capital assets, transfers, and increases to fund balances.

Revenues

- Net operating revenue increase of \$2,454,000:
 - Intergovernmental Revenue: +\$6,386,000
 - +\$6.5 million due to the Realignment of Early and Periodic Screening, Diagnosis and Treatment (EPSDT) revenue that is now being accounted for as

Alcohol, Drug and Mental Health

Intergovernmental Revenue rather than Charges for Services;

- +\$0.5 million in increased State Realignment revenue, offset by a decrease of -\$0.7 million in Federal grants.
- Charges for Service: -\$3,880,000
 - -\$6.5 million of EPSDT revenue being accounted for as Intergovernmental Revenue rather than Charges for Services,
 - -\$1.3 million due to the elimination of revenue for Juvenile Justice Mental Health Services (JJMHS) and court ordered evaluations, offset by an increase of \$3.9 million in Medi-Cal related revenue and revenue from other funds and departments.
- Net non-operating revenue decrease of \$5,384,000:
 - This is due to the assumption that prior known liabilities are fully paid in FY 2012-13 (-\$3.3 million), through
 - Reduction in the amount of transfers within the ADP Fund 0049 (-\$0.2 million),
 - Reduction in the use of fund balances (-\$0.7 million), and
 - Reduction in the amount of General Fund Contribution (-\$1.2 million).

These changes result in recommended operating revenues of \$70,703,000, non-operating revenues of \$9,294,000, resulting in total revenues of \$79,997,000. Non-operating revenues primarily include General Fund Contribution, transfers, and decreases to fund balances.

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

Expenditures

- Net operating expenditure increase of \$461,000.
 - Salaries and Benefits: +\$897,000 reflects negotiated labor agreements, as well as increases in County retirement and health insurance contributions.
 - Services and Supplies: -\$436,000 is due to 1% reduction in various operating expense categories.

Revenues

- Net operating revenue increase of \$3,019,000.
 - Intergovernmental Revenue: +\$1,198,000 reflects an increase in 2011 Realignment and MHSA revenue.
 - Charges for Service: +\$1,820,000 reflects an increase in Medi-Cal revenue due to the Affordable Care Act (ACA).

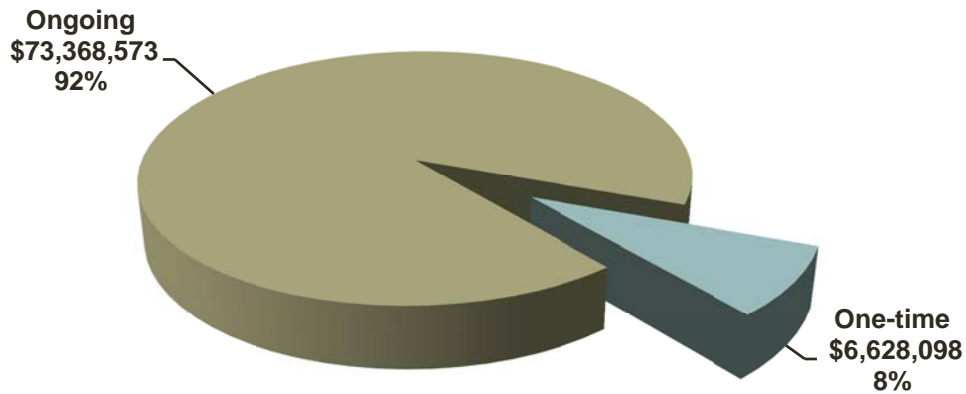
Related Links

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

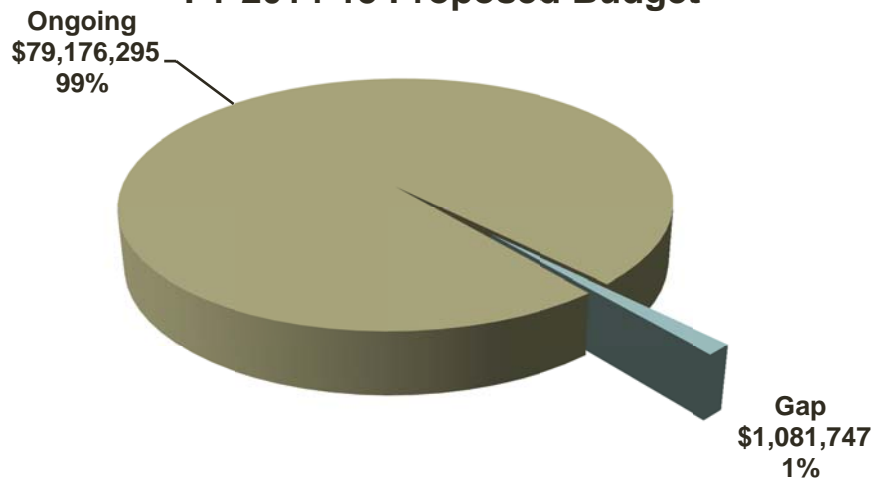
Gap Charts

FY 2013-14 Recommended Budget



The FY 2013-14 Recommended Budget relies on one-time sources to fund 8% of the department's ongoing operations. These funds include \$1,378,076 from the fund balance of Mental Health Services Fund (Fund 0044), \$4,665,115 from the fund balance of the Mental Health Services Act Fund (Fund 0048), and \$584,907 from the Alcohol and Drug Programs Fund (Fund 0049). These funds will 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 2014-15.

FY 2014-15 Proposed Budget



The FY 2014-15 Proposed Budget projects a gap of \$1,081,147 between available funding and the funding required to maintain FY 2013-14 service levels. The available funding projected to be used in FY 2014-15 includes \$2,268,508 from the fund balance of the Mental Health Services Act Fund (Fund 0048), and \$466,546 from the Alcohol and Drug Programs Fund (Fund 0049).

Alcohol, Drug and Mental Health

Performance Outcome Measures

Description	FY 2011-12 Actual	FY 2012-13 Adopted	FY 2013-14 Recommended	FY 2014-15 Proposed
Percent of children admitted or transferred into a non-crisis outpatient mental health program that have been seen within ten business days. (Target = 100%)	88%	100%	100%	100%
	1,308	1,434	1,660	1,660
	1,481	1,434	1,660	1,660
Percent of adults admitted or transferred into a non-crisis outpatient mental health program that have been seen within ten business days. (Target = 100%)	76%	100%	100%	100%
	1,120	1,124	1,642	1,642
	1,460	1,124	1,642	1,642
Percent of psychiatric hospital patients who are readmitted within 30 days of discharge. (Target = <10%)	14%	10%	10%	10%
	129	88	94	94
	925	882	946	946

Alcohol, Drug and Mental Health

Budget Overview

Staffing By Budget Program	2011-12 Actual	2012-13 Adopted	Change from FY12-13 Ado to FY13-14 Rec	2013-14 Recommended	2014-15 Proposed
Administration & Support	32.54	37.28	19.22	56.50	56.50
Mental Health Inpatient Services	39.57	41.77	0.71	42.49	42.49
Mental Health Outpatient Services	85.19	83.31	(17.94)	65.37	65.37
Mental Health Community Services Progr	108.20	119.52	(14.21)	105.31	105.31
Alcohol & Drug Programs	16.04	15.35	(3.77)	11.58	11.58
Unallocated	1.27	-	-	-	-
Total	282.81	297.23	(15.98)	281.24	281.24
Budget By Budget Program					
Administration & Support	\$ 10,436,888	\$ 6,778,671	\$ 2,054,253	\$ 8,832,924	\$ 8,802,541
Mental Health Inpatient Services	9,648,952	8,837,137	362,091	9,199,228	9,323,652
Mental Health Outpatient Services	24,928,997	22,689,285	(234,105)	22,455,180	22,686,221
Mental Health Community Services Progr	31,583,961	29,866,230	(1,519,883)	28,346,347	28,346,301
Alcohol & Drug Programs	11,732,602	11,815,622	(652,630)	11,162,992	11,099,327
Fund Balance Impact (+)	1,535,334	2,939,743	(2,939,743)	-	-
Unallocated	(110,044)	-	-	-	-
Total	\$ 89,756,690	\$ 82,926,688	\$ (2,930,017)	\$ 79,996,671	\$ 80,258,042
Budget By Categories of Expenditures					
Salaries and Employee Benefits	\$ 34,126,030	\$ 36,046,648	\$ (100,118)	\$ 35,946,530	\$ 36,843,798
Services and Supplies	40,162,396	38,921,393	879,368	39,800,761	39,364,745
Other Charges	5,832,736	2,020,762	359,163	2,379,925	2,379,925
Total Operating Expenditures	80,121,163	76,988,803	1,138,413	78,127,216	78,588,468
Capital Assets	117,787	105,000	5,000	110,000	110,000
Other Financing Uses	4,218,035	854,511	176,521	1,031,032	836,441
Intrafund Expenditure Transfers (+)	839,206	785,130	(200,000)	585,130	605,130
Increases to Fund Balances	2,925,165	1,253,501	(1,110,208)	143,293	118,003
Fund Balance Impact (+)	1,535,334	2,939,743	(2,939,743)	-	-
Total	\$ 89,756,690	\$ 82,926,688	\$ (2,930,017)	\$ 79,996,671	\$ 80,258,042
Budget By Categories of Revenues					
Fines, Forfeitures, and Penalties	\$ 4,513	\$ 4,300	\$ -	\$ 4,300	\$ 4,300
Use of Money and Property	51,168	96,000	(51,286)	44,714	44,971
Intergovernmental Revenue	31,037,736	32,570,085	6,385,775	38,955,860	40,154,138
Charges for Services	31,591,597	35,379,700	(3,879,596)	31,500,104	33,320,437
Miscellaneous Revenue	5,081,170	198,631	(500)	198,131	198,131
Total Operating Revenues	67,766,185	68,248,716	2,454,393	70,703,109	73,721,977
Other Financing Sources	8,652,418	3,568,776	(3,255,742)	313,034	313,034
Intrafund Expenditure Transfers (-)	839,206	785,130	(200,000)	585,130	605,130
Decreases to Fund Balances	10,227,221	7,167,711	(539,613)	6,628,098	2,735,054
General Fund Contribution	2,271,535	3,005,544	(1,238,244)	1,767,300	1,801,100
Fund Balance Impact (-)	126	150,811	(150,811)	-	1,081,747
Total	\$ 89,756,690	\$ 82,926,688	\$ (2,930,017)	\$ 79,996,671	\$ 80,258,042

Social Services

Department of Social Services

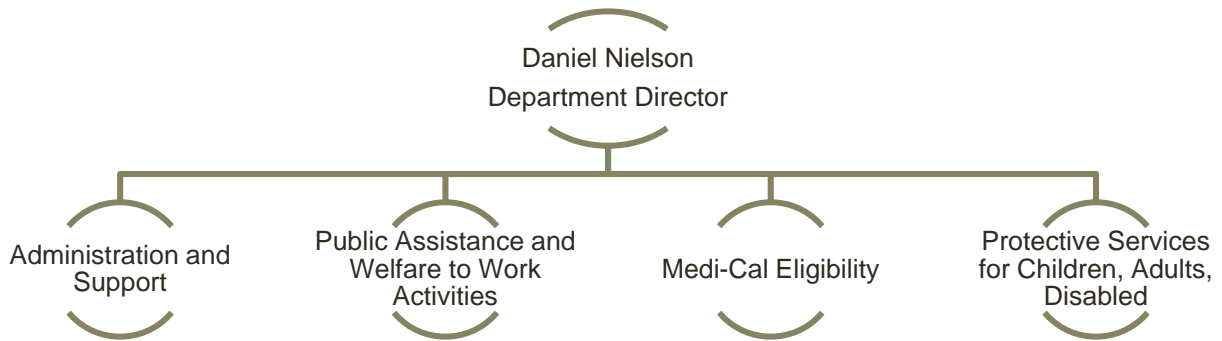


Social Services

Budget & Full-Time Equivalents (FTEs) Summary

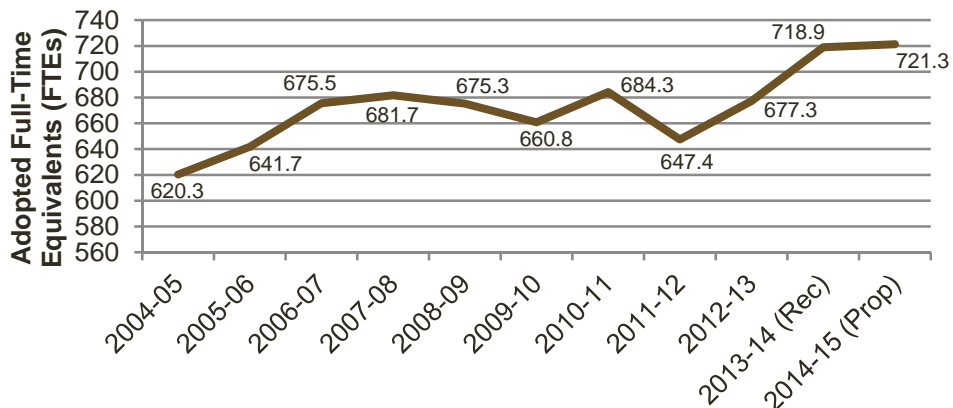
Operating	\$	146,375,927
Capital	\$	270,000
FTEs		718.9

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 to become 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 Countywide system of safety, protection, and services for children, elderly, and dependent adults. Additionally, DSS also assists clients in accessing health care benefits by providing eligibility determination that provides eligibility determination and supports individuals and families in achieving economic self-sufficiency through safety net services including cash assistance, CalFresh (formerly Food Stamps), and General Relief, as well as employment training and placement assistance. 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.

2012-13 Anticipated Accomplishments

Administration and Support

- Expand the Department's desktop video conferencing capacity in order to reduce travel time and cost.
- Expand the use of on-line training in order to provide uniform training for staff Countywide. This initiative also allows staff to schedule training when coverage and workload permits.

- Implement enhanced CalWIN Benefits, allowing clients to apply for assistance anytime, anywhere. (The State CalWIN program runs eligibility and benefit determinations and case maintenance, application registration, and statistical reporting functions).

Public Assistance and Welfare to Work Activities

- Successfully reinstated the Cal-Learn program for pregnant and parenting teens in a seamless manner with no disruption of service to teens formerly enrolled in the Welfare To Work (WTW) for Teens program.
- Successful roll out of the Supporting Fatherhood Involvement initiative in the CalWORKs/WTW Divisions.
- Successful implementation of the Annual Reporting/Child-Only Case (AR/CO) regulations.

Medi-Cal Eligibility

- Redesign of workflow in the Benefit Service Center.
- Implemented the Targeted Low-Income Children's program, which is a mandated program that transitions Healthy Families to Medi-Cal.
- Initiated the planning process for Affordable Care Act (ACA).

Protective Services for Children, Adults, Disabled

- Completed the implementation of Assembly Bill (AB) 12, the California Fostering Connections to Success Act, which provides eligible foster youth the option to remain in foster care and receive services and supports through their transition to independence.
- Completed the federally required tri-annual County Self-Assessment for Child Welfare Services which is the basis for the proposed System Improvement Plan for the next five years.
- Finalized over 100 adoptions for children in foster care allowing them the safety and security of a permanent family.

Social Services

- Successfully developed and implemented a mobile application to improve efficiency in the In-Home Supportive Services program (IHSS).

2013-15 Objectives

Administration and Support

- Develop a transparent and credible budget.
- Provide training on the funding rules and regulations of the Department of Social Services.
- Provide support to the Department's priority of a smooth implementation of Health Care Reform.

Public Assistance and Welfare to Work Activities

- The redesign of CalWORKs due to the reduction of time on aid from 48 months to 24 months.
- Reduce the number of audit exceptions.

Medi-Cal Eligibility

- Reduction of backlogs in the Benefit Service Center.
- Reduce the number of audit exceptions.
- Ensure a smooth implementation of the Affordable Care Act (ACA).

Protective Services for Children, Adults, Disabled

Implementation of the Katie A. lawsuit settlement. The suit is intended to improve the provision of mental health and supportive services for children and youth in, or at imminent risk of placement in, foster care in California.

- As outlined in the Child Welfare System Improvement Plan, implement and utilize best practice models such as SOP (Safety Organized Practice), Trauma Informed Practice, Father Engagement, and increased Team Decision Making (TDM) meetings to facilitate timely reunification.
- Reduce the number of audit exceptions.

Health & Human Services

*Changes & Operational Impact:
2012-13 Adopted to
2013-14 Recommended*

Staffing

- Increase of 41.7 FTEs. The changes in FTEs are as follows:
 - Of the total increase, 39.1 FTEs were approved by the Board of Supervisors on September 18, 2012, after adoption of the FY 2012-13 budget. These 39.1 FTEs are in Medi-Cal Eligibility, Social Programs, and Administration & Support and are funded by Federal and State Revenues.
 - Increase of 3.7 FTEs in Medi-Cal Eligibility for 6 positions transferred from the Public Health Medically Indigent Adults (MIA) program, effective January, 2014. This reflects 6 positions funded for a partial year.
 - The total increase is partially offset by a reduction of two 0.5 FTEs, converted to one full FTE in Protective Services for Children, Adults, and Disabled, effective February, 2013.

The increase in FTEs will go far in meeting new mandated program changes resulting from recently enacted State and Federal laws and from a statewide lawsuit. The increased staffing will target Child Welfare Services (CWS) demands under Extended Foster Care (AB12) which requires the Foster Care Program to offer placement, support and service to foster youth from age 18 to age 21, and Katie A., a class action lawsuit originating in Los Angeles County which mandates specified mental health services for children in the child welfare system.

Expenditures

- Net operating expenditure increase of \$3,835,000 mainly from:
 - +\$6,286,000 increase in Salaries and Benefits due to increases in staffing (41.7 FTE's,

Social Services

- \$4,800,000), retirement costs, health insurance costs, workers compensation premiums, and employee salaries. Additionally, extra help increased \$1,100,000 to assist while new staff is in training and to focus on the reduction of the caseload backlog stemming from increased demands for cash assistance, food stamps and Medi-Cal coverage. The increase in salaries and benefits is partially offset by a salary savings of \$1,600,000 based on an attrition rate of 5% to the following programs: Other Public Assistance (OPA), Child Welfare Services (CWS), Adult Services, Workforce Investment Act (WIA) including Reception.
- -\$1,688,000 decrease in other charges mainly from:
 - -\$1,840,000 decrease in Cash Assistance payments in California Work Opportunity and Responsibility to Kids Program (CalWORKs).
 - -\$804,000 decrease in Foster Care Assistance payments due to caseload decline.
 - +\$1,339,000 increase for increased Adoptions Assistance payments due to caseload growth.
 - -\$763,000 decrease in Services and Supplies mainly the result of the following:
 - -\$1,003,000 decrease in County Cost Allocation as a result of reductions in rental rates for structure use, Human Resources, Administrative Services, and County Counsel.
 - -\$396,000 decrease of In-Home Supportive Services and Public Authority County portion costs reflects a reduction in required County match in accordance with the new Maintenance of Effort (MOE) requirement for the In-Home Supportive Services program.
 - -\$366,000 decrease in Contractual Services due to reductions in CalWORKs costs shifted to extra help for Assembly Bill 98 (AB98) which allows counties to fund subsidized employment wages for low income parents.
 - +\$541,000 increase in Consulting & Management Fees reflects recurring costs for Welfare Client Data Systems/Electronic Data Systems Case Maintenance.
 - +\$211,000 increase in Professional & Special Services, reflecting carry forward of funding for the Workforce investment Act (WIA) program.
 - Net non-operating expenditure increase of \$6,065,000.
 - +\$4,151,000 increase to Fund Balances reflects unallocated Realignment funds that will be used to partially offset the draw of Fund Balance in the non-operating revenues.
 - +\$1,644,000 increase in Other Financing Uses due to interfund transfers within the Department, offset by a corresponding revenue adjustment.
 - +\$270,000 increase in Capital Assets reflects the Department's purchase of two servers, various hardware and disk expansion.
 - The Department's FY 2013-14 recommended budget does not include positions or related costs associated with the anticipated increased demand for services related to the Affordable Care Act (ACA).
- These changes result in recommended operating expenditures of \$146,375,000, non-operating expenditures of \$8,539,000, resulting in total expenditures of \$154,915,000. Non-operating expenditures primarily include capital assets, transfers, and increases in fund balances.

Revenues

- Net operating revenue increase of \$7,618,000 mainly from the following:
 - +\$7,254,000 increase in Intergovernmental Revenue primarily in the following programs:
 - +\$3,600,000 increase in the Department's 1991 Realignment base funding effective FY 2011-12 forward.
 - +\$1,900,000 increase in Federal and State revenue to administer the Medi-Cal program.
 - +\$1,300,000 increase in Federal and State revenue for Child Welfare Services (CWS)

Social Services

- reflects increased funding allocation by the State.
- +\$912,000 increase in Federal and State revenue to administer the CalWORKs program reflects increased funding allocation by the State.
 - +\$660,000 increase in Federal revenue for Workforce Investment Act (WIA) Program funding reflects larger carry-forward.
 - +\$654,000 increase in Federal and State revenue for Food Stamp Administration.
 - +\$652,000 increase in Federal and State revenue for Adoption reflects a shift from Foster Care to increased adoptions.
 - +\$385,000 increase in Other Federal and State revenue reflects an increased funding allocation for CalWIN.
 - +\$302,000 increase in Federal and State revenue for Foster Care Administration reflects increased funding allocation.
 - +\$225,000 increase in Federal revenue for Independent Living Skills Program reflects funding allocation for Child Welfare Services/Probation youth.
 - -\$1,800,000 decrease in Federal State revenue for CalWORKs reflects projected reduction in caseload.
 - -\$1,500,000 decrease in Federal and State revenue for Foster Care reflects projected reduction in caseload.
 - -\$207,000 decrease in Federal and State revenue for County Service Block Grant (CSBG) for Adult Protective Services Program.
- \$329,000 increase in Miscellaneous Revenues primarily due to:
 - +\$250,000 increase for County share of assistance collections previously suspended by the State.
 - +\$36,000 increase in the Use of Money and Property due to increases in rental revenue reimbursement from the One-Stop partners at the Welfare Resource Center.
 - Net non-operating revenue increase of \$2,282,000 mainly from the following:
 - +\$7,414,000 million increase in Fund Balance reflects increased use of fund balance to offset loss of general fund contribution.
 - +\$1,696,000 increase in Other Financing sources offset by a corresponding expenditure adjustment.
 - -\$6,181,260 decrease in general fund contribution.
 - -\$647,000 decrease in Fund Balance Impact.
- These changes result in recommended operating revenues of \$135,578,851, non-operating revenues of \$19,396,535 resulting in total revenues of \$154,915,386. Non-operating revenues primarily include General Fund Contribution, transfers, and decreases to fund balances.

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

- Staffing will increase by 2.3 FTEs, reflecting a full year of the FTE positions transferred from Public Health Medically Indigent Adult (MIA) Program for Medi-Cal Eligibility (transfer in January 2014).
- Operating expenditures are expected to increase \$3.0 million. The increase is primarily in salaries and benefits due to rate increases in health insurance, County retirement contribution and Retiree Medical Other Post-Employment Benefits (OPEB).
- Public assistance payments are anticipated to increase slightly based on the recent caseload trends. Services and supplies are expected to slightly decrease.

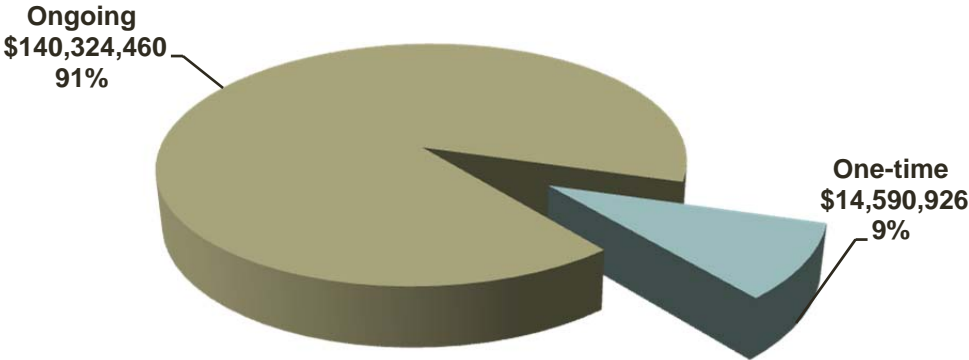
Related Links

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

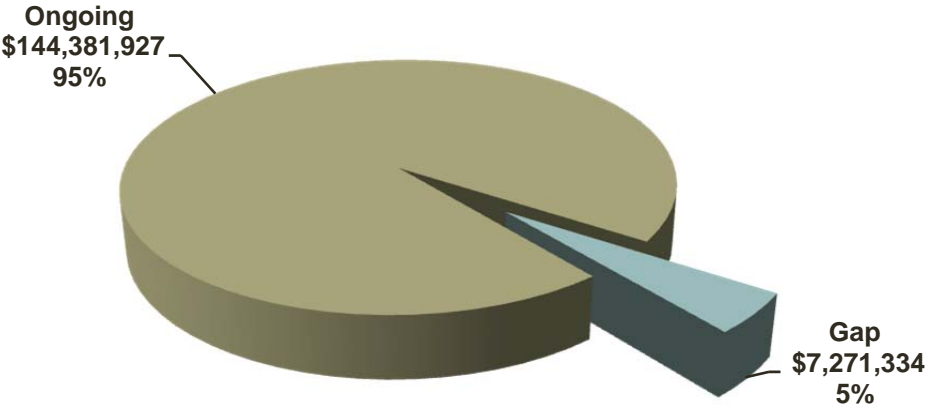
Gap Charts

FY 2013-14 Recommended Budget



The FY 2013-14 Recommended Budget relies on one-time sources to fund 9% 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 2014-15.

FY 2014-15 Proposed Budget



To maintain FY 2013-14 service levels, it is estimated that \$7,271,334 of local funds will be required to fill the budget gap in FY 2014-15. Local funds are required as a match in order to "draw down" Federal and State funding for mandated programs.

Social Services

Performance Outcome Measures

Description	FY 2011-12 Actual	FY 2012-13 Adopted	FY 2013-14 Recommended	FY 2014-15 Proposed
Percent of benefit applications received online or over the phone or mail in. (Target = >25%)	Not used in Prior years	25%	25%	25%
Percent of benefit cases processed within mandated timeframes. (Target = >95%)	Not used in Prior years	95%	95%	95%
Percent of Staff Training delivered through online, video conferencing and other time-saving technologies. (Target = >25%)	Not used in Prior years	25%	25%	25%
Percent reduction in repeat audit findings from prior year. (Target = >50%)	Not used in Prior years	50%	50%	50%
Percent of abuse and neglect allegations receiving timely contact. (Target = 100%)	Not used in Prior years	100%	100%	100%

Social Services

Budget Overview

	2011-12 Actual	2012-13 Adopted	Change from FY 12-13 Ado to FY 13-14 Rec	2013-14 Recommended	2014-15 Proposed
Staffing By Budget Program					
Administration & Support	139.00	137.06	12.31	149.37	149.37
Public Assistance and Welfare to Work /	234.47	229.32	(9.24)	220.08	220.08
Medi-Cal Eligibility	136.12	149.93	39.10	189.03	191.33
Protective Services for Children, Adults,	150.88	160.95	(0.48)	160.47	160.47
Unallocated	4.42	-	-	-	-
Total	664.88	677.25	41.69	718.94	721.25
Budget By Budget Program					
Administration & Support	\$ 24,145,211	\$ 16,915,200	\$ 4,376,560	\$ 21,291,760	\$ 19,176,137
Public Assistance and Welfare to Work /	59,039,838	63,226,328	(2,624,419)	60,601,909	61,610,257
Medi-Cal Eligibility	13,906,299	13,974,812	3,358,531	17,333,343	18,165,001
Protective Services for Children, Adults,	49,222,862	50,899,170	4,789,204	55,688,374	52,690,964
Fund Balance Impact (+)	386,993	-	-	-	10,902
Unallocated	(160,717)	-	-	-	-
Total	\$ 146,540,487	\$ 145,015,510	\$ 9,899,876	\$ 154,915,386	\$ 151,653,261
Budget By Categories of Expenditures					
Salaries and Employee Benefits	\$ 57,700,547	\$ 59,898,719	\$ 6,286,097	\$ 66,184,816	\$ 69,136,403
Services and Supplies	25,694,064	25,975,620	(763,431)	25,212,189	25,306,937
Other Charges	51,900,180	56,666,656	(1,687,734)	54,978,922	55,218,532
Total Operating Expenditures	135,294,791	142,540,995	3,834,932	146,375,927	149,661,872
Capital Assets	416,561	-	270,000	270,000	50,000
Other Financing Uses	60,611	126,233	1,644,012	1,770,245	99,233
Increases to Fund Balances	10,381,530	2,348,282	4,150,932	6,499,214	1,831,254
Fund Balance Impact (+)	386,993	-	-	-	10,902
Total	\$ 146,540,487	\$ 145,015,510	\$ 9,899,876	\$ 154,915,386	\$ 151,653,261
Budget By Categories of Revenues					
Licenses, Permits and Franchises	\$ 72,515	\$ 66,000	\$ -	\$ 66,000	\$ 66,000
Fines, Forfeitures, and Penalties	7,429	13,200	-	13,200	13,200
Use of Money and Property	276,868	265,561	35,951	301,512	308,116
Intergovernmental Revenue	123,951,567	127,009,228	7,253,707	134,262,935	134,938,129
Charges for Services	405	-	-	-	-
Miscellaneous Revenue	1,145,719	546,660	328,544	875,204	596,609
Total Operating Revenues	125,454,504	127,900,649	7,618,202	135,518,851	135,922,054
Other Financing Sources	324,820	136,905	1,696,205	1,833,110	15,233
Decreases to Fund Balances	9,737,520	7,177,169	7,413,757	14,590,926	1,764,240
General Fund Contribution	11,023,238	9,153,759	(6,181,260)	2,972,499	6,680,400
Fund Balance Impact (-)	405	647,028	(647,028)	-	7,271,334
Total	\$ 146,540,487	\$ 145,015,510	\$ 9,899,876	\$ 154,915,386	\$ 151,653,261

Social Services



Child Support Services



Child Support Services

Budget & Full-Time Equivalents (FTEs) Summary

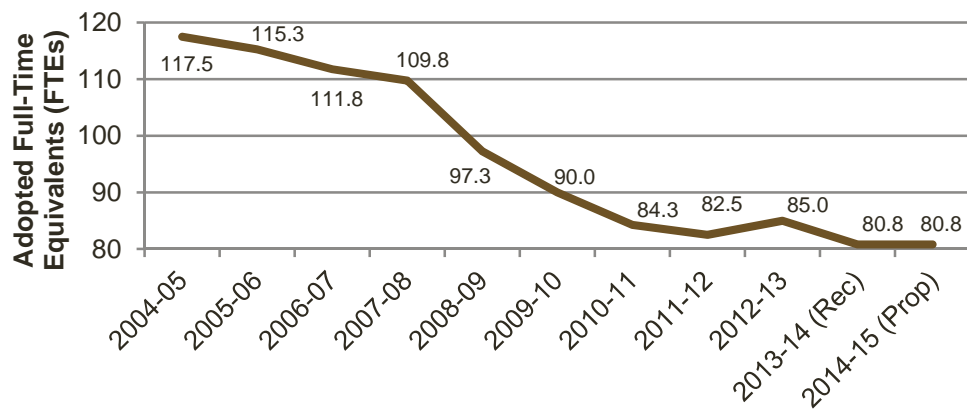
Operating	\$	9,430,093
Capital	\$	-
FTEs		80.8

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.

2012-13 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). This was achieved despite ongoing staffing reductions by instituting efficiency measures including re-organizing workload processes, expanding automated outbound dialing activities to notify non-custodial parents of payments due, and increasing staff utilization of technology including use of the newly developed Case Management Tool (CMT). The CMT interfaces with the Statewide electronic Child Support Enforcement (CSE) system. The CMT has improved efficiencies in case management.

Exceeded the State goal in dollars collected and distributed by processing over \$28.0 million in the Federal Fiscal Year ending September 30, 2012 for child support. Of this amount, \$23.1 million (82.6%) went directly to families; \$12.4 million of these

funds went to families who previously were, but no longer are, in receipt of public assistance. Collected and returned \$4.9 million (17.4% of dollars distributed) to the Federal and State Government to reimburse expenditures for public assistance grants. The Department received a State award for increasing distributed collections by more than 4% over the prior year.

Steps were taken to improve customer service. Staff focused on helping customers better understand the child support program at the front end of the process. Customers were assisted with utilizing self-service tools that are available such as Customer Connect. Pamphlets and magazines were provided in the lobby areas to raise awareness of available resources. Also, there were increased customer outreach activities in high schools, jails, and veteran affairs events.

Utilized Sharepoint, a content and document management web application, to organize over 500 internal training documents into a single system. Sharepoint provides the ability to easily search for information by word or category, as well as link to a myriad of external resources within the State.

Developed “virtual files” for use in court, which is a digital representation of a physical file that contains the pertinent information needed by a child support attorney in court. The virtual files provide: quicker access to files, eliminate the need to copy paper files, enhance security of case files, and save significant amount of time preparing case files for court (3-4 hours/day). Also developed a “screen scraping” capability, which is an electronic process of summarizing demographic case file information that is attached to the virtual file for use in court.

Made improvements in timeliness and adherence to federal timeframes resulting in “unqualified” (clean) opinion for Federal Single Audits performed for the past two fiscal years (FY 2010-11 and FY 2011-12).

Underwent an extensive State security audit, and was found to be in compliance with all 127 evaluation areas directly under our control. This was the first comprehensive State audit of its kind

Child Support Services

and was the result of the State tightening security controls on local agencies and verifying that new mandated policies and procedures had indeed been put into place by local agencies. These more stringent processes and procedures were developed to protect the integrity and confidentiality of child support information.

Enhanced leadership and teambuilding skills of the Executive/Management/Supervision team by working with a management consultant firm to complete a 360 review process, which enables peers and subordinates to anonymously rate and comment on the leaders in the department. This also helped strengthen the team dynamics of the department, as employee input was a critical component of this process.

2013-15 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.

Create a framework for evaluating current business processes with the goal of becoming more effective and efficient. The Department will more fully utilize the recently developed cross-functional process improvement team (“PIT Crew”). They will identify tasks, processes, and procedures that can be done more efficiently. PIT will also conduct analyses and recommend solutions. Input is solicited from the organization to facilitate open communication, ideas, and ensure that different perspectives are presented. To date, this has been an effective forum, with productive results.

Continue to identify emerging trends in technology developments and work organization. Then assess how these changes can be employed to improve the organization’s performance through:

- The introduction of Fox-it, an electronic tool that eliminates the need for a typewriter to fill in computer generated forms;
- Enhanced use of virtual files;
- Increased usage of Sharepoint for work-flow processes and calendaring; and
- Implementation of electronic transfer of cash child support payments to the State

Participate in educational outreach to help customers who do not have medical insurance understand resources available to them through the Affordable Care Act.

Respond to Court budget issues by creating more efficient processes to reduce demand for court resources.

Changes & Operational Impact: 2012-13 Adopted to 2013-14 Recommended

Staffing

- Decrease of 4.3 FTEs
- Department is not filling recent vacancies due to increased salaries & benefits costs; primarily resulting from the expiration of labor concessions, increased retirement, and worker compensation rates, as well as increased cost allocation rate.

Expenditures

- Net operating expenditure decrease of \$37,000:
 - Salaries and Employee Benefits – Decrease of \$127,000 due to attrition (4.3 FTEs), offset by increased costs attributed to expiration of labor concessions, and increases in retirement and worker compensation rates.
 - Services and Supplies – Increase of \$94,000 due primarily to increased cost allocation

Child Support Services

(\$54,000), and volume of process service, mainly in the North County (\$50,000); offset by reduced utility bills (\$10,000) resulting from installation of energy efficient HVAC unit.

- Other Charges – decrease of \$5,000 due to reduced Data Processing charges.

These changes result in recommended operating expenditures and total expenditures of \$9,430,000.

Revenues

- Net operating revenue decrease of \$37,000:
 - State and Federal revenues mirror claimed expenditures. Department's revenues cannot exceed expenditures and adjust based on projected expenditures.
 - Note: The State budget allocation for FY 2012-13 was reduced by \$175,000 after the County budget was developed. A budget revision was done to adjust the budgeted revenues and corresponding expenditures accordingly. In FY 2013-14, the State is restoring the \$175,000 which will help offset cost increases.

These changes result in recommended operating revenues and total revenues of \$9,430,000.

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

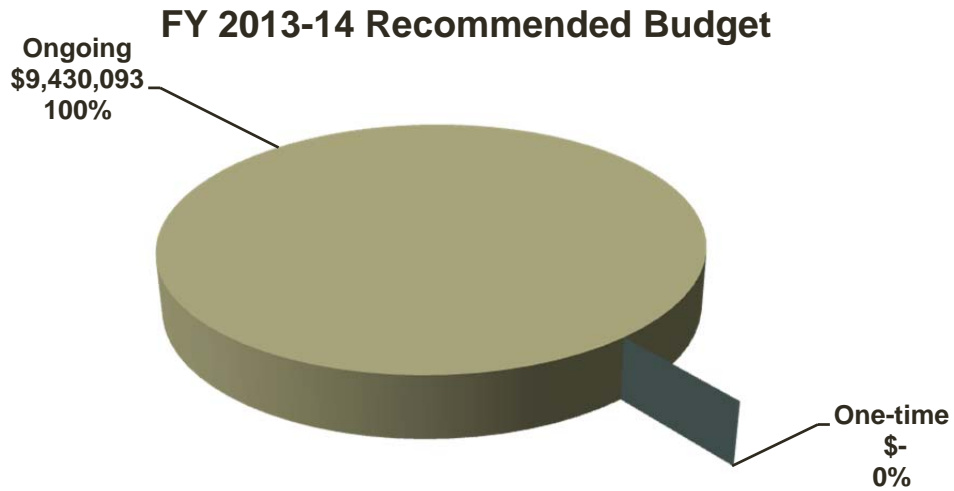
Overall, costs are expected to increase by over \$300,000. The Department does not receive general fund contribution. Therefore, any increased costs must be absorbed within the existing budget allocation from the State, which is expected to remain the same as FY 2013-14. The vast majority of this increase is in salaries and employee benefits, with no increase in staffing.

Related Links

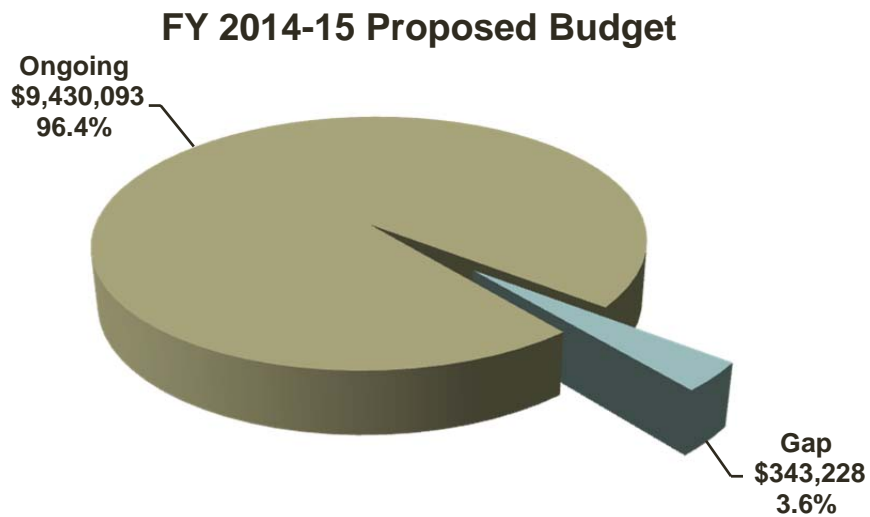
For more information on the Child Support Services Department, refer to the Web site at <http://www.countyofsb.org/dcss/index.asp>.

Child Support Services

Gap Charts



The FY 2013-14 Recommended Budget is balanced and does not rely on any one-time sources to fund the Department's ongoing operations.



To maintain FY 2013-14 service levels in FY 2014-15, it is estimated that \$343,000 of funding will be required. Because the Department does not receive general funds, this gap will need to be filled with additional operating efficiencies, increased grant funding and/or reducing service levels.

Child Support Services

Performance Outcome Measures

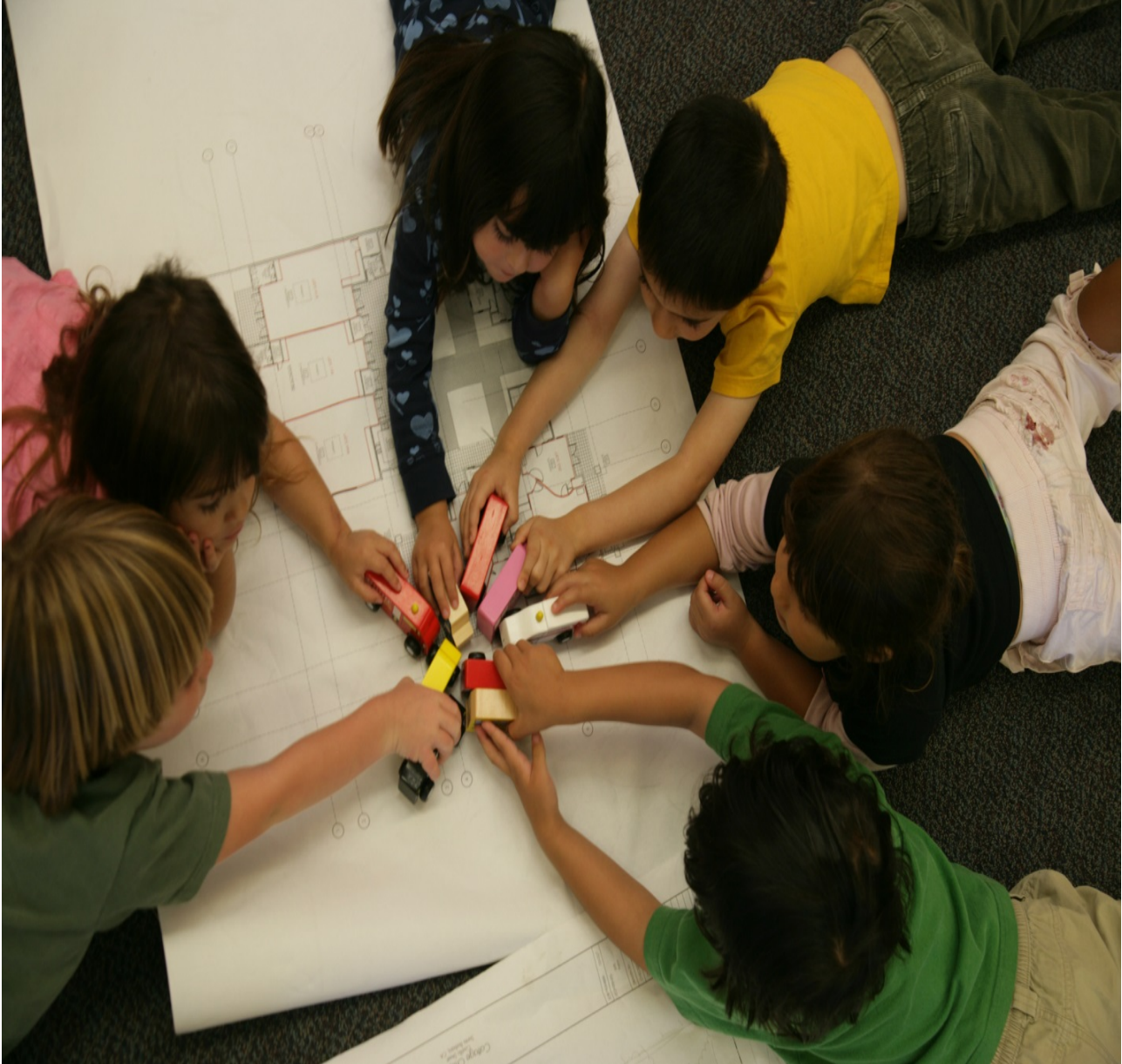
Description	FY 2011-12 Actual	FY 2012-13 Adopted	FY 2013-14 Recommended	FY 2014-15 Proposed
Percent of Child support cases with court-established orders. (Target = >90%)	88.9% 13,046 14,672	88.9% 12,890 14,500	90.3% 12,460 13,800	92.0% 12,695 13,800
Percent of current court ordered child support payments collected and distributed. (Target = >60%)	59.4%	61.0%	64.2%	66.8%
Percent of cases with arrears that have past-due payments collected and distributed. (Target = >65%)	63.8% 6,794 10,648	65.8% 7,000 10,650	68.0% 6,175 9,080	68.5% 6,220 9,080

Child Support Services

Budget Overview

	2011-12 Actual	2012-13 Adopted	Change from FY 12-13 Ado to FY 13-14 Rec	2013-14 Recommended	2014-15 Proposed
Staffing By Budget Program					
Case Management & Collections	82.88	85.00	(4.25)	80.75	80.75
Total	82.88	85.00	(4.25)	80.75	80.75
Budget By Budget Program					
Case Management & Collections	\$ 9,846,467	\$ 9,467,453	\$ (37,360)	\$ 9,430,093	\$ 9,773,321
Fund Balance Impact (+)	-	32,635	(32,635)	-	-
Unallocated	(14,018)	-	-	-	-
Total	\$ 9,832,449	\$ 9,500,088	\$ (69,995)	\$ 9,430,093	\$ 9,773,321
Budget By Categories of Expenditures					
Salaries and Employee Benefits	\$ 7,866,104	\$ 8,046,039	\$ (126,867)	\$ 7,919,172	\$ 8,233,813
Services and Supplies	1,383,383	1,130,434	94,113	1,224,547	1,236,623
Other Charges	255,211	290,980	(4,606)	286,374	302,885
Total Operating Expenditures	9,504,698	9,467,453	(37,360)	9,430,093	9,773,321
Increases to Fund Balances	327,751	-	-	-	-
Fund Balance Impact (+)	-	32,635	(32,635)	-	-
Total	\$ 9,832,449	\$ 9,500,088	\$ (69,995)	\$ 9,430,093	\$ 9,773,321
Budget By Categories of Revenues					
Use of Money and Property	\$ 6,027	\$ 6,000	\$ (2,000)	\$ 4,000	\$ 4,000
Intergovernmental Revenue	9,465,376	9,461,453	(35,360)	9,426,093	9,426,093
Total Operating Revenues	9,471,403	9,467,453	(37,360)	9,430,093	9,430,093
Decreases to Fund Balances	360,466	32,635	(32,635)	-	-
Fund Balance Impact (-)	579	-	-	-	343,228
Total	\$ 9,832,449	\$ 9,500,088	\$ (69,995)	\$ 9,430,093	\$ 9,773,321

First 5

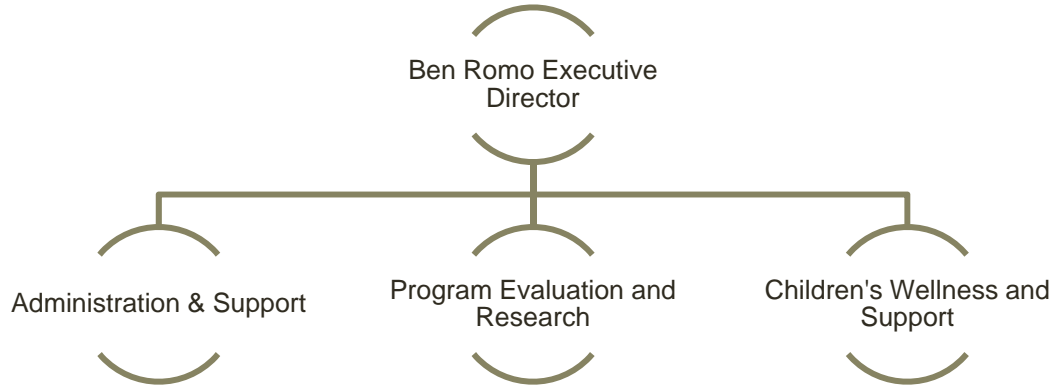


First 5

Budget & Full-Time Equivalents (FTEs) Summary

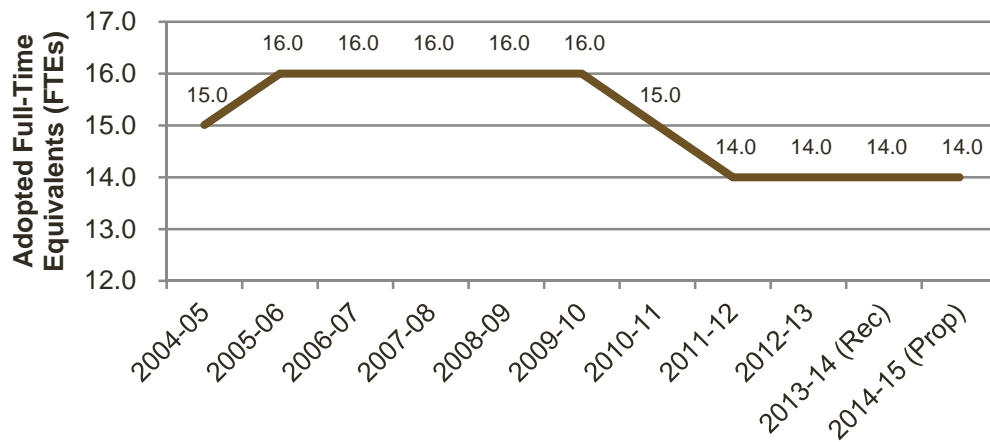
Operating	\$	5,069,892
Capital	\$	-
FTEs		14.0

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 improve the lives of children through the support of Countywide, integrated, culturally relevant, and sustainable systems of services that promote optimal child development.

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 from birth thru 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, with a manager overseeing each. Administration and Support has fiscal oversight of the department and all programmatic contracts, funding and allocations. Program and Evaluation has programmatic oversight 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 First 5 Strategic Plan. Additionally, Children's Wellness and Support includes First 5's Early Care and Education staff who coordinate extensive workforce development, engagement with higher education, school readiness, program quality improvement, capacity building, and parent support for children's early learning.

First 5 focuses its grants, programs, and strategies to support 0-5 year olds and their families in four specific areas: Child Health, Early Care and Education, Family Strengthening, and Systems Improvement. In each of these initiative areas, First 5 provides grants and funding to local nonprofits and agencies; leverages funding from state, local, and private sources to augment Prop 10 allocations; provides technical assistance, training, and educational resources to improve organizations, build capacity, and support professional development throughout the youth and families serving sector; and serves as a community partner, leader, catalyst, and convener to engage families, individuals, nonprofits, other funders, school districts and public agencies, and the community at large as partners in First 5's work.

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 our County directive of investing in the vital importance of the early years.

2012-13 Anticipated Accomplishments

Administration & Support

First 5 administered and maintained 35 grants and/or contracts totaling \$4.3 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

First 5

the proper and effective use of funds in accordance with the intent of Proposition 10 and the will of California Voters

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.

Provided support to the Santa Barbara First 5 Commission as the governing authority and representative body, charged with spending funds, and overseeing operations, programs, strategies, and activities of the agency.

Program Evaluation and Research

Utilizing UC Santa Barbara as a hub for data aggregation, established a system of data collection and results dissemination with school districts to better track long-term outcomes for children beginning at birth.

Disseminated evaluation results for Commission funded areas within six newsletters. Completed a template that will be used for an electronic newsletter focused on evaluation results and outcomes.

Published Commission's Annual Evaluation Report, Community Impact Report and program results within Commission's website that provide greater access to those documents for the public seeking information on the impact of funded programs.

Children's Wellness and Support

As demonstrated within First 5's 2011-2012 Annual Evaluation Report, 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 5.6% in FY 11-12. 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.

As revealed in the 2011-2012 Annual Evaluation Review, parents receiving services from partners within the Family Strengthening Initiative showed significant improvements in their parenting skills, from 66% at intake to 81% at follow up. Consequently, children in these programs have the opportunity to enjoy more stable and secure relationships with their parents/caregivers.

Over 5,000 children are receiving higher quality early care and education services, which helps improve school readiness. A total of 32 child care centers in the County have met the highest standard for early care and education programs with national accreditation. Additionally, of approximately 2,000 child care providers in Santa Barbara County, 36% now have Bachelor's degrees, and 55 child care providers improved their physical environments by 11%-15%, based on valid and reliable rating tools.

2013-15 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.

Create a new strategic plan that identifies specific goals, objectives, outcomes, and the particular activities, plans and strategies that will be employed to achieve them.

Create a new fiscal strategic plan/business plan that ensures long-term stability and identifies specific investment strategies to achieve results.

First 5

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 and better communicate, and more accurately reflect, the desired results that are hoped to be achieved.

Research and present various alternative strategies for funding in preparation for the 2014 Commission Strategic Plan.

Children's Wellness and Support

Increase First 5 staff knowledge, strategies, and skills in meeting funded scopes of work as well as overall program and agency performance, staff will participate in trainings on the following topics: digesting data, using evaluation within contracts, and the use of our Contract Monitoring Guide.

Increase First 5 funded agency knowledge, strategies, and skills in meeting funded scopes of work as well as overall program and agency performance funded partners through technical assistance and training.

Oversee and facilitate consortia of early care and education stakeholders in establishing a Quality Rating and Improvement System funded through the federal Race to the Top Early Learning Challenge grant in order to improve access to quality early care and education, especially in high need communities.

*Changes & Operational Impact:
2012-13 Adopted to
2013-14 Recommended*

Staffing

No changes in staffing

Expenditures

- Net operating expenditure decrease of \$29,000:
- +\$69,000 increase in Salaries and Benefits for employee salaries, workers compensation premiums, retirement rate and health insurance increases.
- \$98,000 decrease in Services and Supplies and Other Charges due to:
 - -\$81,000 decrease in contractual services grants sunsetting, fees being charged and increases in county costs
 - -\$17,000 decrease in data processing services, motor pool and slight increase in liability and telephone services
- Net non-operating expenditure decrease of \$203,000 due to a decrease to the fund balance from the FY 2011-12 year-end balancing entry

These changes result in recommended operating expenditures of \$5,070,000, non-operating expenditures of \$2,000, resulting in total expenditures of \$5,072,000. Non-operating expenditures primarily include capital assets, transfers, and increases to fund balances.

Revenues

- Net operating revenue decrease of \$285,000
 - -\$26,000 Decrease in interest income (interest adjusted to better reflect actual interest earned)
 - -\$39,000 Decrease in State Allocation per revenue projections from Board of Equalization
 - +\$26,000 Increase in Intergovernmental allocation due to late adjustment in state contract
 - -\$245,000 Decrease in Miscellaneous revenue and other grants due to grants sunsetting

First 5

- Net non-operating revenue increase of \$52,000
 - +\$52,000 in the use of one-time fund balance to fund ongoing operations and release funds designated for approved projects

These changes result in recommended operating revenues of \$4,359,000, non-operating revenues of \$713,000, resulting in total revenues of \$5,072,000. Non-operating revenues primarily include General Fund Contribution, transfers, and decreases to fund balances.

Changes & Operational Impact: 2013-14 Recommended to 2014-15 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 (approximately \$1.5 million). First 5's continued ability to dip into reserves will be limited in future years. The purpose of the current strategic planning process is to identify the key strategies and focus areas that First 5 pursues in the future to maintain its impact in light of the need for cuts in funding. Revenue generating opportunities will also be developed to maintain organizational capacity. The results of the strategic planning process and revenue generating alternatives are not known at this time and as such, specific cuts have not been specifically identified in the fiscal forecast submitted.

It is anticipated that First 5 Santa Barbara's plan for spending will change resulting from the outcome of the upcoming strategic planning process. The recommended and proposed budgets remain consistent with both the Strategic Plan and the Fiscal Strategic Plan and the best economic information we have to date.

FY 2013-14 and FY 2014-15 will prove to be an exciting time as we venture into a new era under new leadership and strategic direction

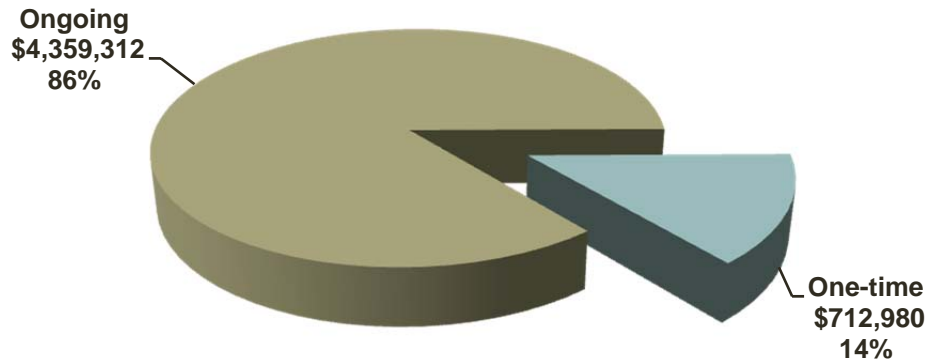
Related Links

For more information on the First Five Department, refer to the Web site at <http://first5santabarbaracounty.org/>.

First 5

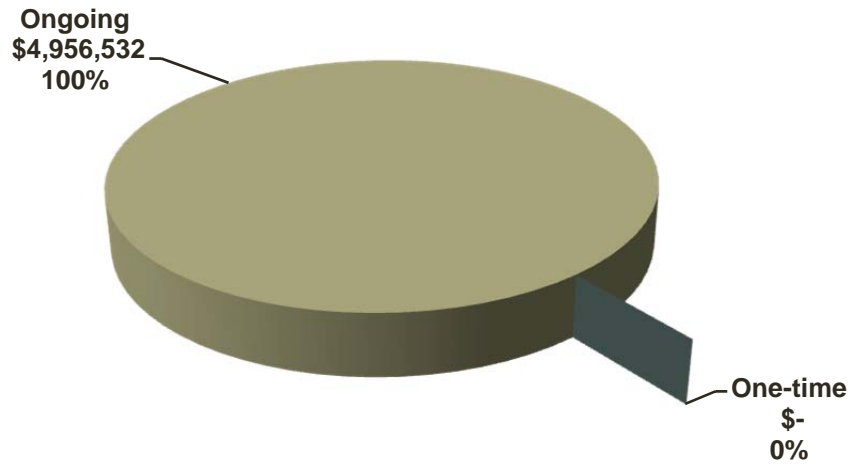
Gap Charts

FY 2013-14 Recommended Budget



The FY 2013-14 Recommended Budget relies on the use of reserve funds in the amount of \$713,000 to fund 14% 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 2014-15 Proposed Budget



The First 5 Commission's approved Long Range Financial Plan projects a decrease in funding in FY 2013-2014, and FY 2014-2015. It is estimated there will be a 16% budget gap of \$794,000 in FY 2014-2015. 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 Outcome Measures

Description	FY 2011-12 Actual	FY 2012-13 Adopted	FY 2013-14 Recommended	FY 2014-15 Proposed
Number of newsletters and community reports providing transparency and communication of results (Target = 8)	8	8	8	8
Percent of contracted agencies receiving site visits to ensure fiscal accountability (Target = 100%)	100% 15	100% 12	100% 15	100% 15
Number of Early Childhood Education individuals receiving national accreditation with First Five assistance (Target = >30)	20	30	42	47

First 5

Budget Overview

	2011-12 Actual	2012-13 Adopted	Change from FY 12-13 Ado to FY 13-14 Rec	2013-14 Recommended	2014-15 Proposed
Staffing By Budget Program					
Administration & Support	3.49	4.00	-	4.00	4.00
Program Evaluation and Research	0.99	1.05	0.00	1.05	1.05
Children's Wellness and Support	8.88	8.95	(0.00)	8.95	8.95
Total	13.36	14.00	0.00	14.00	14.00
Budget By Budget Program					
Administration & Support	\$ 680,590	\$ 865,253	\$ (116,515)	\$ 748,738	\$ 766,252
Program Evaluation and Research	404,009	358,292	3,506	361,798	365,723
Children's Wellness and Support	4,816,733	4,081,545	(119,789)	3,961,756	3,824,557
Fund Balance Impact (+)	68,420	-	-	-	-
Total	\$ 5,969,752	\$ 5,305,090	\$ (232,798)	\$ 5,072,292	\$ 4,956,532
Budget By Categories of Expenditures					
Salaries and Employee Benefits	\$ 1,504,918	\$ 1,589,459	\$ 68,703	\$ 1,658,162	\$ 1,713,998
Services and Supplies	4,264,088	3,439,197	(80,951)	3,358,246	3,185,945
Other Charges	73,377	70,558	(17,074)	53,484	54,189
Total Operating Expenditures	5,842,384	5,099,214	(29,322)	5,069,892	4,954,132
Other Financing Uses	2,400	2,400	-	2,400	2,400
Increases to Fund Balances	56,548	203,476	(203,476)	-	-
Fund Balance Impact (+)	68,420	-	-	-	-
Total	\$ 5,969,752	\$ 5,305,090	\$ (232,798)	\$ 5,072,292	\$ 4,956,532
Budget By Categories of Revenues					
Use of Money and Property	\$ 32,894	\$ 55,968	\$ (25,968)	\$ 30,000	\$ 28,000
Intergovernmental Revenue	4,280,806	3,942,591	(13,958)	3,928,633	3,758,951
Miscellaneous Revenue	1,449,059	645,898	(245,219)	400,679	375,879
Total Operating Revenues	5,762,759	4,644,457	(285,145)	4,359,312	4,162,830
Decreases to Fund Balances	206,993	457,157	255,823	712,980	793,702
Fund Balance Impact (-)	-	203,476	(203,476)	-	-
Total	\$ 5,969,752	\$ 5,305,090	\$ (232,798)	\$ 5,072,292	\$ 4,956,532

First 5



Community Resources & Public Facilities



Community Resources & Public Facilities

Community Resources and Public Facilities Functional Group

The Community Resources and Public Facilities Functional Group includes the Agriculture Commissioner, Community Services, Public Works, and Planning and Development Departments.

Strategic Values

We are committed to efficiently providing, operating and maintaining public works infrastructure, facilities, parks, and services to make everyday life as safe and convenient as possible for the public we serve. We plan for and promote reasonable, productive, safe, and sustaining use of our land to foster economic, social, cultural, recreational, and environmental prosperity across the County.

Strategic Purpose

The distinct purpose of the Community Resources and Public Facilities Functional Group is to enhance residents' quality of life by:

- Unifying and balancing land use, public infrastructure, public health, and agriculture needs;
- Maintaining safe roads, parks, and public facilities;
- Collaborating with communities to design plans for residential, commercial, and agricultural uses;
- Promoting and protecting a healthy agriculture economy;
- Providing natural, cultural and recreational resources for public use;

- Empowering residents and organizations in transitional and affordable housing;
- Promoting the County as a cultural arts destination; and
- Funding libraries in cities and the County.

Strategic Goals

- Update provisions of the Wine Ordinance to address community and business interests
- Divert over 70% of the County's overall waste to recycling
- Reduce homeowner's energy usage by 32% for those who participate in EmPowerSBC
- Increase visitorship at Cachuma Lake and Jalama Beach through the expanded online reservation system and marketing
- Increase safety and public satisfaction by reducing the average number of days to resolve building code violations by 10%
- Maintain the pesticide use enforcement program at a level that meets or exceeds the standards of the California Department of Pesticide Regulation
- Complete Board of Supervisor adoption of the Gaviota Community Plan
- Issue phyto-sanitary certificates promptly which enables local growers to compete in the global marketplace

Community Resources & Public Facilities

Functional Summary

Staffing By Budget Department	2011-12 Actual	2012-13 Adopted	Change from FY12-13 Ado to FY13-14 Rec	2013-14 Recommended	2014-15 Proposed
Agricultural Commissioner/W&M	26.66	28.00	3.00	31.00	32.00
Planning & Development	93.83	86.15	(2.64)	83.51	83.51
Public Works	277.88	281.45	1.50	282.95	282.95
Community Services	88.00	94.79	0.17	94.96	94.96
Total	486.37	490.39	2.03	492.42	493.42
Budget By Budget Department (1)					
Agricultural Commissioner/W&M	\$ 3,657,007	\$ 3,870,696	\$ 364,509	\$ 4,235,205	\$ 4,403,866
Planning & Development	16,613,722	15,919,882	(1,296,235)	14,623,647	14,776,346
Public Works	124,590,880	132,262,633	10,098,064	142,360,697	121,272,809
Community Services	26,427,164	26,780,954	2,534,535	29,315,489	24,010,642
Total	\$ 171,288,774	\$ 178,834,165	\$ 11,700,873	\$ 190,535,038	\$ 164,463,663
Budget By Categories of Expenditures					
Salaries and Employee Benefits	\$ 53,189,231	\$ 54,320,850	\$ 2,040,501	\$ 56,361,351	\$ 58,302,779
Services and Supplies	54,661,678	58,536,816	6,543,987	65,080,803	56,801,072
Other Charges	16,048,544	20,306,595	(7,722,706)	12,583,889	12,396,049
Total Operating Expenditures	123,899,453	133,164,261	861,782	134,026,043	127,499,900
Capital Assets	18,788,655	27,044,819	(1,365,619)	25,679,200	17,149,000
Other Financing Uses	11,511,933	8,185,861	2,793,558	10,979,419	3,846,733
Intrafund Expenditure Transfers (+)	573,044	849,054	16,949	866,003	864,029
Increases to Fund Balances	15,487,985	9,399,378	9,584,995	18,984,373	15,102,035
Fund Balance Impact (+)	1,027,704	190,792	(190,792)	-	1,966
Total	\$ 171,288,774	\$ 178,834,165	\$ 11,700,873	\$ 190,535,038	\$ 164,463,663
Budget By Categories of Revenues					
Taxes	\$ 19,410,630	\$ 18,313,642	\$ 430,531	\$ 18,744,173	\$ 19,173,649
Licenses, Permits and Franchises	11,399,329	10,759,310	669,803	11,429,113	11,748,076
Fines, Forfeitures, and Penalties	22,866	18,200	3,300	21,500	21,500
Use of Money and Property	1,340,511	1,254,944	(189,455)	1,065,489	1,056,214
Intergovernmental Revenue	46,776,987	42,408,282	(2,249,078)	40,159,204	34,623,558
Charges for Services	43,260,156	43,713,754	2,521,667	46,235,421	46,394,133
Miscellaneous Revenue	12,464,191	4,977,358	4,351,857	9,329,215	6,212,468
Total Operating Revenues	134,674,670	121,445,490	5,538,625	126,984,115	119,229,598
Other Financing Sources	6,554,792	5,991,229	2,883,331	8,874,560	2,212,376
Intrafund Expenditure Transfers (-)	349,719	665,642	(24,430)	641,212	639,238
Decreases to Fund Balances	16,928,342	34,487,079	3,519,072	38,006,151	24,759,250
General Fund Contribution	10,910,165	15,206,158	822,842	16,029,000	16,471,300
Fund Balance Impact (-)	1,871,086	1,038,567	(1,038,567)	-	1,151,901
Total	\$ 171,288,774	\$ 178,834,165	\$ 11,700,873	\$ 190,535,038	\$ 164,463,663

(1) Please refer to the 'Policy & Executive' Functional Summary page.

Community Resources & Public Facilities



Agricultural Commissioner

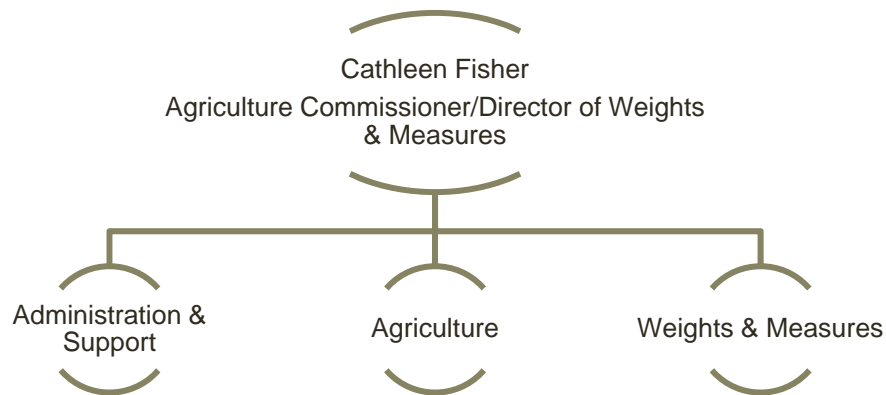


Agricultural Commissioner

Budget & Full-Time Equivalents (FTEs) Summary

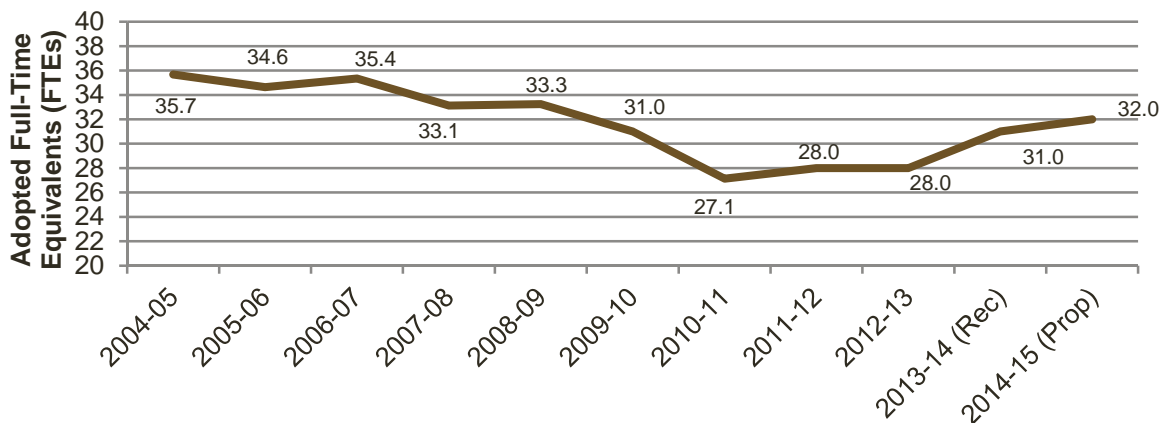
Operating	\$	4,209,734
Capital	\$	-
FTEs		31.0

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

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 8,000 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 6,000 commercial devices in the County each year.

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.

2012-13 Anticipated Accomplishments

Administration & Support

Implemented a new weekly time sheet database to more accurately record hours spent in all activities. Major benefits include more time being captured as direct program expenditures and more efficiency in producing monthly activity reports and contract invoices for the State.

Entered into a very successful partnership with the Community Services Department by sharing the cost and services of a full time computer specialist. Both departments benefited through reduced costs and increased efficiencies in the area of information technology by being able to tailor services to need.

Agriculture

Worked closely with the California Department of Pesticide Regulation to make necessary improvements to the department's pesticide use enforcement program. An evaluation conducted by the State in January, 2012 found that the program now meets or exceeds the State's standards in all areas and has the potential to become a model program for the rest of the State.

Implemented the CalAgPermits System. This database of growers, crops, and pesticides is being used state-wide to issue pesticide use permits. The system standardizes reporting throughout the State and allows growers to submit the required pesticide use reports online directly to the State instead of through the department.

Inspectors with the department detected numerous destructive exotic pests including Asian citrus psyllid, light brown apple moth, gladiolus rust, Japanese dodder, and artichoke thistle. All of these detections led to suppression or eradication efforts to protect agriculture and the environment. To eradicate the noxious weed *Arundo donax* from the Santa Ynez River corridor, the Department applied for and was awarded grants in excess of \$200,000.

Weights & Measures

Implemented a new database to track device registrations and inspections. This tool increased efficiencies in the division by improving the ease of data entry and retrieval.

Purchased a new water meter test bench. This piece of equipment will allow inspectors to test water meters in use at mobile home parks and some apartment complexes. This type of testing

Agricultural Commissioner

has never been done before in Santa Barbara County and such testing will ensure accuracy comparable to electric and natural gas meters used in similar situations.

2013-15 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 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 more timely 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 continued need for inspections to certify exports of agricultural products to Canada and Mexico. These activities were previously funded by a contract with the United States Department of Agriculture (USDA). Federal support for this program has been eliminated, but the workload and its importance to the agriculture industry continues. The industry's

increased use of the PCIT program to submit certification applications 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 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.

Weights & Measures

Pursue developing a working partnership with the District Attorney's office in the area of weights and measures violations. The weights and measures deputy 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:
2012-13 Adopted to
2013-14 Recommended*

Staffing

- Increase of 3.0 FTEs
- The additional increase (+3.0 FTEs) in the Weights & Measures Program is to perform price verifications and is self-funded from the related fees. The more accurate accounting of administrative staff time spent in support of other programs led to an increase in hours spent in agriculture (+.43 FTE) and weights & measures (+.48 FTE) and a decrease in hours being coded to administration (-.9 FTE).

Agricultural Commissioner

Expenditures

- Net operating expenditures increase of \$339,000:
 - +\$492,000 increase in Salaries and Benefits reflects an increase in regular salaries due to the addition of 3.0 FTEs; and increases in extra help, overtime allotments, retirement, Social Security, and medical insurance costs, partially offset by a decrease in unemployment insurance costs.
 - +\$65,000 increase in Other Charges reflects an increase in motor pool charges and a decrease in charges for utilities
 - -\$218,000 decrease in Services and Supplies reflects the elimination of the UC Cooperative Extension contract and a reduction in other contractual services.

These changes result in recommended operating expenditures of \$4,209,734 and Non-Operating expenditures of \$25,471, resulting in total expenditures of \$4,235,205. Non-operating expenditures primarily include capital assets, transfers, and increases to fund balances.

Revenues

- Net operating revenue increase of \$417,000:
 - +\$197,000 increase in Licenses, Permits, and Franchises due to new and updated Weights and Measures fees.
 - +\$195,000 increase in Intergovernmental Revenue due to securing a new contract with USDA for the Light Brown Apple Moth program.
 - +\$23,000 increase in Charges for Services due to an anticipated increase in Phytosanitary certificates issued and an increase in acreage in the seed certification program.

These changes result in recommended operating revenues of \$2,709,305 and Non-Operating

revenues of \$1,525,900, resulting in total revenues of \$4,235,205. Non-operating revenues primarily include General Fund Contribution, transfers, and decreases to fund balances.

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

Operating expenditures in FY 2014-2015 are expected to increase \$194,000, 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 2014-2015 will decrease \$54,000, primarily in the area of Intergovernmental Revenue due to the USDA's withdrawal of funding for the Light Brown Apple Moth program. The workload associated with this program depends in large part on the USDA's negotiations with Canada and Mexico to determine their import requirements. At this point, the negotiations have just commenced and the outcome and resulting workload is unknown.

The combination of increased operating expenditures and operating revenue decreases in FY 2014-2015 result in a projected budget deficit of \$262,000 in order to maintain existing service levels.

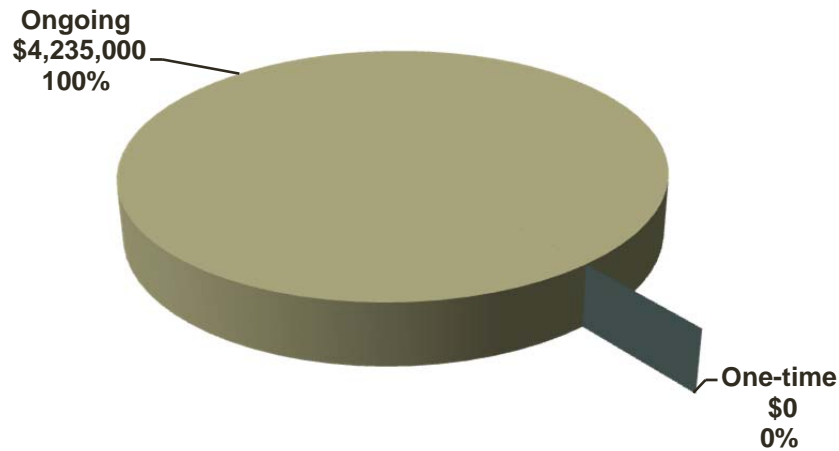
Related Links

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

Agricultural Commissioner

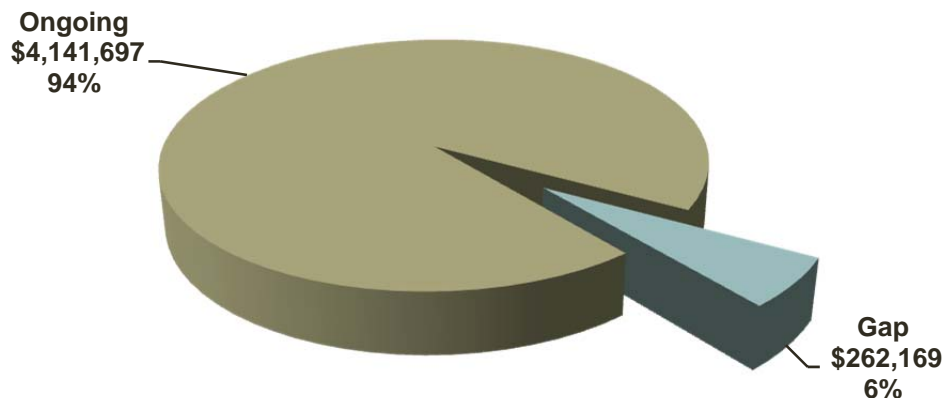
Gap Charts

FY 2013-14 Recommended Budget



The FY 2013-14 Recommended Budget relies on no one-time sources to fund the Department's ongoing operations.

FY 2014-15 Proposed Budget



To maintain FY 2013-14 service levels, it is estimated that \$4,403,866 of funding will be required in FY 2014-15. Of this amount, it is projected that \$4,141,697 will be available through ongoing sources (including \$1,416,400 in General Fund Contribution). An additional \$262,169 must be identified to prevent the need for service level reductions.

Agricultural Commissioner

Performance Outcome Measures

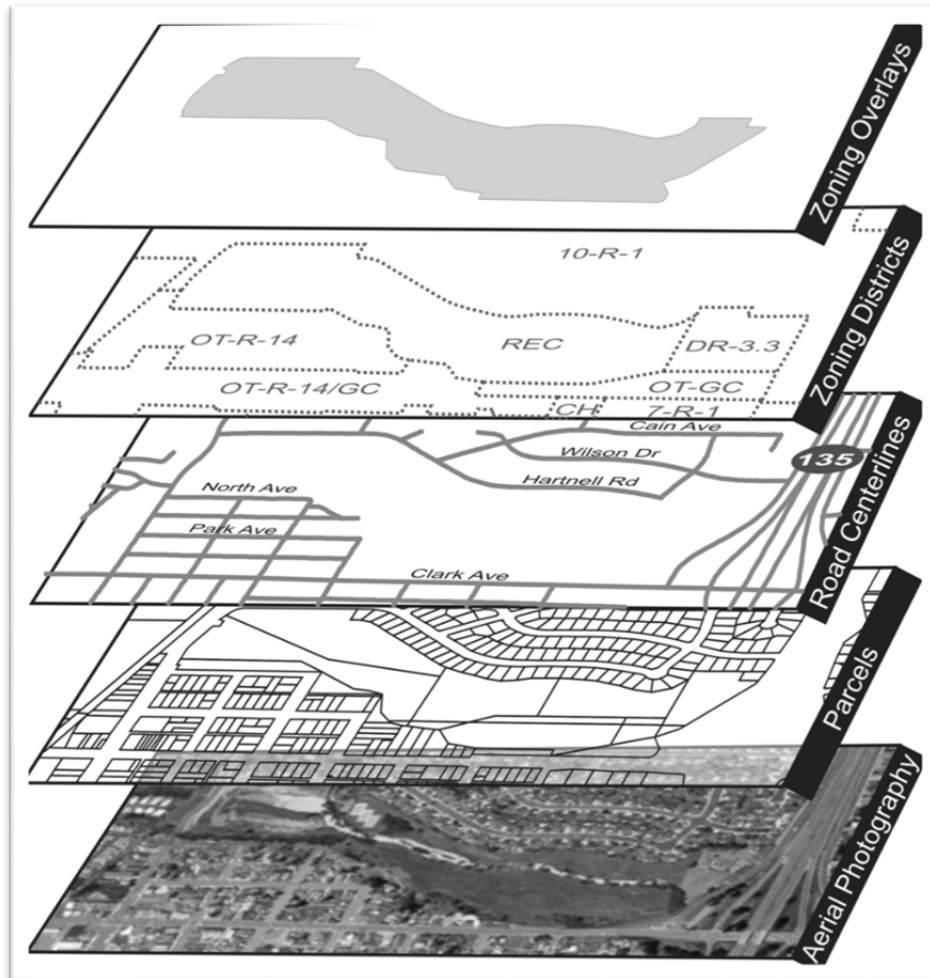
Description	FY 2011-12 Actual	FY 2012-13 Adopted	FY 2013-14 Recommended	FY 2014-15 Proposed
Percent of 400 planned pesticide monitoring inspections conducted. (Target = 100%)	79%	100%	100%	100%
Percent of 8000 Phytosanitary certificates for exporting agricultural goods issued without error. (Target = 100%)	99%	100%	100%	100%
Percent of 6200 commercial weighing and measuring devices inspected for accuracy. (Target = 100%)	92%	100%	100%	100%

Agricultural Commissioner

Budget Overview

	2011-12 Actual	2012-13 Adopted	Change from FY 12-13 Ado to FY 13-14 Rec	2013-14 Recommended	2014-15 Proposed
Staffing By Budget Program					
Administration & Support	1.83	2.86	(0.91)	1.95	1.95
Agriculture	21.43	21.87	0.43	22.30	23.30
Weights & Measures	3.39	3.27	3.48	6.75	6.75
Total	26.66	28.00	3.00	31.00	32.00
Budget By Budget Program					
Administration & Support	\$ 484,913	\$ 371,309	\$ (96,520)	\$ 274,789	\$ 285,044
Agriculture	2,748,467	3,069,032	60,297	3,129,329	3,326,768
Weights & Measures	424,901	430,355	400,732	831,087	792,054
Unallocated	(1,273)	-	-	-	-
Total	\$ 3,657,007	\$ 3,870,696	\$ 364,509	\$ 4,235,205	\$ 4,403,866
Budget By Categories of Expenditures					
Salaries and Employee Benefits	\$ 2,926,037	\$ 3,078,522	\$ 492,351	\$ 3,570,873	\$ 3,809,563
Services and Supplies	440,193	497,769	(218,022)	279,747	284,630
Other Charges	290,778	294,405	64,709	359,114	309,673
Total Operating Expenditures	3,657,007	3,870,696	339,038	4,209,734	4,403,866
Increases to Fund Balances	-	-	25,471	25,471	-
Total	\$ 3,657,007	\$ 3,870,696	\$ 364,509	\$ 4,235,205	\$ 4,403,866
Budget By Categories of Revenues					
Licenses, Permits and Franchises	\$ 134,485	\$ 169,000	\$ 197,404	\$ 366,404	\$ 409,000
Intergovernmental Revenue	1,681,409	1,803,566	194,845	1,998,411	1,861,807
Charges for Services	382,324	320,000	22,550	342,550	382,550
Miscellaneous Revenue	7,573	-	1,940	1,940	1,940
Total Operating Revenues	2,205,791	2,292,566	416,739	2,709,305	2,655,297
Other Financing Sources	-	4,600	-	4,600	4,600
Intrafund Expenditure Transfers (-)	70,000	65,400	-	65,400	65,400
Decreases to Fund Balances	153,000	153,000	(83,000)	70,000	-
General Fund Contribution	1,228,217	1,355,130	30,770	1,385,900	1,416,400
Fund Balance Impact (-)	-	-	-	-	262,169
Total	\$ 3,657,007	\$ 3,870,696	\$ 364,509	\$ 4,235,205	\$ 4,403,866

Planning & Development



Planning & Development

Budget & Full-Time Equivalents (FTEs) Summary

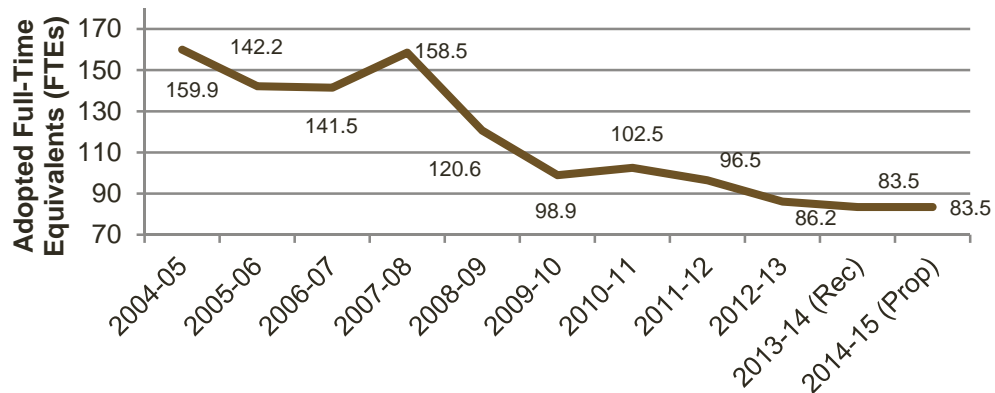
Operating	\$	14,434,604
Capital	\$	-
FTEs		83.5

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
- Reviews private development projects to ensure consistency with State Law, Comprehensive Plans, and Zoning Ordinances
- Ensures compliance with permit conditions
- Oversees oil 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

2012-13 Anticipated Accomplishments

Administration & Support

- Reorganized assignments in the Department to enhance capacity of processing permits for oil and gas, improve consistency in development review, and strengthen the code enforcement program.
- Implemented public information enhancements on the P&D website, including online environmental documents for public comment. Environmental documents that are open for public comment are easily accessible, facilitating public involvement in planning projects.
- Expanded building and safety workload and financial information management tools to provide increased financial control and workload monitoring for plan review and inspection. This program allows for an analysis of plan check inventory at the individual project level and at the workgroup level. These recently implemented tools will result in better workload management, completing work on target, and more informed staffing decisions in future years.
- Implemented new field inspection computer hardware and software that provides significant improvement of system function for field inspectors. New software eliminates excessive data entry, making data input more efficient. Use of tablet and smart phone applications has reduced the need for more expensive computer hardware.

Permitting

- Enhanced customer service by expanding over-the-counter plan check, extending public counter hours, and reducing rechecks through

Planning & Development

enhanced communication with applicants at plan check submittal.

- Processed and approved approximately 1,000 zoning permits and nearly 3,000 building permits with a valuation of \$141,400,000.
- Successfully completed processing a number of major projects, including:
 - Mattei's Tavern, including the addition of 64 new cottages
 - Vincent Winery
 - Key Site 4 Commercial Site on Clark Avenue in Orcutt
 - Expansion of the Santa Ynez Valley Airport
 - Cavaletto Housing project, which will provide 134 new homes, including 8 affordable units
 - Park Hill project of 15 homes including one affordable unit
 - Pescadero Lofts project, comprised of 33 affordable housing units in Isla Vista
 - Icon Gardens project, a 24 unit project, including 4 affordable units, in Isla Vista

Coastal Mitigation

- Facilitated the restoration and preservation of the coastal Ocean Meadows property, north of Devereux Slough, by executing a grant agreement with the Trust for Public Lands to acquire a 63-acre portion. This grant contributed \$750,000 from the Coastal Resource Enhancement Fund (CREF). The property has been transferred to University of California, Santa Barbara for long-term preservation and restoration.
- Administered the Coastal Resource Enhancement Fund Grant Program. The grants fund acquisition of coastal properties for recreation and conservation purposes and various coastal projects.

Code Enforcement

- Improved building and zoning code enforcement oversight by consolidating

supervision and management, and by clarifying reporting relationships.

- Improved processes have reduced open code cases bringing properties into compliance with applicable codes and regulations. Shortening the time a code case is open decreases costs for the property owner and the County.

Long Range Planning

- Brought the Agricultural Buffer Ordinance to the Board of Supervisors for consideration. This effort included input from a workgroup composed of interested parties, review by the Agricultural Advisory Committee and 3 public hearings. The ordinance will expand protection of agricultural properties from urban influences and support this vital economic sector in the County.
- Resolved issues concerning the Orcutt Community Plan by presenting amendments to the Board for adoption. The amendments concern regional drainage policies, level of service reduction for traffic, and a court-ordered removal of wetland delineation on the area. This effort clarifies the rules for development in the Orcutt area.
- Revised and updated the Inclusionary Housing requirements concerning affordable housing. The effort was done with support from the Community Services Department and stakeholder groups for adoption by the Board of Supervisors. The ordinance includes a method of adjusting affordable housing requirements based on market fluctuations. This is responsive to the needs of housing developers and is expected to encourage construction of affordable housing units.
- Updated ordinances in response to community concerns and State law. These included:
 - Time extensions to reconstruct nonconforming structures following a natural disaster where significant offsite infrastructure improvements are necessary and
 - Amendments to address State law regarding cottage food industries.

Planning & Development

2013-15 Objectives

Administration & Support

- 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.
- Continue development of mobile office tools to enhance productivity for field staff in building, grading, petroleum, and permit compliance inspections. These tools leverage smart phone and other mobile technologies now common in the market.
- Provide comprehensive workload and management tools for planning and telecommunications permit compliance activities. Planning and telecommunication projects are often approved with both short- and long-term construction and operation monitoring requirements. This project will streamline this work and increase staff efficiency.

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.
- Assist Public Works Clean Water Division in developing procedures to implement the hydro-modification regulations adopted by the Regional Water Quality Control Board. This will assist project applicants in compliance with the new regulations.
- 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.

- Complete the regulatory audit of the oversight of the County's onshore petroleum operations and address any gaps or overlaps in regulations through ordinance amendments and process changes. This project will ensure complete and efficient handling of onshore petroleum operations.

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.
- 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

- Update the Administrative Fine Ordinance and Codes to streamline code enforcement procedures. The changes would make rules for code enforcement, liens, fines, and appeals consistent for building and planning. These changes will simplify the code process for both property owners and staff.

Long Range Planning

- Complete adoption of the Summerland Community Plan that addresses visual resources, design guidelines, and circulation; the Mission Canyon Community Plan that addresses design guidelines, fire protection, and transportation; and the Isla Vista Master Plan that addresses mixed use zoning, recreation, and transportation. These projects update the land use plans for the respective communities.
- Complete adoption of the Energy and Climate Action Plan to reduce the County's greenhouse gas emissions consistent with State Law.

Planning & Development

- Complete the update of the winery ordinance to streamline the permitting process through the clarification of standards and addressing neighborhood impacts.
- Complete the environmental review for the Gaviota Community Plan and the Eastern Goleta Valley Community Plan.
- 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: 2012-13 Adopted to 2013-14 Recommended

Staffing

- Decrease of 2.6 FTEs
 - The 2.6 FTE decrease is the net of several relatively small staffing changes, including the use of contractors for specialized plan check and inspection services, and a decrease of planning staff in Long Range Planning that reduces the capacity of the program by one FTE.

Expenditures

- Net operating expenditure decrease of \$1,411,000:
 - Increase of \$146,000 in Salaries and Employee Benefits reflects increases in benefit costs.
 - Decrease of \$356,000 in Services and Supplies reflects fewer anticipated reimbursable Environmental Impact Report (EIR) contracts (offset by a reduction to Charges for Services revenues).
 - Decrease of \$1,201,000 in Other Charges reflects reduction in grant award amount that will be administered by the Coastal Resource Enhancement Fund Grant Program

(\$750,000 of this reduction is due to the Ocean Meadows Acquisition grant award, which was disbursed in FY 2012-13).

- Net non-operating expenditure increase of \$115,000:
 - Increase of \$134,000 to Increases to Fund Balances reflects an additional contribution to Committed and Restricted Fund Balance components to fund improvements to permit tracking systems as well as several minor increases in various funds.

These changes result in recommended operating expenditures of \$14,435,000 and non-operating expenditures of \$189,000, for total expenditures of \$14,624,000. Non-operating expenditures primarily include capital assets, transfers and increases to fund balances.

Revenues

- Net operating revenue decrease of \$301,000:
 - Increase of \$321,000 in Licenses, Permits and Franchises reflects projected increase in oil and gas permitting revenue and a slight increase in building permit revenues; increase is also due to a Consumer Price Index (CPI) increase applied to fees.
 - Increase of \$136,000 in Intergovernmental Revenue-Other for Caltrans and Measure A grants.
 - Decrease of \$448,000 in Charges for Services reflects fewer anticipated reimbursable EIR contracts and reduced reimbursement from the Successor Agency to the former County of Santa Barbara Redevelopment Agency (RDA) for work performed by department staff.
 - Decrease of \$311,000 in Miscellaneous Revenue reflects a reduction in the grant award from the Coastal Resource Enhancement Fund Grant Program to fund Long Range Planning projects (reduction in funding for the Gaviota Coast Plan and the elimination of funding for the Santa Claus Lane project) as well as the termination of

Planning & Development

grants from Pacific Gas and Electric Company and Southern California Edison, which funded the Climate Action Strategy project in Long Range Planning.

- Net non-operating revenue decrease of \$995,000:
 - Decrease of \$1,263,000 in Decreases to Fund Balances to reflect expected reduction in grant award amount that will be administered by the Coastal Resource Enhancement Fund Grant Program (\$750,000 of the reduction is due to the Ocean Meadows Acquisition grant award, which was disbursed in FY 2012-13).
 - Increase of \$306,000 in General Fund Contribution reflects additional General Fund allocation per Board-adopted allocation policies. This amount covers the increases in salaries and benefits but is not enough to replace reduced grant funding from the Coastal Resource Enhancement Fund Grant Program for Long Range Planning projects, which will result in reduced service levels and no capacity to take on new projects in Long Range Planning.

These changes result in recommended operating revenues of \$10,367,000 and non-operating revenues of \$4,257,000, for total revenues of \$14,624,000. Non-operating revenues primarily include General Fund Contribution, transfers and decreases to fund balances.

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

In FY 2014-15, the costs of employee benefits are expected to increase by approximately \$360,000 in the Department. The biggest increase is in retirement costs, which are anticipated to be \$230,000 above FY 2013-14 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 loss of Coastal Resource Enhancement Fund Grant Program funding of \$273,000 for Long Range Planning projects and other grant resources of over \$170,000 in FY 2013-14, as well as the anticipated near completion of all reimbursable RDA Successor Agency work, the Department faces an expected General Fund budget gap of \$460,000.

No staffing changes are expected in FY 2014-15 unless the \$460,000 budget gap cannot be filled. In that case, the Department would be required to reduce staffing by approximately 3.5 FTEs. Department staffing has dropped 41% since FY 2007-08. An additional 3.5 FTE reduction would result in significant service level impacts.

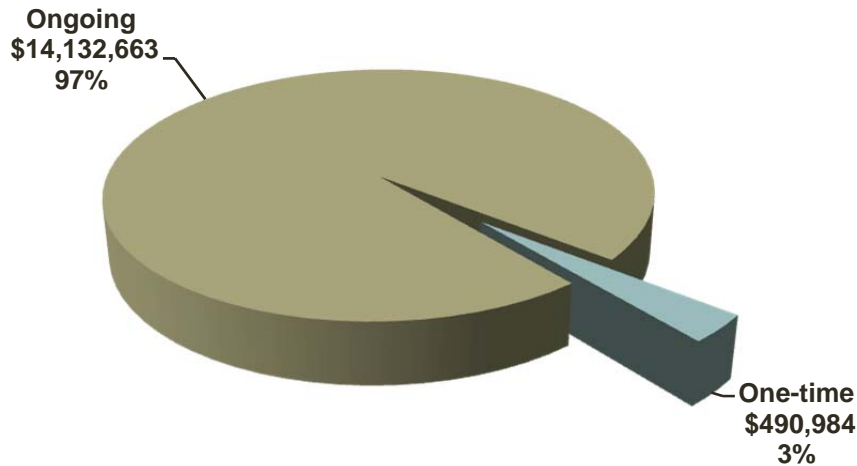
Related Links

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

Planning & Development

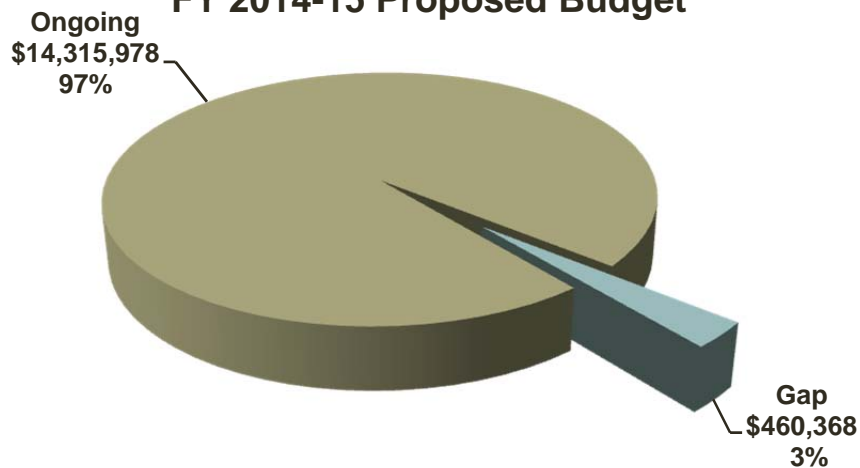
Gap Charts

FY 2013-14 Recommended Budget



The FY 2013-14 Recommended Budget relies on one-time sources to fund 3% of the Department's ongoing operations. These one-time resources include \$273,000 in Coastal Resource Enhancement Fund Grant Program grant funds, \$171,000 in Caltrans and Measure A grant funds, and \$23,000 in the General Fund's fund balance components, all for Long Range Planning projects. These funds also include reimbursement from the Santa Barbara County RDA Successor Agency for work performed by department staff (\$17,000) and the General Fund's fund balance components (\$7,000) for supporting the activities of other successor agencies in the County. These funds are one-time in nature and will not be available to fund operations in FY 2014-15.

FY 2014-15 Proposed Budget



To maintain FY 2013-14 service levels, it is estimated that \$14.8 million of funding for ongoing operations will be required in FY 2014-15. Of this amount, it is projected that \$14.3 million will be available through ongoing sources, which includes \$10.2 million in departmental revenues and \$4.1 million in General Fund Contribution. Grant revenues of \$36,000 from Caltrans and Measure A, which will not be available in future years, will fund continuing Long Range Planning projects in FY 2014-15. As a result of increases in employee benefit costs and the depletion of grant and fund balance component funding used in FY 2013-14, an additional \$460,000 must be identified to prevent the need for service level reductions in FY 2014-15.

Planning & Development

Performance Outcome Measures

Description	FY 2011-12 Actual	FY 2012-13 Adopted	FY 2013-14 Recommended	FY 2014-15 Proposed
Average days to resolve code violations (<u>not curable through the permitting process</u>) through the use of effective code enforcement practices, resulting in safer neighborhoods. (Target = <90 days)	Measure revised in FY 2012-13	<90	<90	<90
Percent of major energy projects in compliance with permit conditions to ensure safe construction and operations of facilities. (Target = 100%)	96%	100%	100%	100%
Average days to issue coastal development, land use, and zoning clearance permits to provide timely and effective customer service. (Target = < 60 days)	Mean 92 Median 34	<60	<60	<60
Percent of attendees at Long Range Planning project workshops, stakeholder outreach, or advisory committee meetings that report a high level of satisfaction with their participation in the planning process. (Target = >75%)	Not used in prior years	>75%	>75%	>75%

Planning & Development

Budget Overview

Staffing By Budget Program	2011-12 Actual	2012-13 Adopted	Change from FY 12-13 Ado to FY 13-14 Rec	2013-14 Recommended	2014-15 Proposed
Administration & Support	16.80	13.62	(0.31)	13.32	13.17
Permitting	59.53	55.11	(1.04)	54.07	54.22
Coastal Mitigation	0.11	0.17	0.00	0.17	0.17
Code Enforcement	3.84	5.02	(0.57)	4.45	4.45
Long Range Planning	13.50	12.24	(0.73)	11.50	11.50
Unallocated	0.04	-	-	-	-
Total	93.83	86.15	(2.64)	83.51	83.51

Budget By Budget Program					
Administration & Support	\$ 2,694,168	\$ 2,262,736	\$ 42,755	\$ 2,305,491	\$ 2,372,356
Permitting	10,770,855	9,126,921	(115,614)	9,011,307	9,217,271
Coastal Mitigation	711,794	1,941,061	(1,176,121)	764,940	768,005
Code Enforcement	478,676	630,011	(46,574)	583,437	600,462
Long Range Planning	1,958,115	1,959,153	(681)	1,958,472	1,818,252
Fund Balance Impact (+)	8,815	-	-	-	-
Unallocated	(8,701)	-	-	-	-
Total	\$ 16,613,722	\$ 15,919,882	\$ (1,296,235)	\$ 14,623,647	\$ 14,776,346

Budget By Categories of Expenditures					
Salaries and Employee Benefits	\$ 11,999,366	\$ 11,125,337	\$ 146,044	\$ 11,271,381	\$ 11,642,619
Services and Supplies	1,901,566	2,195,365	(355,893)	1,839,472	1,626,459
Other Charges	1,221,318	2,524,831	(1,201,080)	1,323,751	1,416,068
Total Operating Expenditures	15,122,250	15,845,533	(1,410,929)	14,434,604	14,685,146
Other Financing Uses	-	44,000	(19,000)	25,000	-
Increases to Fund Balances	1,482,657	30,349	133,694	164,043	91,200
Fund Balance Impact (+)	8,815	-	-	-	-
Total	\$ 16,613,722	\$ 15,919,882	\$ (1,296,235)	\$ 14,623,647	\$ 14,776,346

Budget By Categories of Revenues					
Licenses, Permits and Franchises	\$ 7,976,345	\$ 7,530,925	\$ 320,817	\$ 7,851,742	\$ 7,948,109
Fines, Forfeitures, and Penalties	10,766	5,000	1,000	6,000	6,000
Use of Money and Property	27,254	20,825	(1,345)	19,480	19,480
Intergovernmental Revenue	-	35,000	136,201	171,201	36,287
Charges for Services	1,784,924	1,668,710	(447,649)	1,221,061	1,192,101
Miscellaneous Revenue	2,747,474	1,407,645	(310,174)	1,097,471	825,668
Total Operating Revenues	12,546,763	10,668,105	(301,150)	10,366,955	10,027,645
Other Financing Sources	-	44,000	(19,000)	25,000	-
Decreases to Fund Balances	573,479	1,449,937	(1,263,045)	186,892	161,333
General Fund Contribution	3,482,189	3,738,730	306,070	4,044,800	4,127,000
Fund Balance Impact (-)	11,292	19,110	(19,110)	-	460,368
Total	\$ 16,613,722	\$ 15,919,882	\$ (1,296,235)	\$ 14,623,647	\$ 14,776,346

Public Works

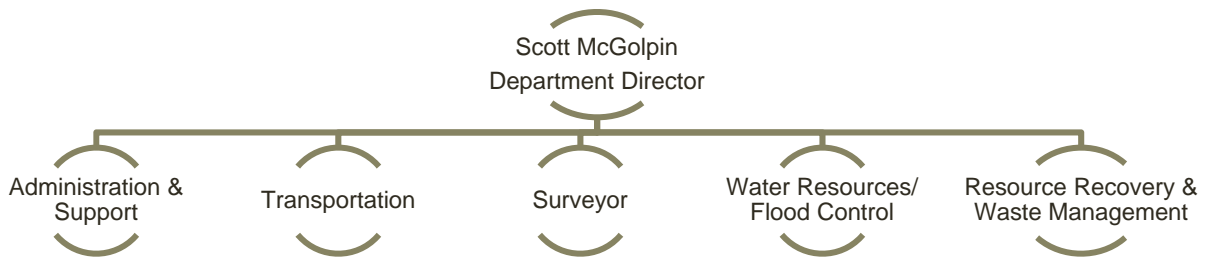


Public Works

Budget & Full-Time Equivalents (FTEs) Summary

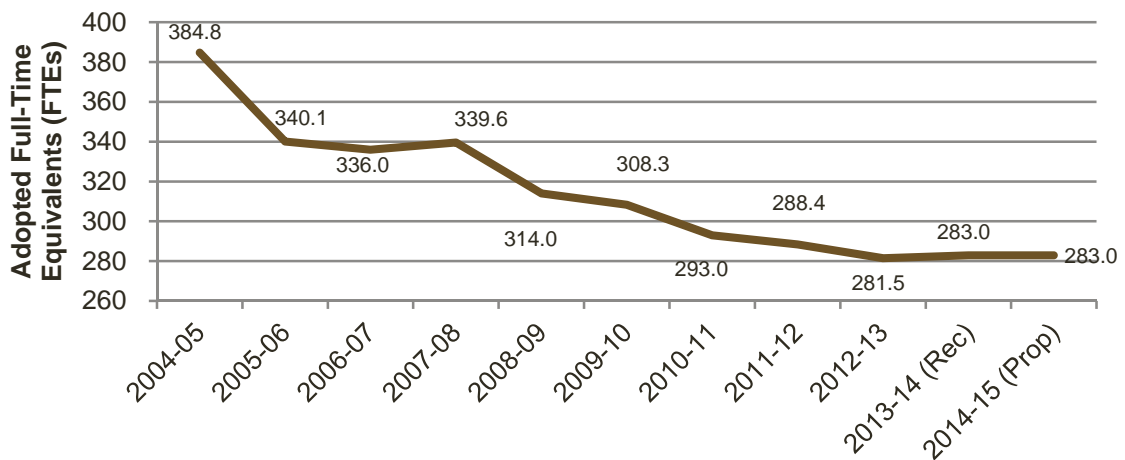
Operating	\$ 92,002,490
Capital	\$ 22,796,500
FTEs	283.0

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.



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 283 full-time equivalent (FTE) staffing at sixteen locations throughout the County. Public Works is responsible for: County-maintained roads, traffic engineering, private land development, civil engineering review and construction inspection, design engineering and construction management, land surveying and map processing, water supply planning and flood protection, solid waste planning, engineering and management, inactive landfill management, wastewater systems management, and special districts.

2012-13 Anticipated Accomplishments

Administration & Support

- Implemented revised Public Works policies and procedures and monitored compliance to these policies.
- Completed a financial and operational review of all of the County Service Areas (CSA's).
- Revised 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.
- Completed a draft of the Goleta Transportation Improvement Plan (TIP) update and began strategic planning for existing and proposed TIP's in the County.
- Updated disaster response procedures based on new policies from Federal Emergency Management Agency and Federal Highway Administration.

Surveyor

- Maintained core level of services and implemented personnel changes.
- Completed all government agency changes authorized by new Local Agency Formation Commission coordination process.

Water Resources/Flood Control

- Secured inclusion of the remaining 3600 feet of Levee work in the Corps of Engineers 2012 Work Plan, thus completing the needed levee repairs on the Santa Maria River Levee.
- Secured a \$1.8 million Proposition 84- 2006 Safe Water Drinking Act grant to offset local share of Levee Construction.
- Completed Lower Mission Creek Reach 2-B; Box Culvert portion through Santa Barbara Railroad Depot.

Public Works

Resource Recovery & Waste Management

- Continued project/process management of the development of the Resource Recovery CT project at Tajiguas Landfill to provide a sustainable future alternative to burying the communities' municipal solid waste.
- Completed the Santa Ynez Airport Closed Landfill Final Cover Project.
- Completed the Tajiguas Landfill Phase 3A Liner Project including all regulatory agency approvals for the design, plans, and specifications. This project was completed in November 2012 and on budget at a cost of \$5.1 million.
- Completed the construction of a 1 megawatt solar facility at Laguna Waste Water Treatment Plant.

strategies for all Transportation Improvement Programs (TIP) updates.

Surveyor

- Continue developing field surveying reference guide to achieve consistency and interoperability between field crews using different equipment.
- 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.
- Complete Flood Control Right of Way Application to increase efficiency of right of way determinations.

2013-15 Objectives

Administration & Support

- Complete organizational issues associated with the disaster recovery process and Public Works disaster response.
- Re-assess duties and structure for Department safety program.
- 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.
- Create coordinated disaster response process following Federal Emergency Management Agency (FEMA) and Federal Highway Administration (FHWA) reimbursement guidelines.
- Develop and begin implementation of

Water Resources/Flood Control

- Secure 10 Year Maintenance Regional General Permit to allow creek and debris basins maintenance, reducing flood hazards.
- Develop application for Public access to rainfall network.
- Integrate new Flood Control Property Database / Viewer into Division Operations.
- Provide access to Flood Control District's historical aerial library on the internet for public use.

Resource Recovery & Waste Management

- Continued project/process management of the development of the Resource Recovery Conversion Technology (CT) project at Tajiguas including preparation of necessary documents, review of financial and technical information, and completing environmental review.
- Review and implementation of food waste collection program, if feasible, to be offered to large commercial generators of food waste.
- Preparation and distribution of more comprehensive education campaign of the County's solid waste management programs.

Public Works

- Construct the Tajiguas Landfill Hydrogen Sulfide (H₂S) Treatment System.

*Changes & Operational Impact:
2012-13 Adopted to
2013-14 Recommended*

Staffing

- Increase of 1.5 FTEs
 - +2.5 positions in Transportation Division: 1.5 positions for engineering services to improve grant-funded project delivery and a transfer of 1.0 heavy equipment operator from Flood Control to Transportation.
 - -1.0 position in Flood Control; transfer of the heavy equipment operator to Transportation noted above.

Expenditures

- Net operating expenditure decrease of \$1,508,000;
 - +\$959,000 increase in Salaries and Employee Benefits due to retirement and health cost increases and increased staffing in Transportation.
 - +4,094,000 increase in Services and Supplies due to:
 - +\$3,400,000 increase for capital projects and maintenance in Transportation including San Marcos Bridge, Kinevan Bridge, and Fernald Point Bridge.
 - +\$1,600,000 increase in South Coast Flood Zone channel maintenance for Goleta Slough dredging and bank vegetation.
 - -\$700,000 decrease in Resource Recovery costs due to the substantial completion of the conversion technology environmental report.

- -\$400,000 decrease in Laguna Sanitation's electricity usage due to solar plant coming on-line.
- -\$6,561,000 decrease in Other Charges due to completion of Proposition 50 pass-through grant program for implementation of the adopted Integrated Regional Water Management Plan consisting of 14 projects within the County.

- Net non-operating expenditure increase of \$11,606,000
 - -\$2,158,000 decrease in Capital Assets consisting of:
 - -\$7,200,000 decrease in Flood Zone projects due to completion of Santa Maria Levee and Lompoc North Avenue Drainage.
 - +\$4,000,000 increase to begin the implementation of the Laguna County Sanitation District's master plan.
 - +\$1,000,000 increase to complete the Tajiguas landfill liner replacement.
 - +\$3,664,000 increase in Other Financing Uses due to:
 - +\$5,100,000 increase in transfers between Transportation funds.
 - -\$1,500,000 decrease in transfers between Flood Zone funds.
 - These uses are offset by Other Financing Sources and are related to capital projects financing activities.
 - -\$45,000 decrease in Intrafund Expenditures Transfers (+) for transfers between divisions within Public Works offset with corresponding revenues.
 - +\$10,145,000 increase in Fund Balance consisting of:
 - +\$7,100,000 increase to Transportation funds.
 - +\$3,000,000 increase to Flood Zone funds.
 - These increases are partially offset with decreases in fund balances as project funds are required.

Public Works

These changes result in recommended operating expenditures of \$92,002,000, non-operating expenditures of \$50,358,000 and total expenditures of \$142,361,000. Non-operating expenditures primarily include capital assets, transfers, and increases to fund balances.

Revenues

- Net operating revenue increase of \$238,000
 - +\$405,000 increase in Taxes due to:
 - +\$281,000 increase of Measure “A” Sales Tax for Transportation.
 - +\$124,000 increase in property taxes in Flood Zone funds.
 - +\$152,000 increase in Licenses, Permits, and Franchises due to increased franchise fee and roll-off revenue from haulers.
 - -\$158,000 decrease in Use of Money and Property across all funds due to reduced interest rates.
 - -\$2,622,000 decrease in Intergovernmental Revenues consisting of:
 - -\$6,700,000 decrease in Water Resources Prop 50 pass-through grants associated with the recently completed Integrated Regional Water Management Plan.
 - +\$500,000 increase between the flood zones
 - +\$2,100,000 increase in capital grants for Transportation
 - +\$1,500,000 increase in Laguna Sanitation to provide recycled water to Rancho Maria Golf Course.
 - +2,187,000 increase in Charges for Services due to:
 - +\$800,000 increase to rates at Laguna Sanitation consistent with the Master Plan.
 - +\$800,000 increase to Resource Recovery for environmental review and on-going operations
 - +\$300,000 increase in Transportation service charges for capital projects.
- Net non-operating revenue increase of \$9,860,000:
 - +\$3,807,000 increase in Other Financing Sources due to:
 - +\$5,500,000 increase in transfers between Transportation funds.
 - -\$1,700,000 decrease in transfers between Flood Zone funds.
 - These sources are offset by Other Financing Uses.
 - -\$45,000 decrease in Intrafund Expenditures Transfers (-) for transfers between divisions within Public Works offset with corresponding expenditures.
 - +\$6,313,000 increase in Decreases to Fund Balances consisting of:
 - +\$7,700,000 increase to Transportation funds for capital projects.
 - +\$1,300,000 increase in Laguna Sanitation for capital projects.
 - -\$2,200,000 decrease in Flood Zone funds for capital projects
 - -\$500,000 decrease to Resource Recovery due to the Conversion Technology (CT) project.
 - +\$100,000 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 \$96,613,000, non-operating revenues of \$45,748,000 and total revenues of \$142,361,000. Non-operating revenues primarily include General Fund Contribution, transfers and decreases to fund balances.

Public Works

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

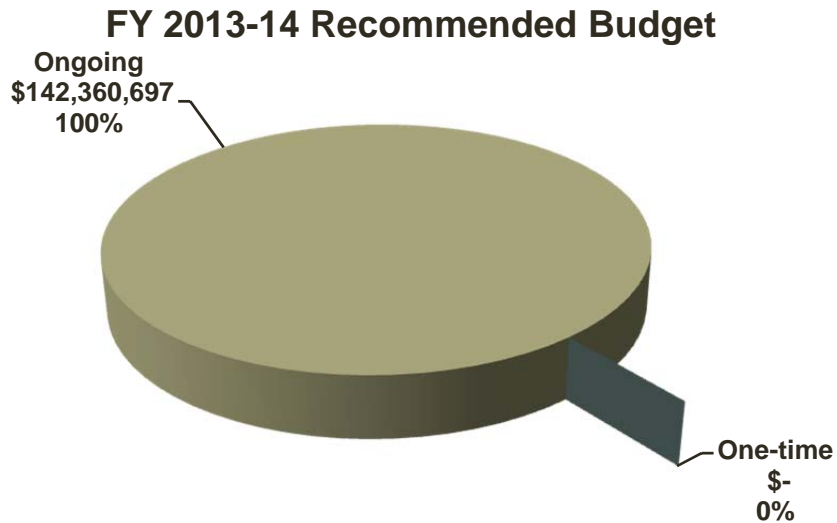
- Net expenditure decrease of \$21,088,000:
 - +1,053,000 increase in Salaries and Employee Benefits, which includes increases in health and retirement contributions.
 - -\$4,347,000 decrease in Services and Supplies due to:
 - -\$1,800,000 reduction in Resource Recovery for environmental review.
 - -\$1,747,000 decrease in capital maintenance in Transportation.
 - -\$800,000 decrease in South Coast channel maintenance.
 - -\$278,000 decrease in Other Charges primarily due to the completion of Proposition 50 pass-through grants.
 - -\$6,995,000 decrease in Capital Assets due to completion of Flood capital projects including:
 - -\$4,000,000 decrease for San Jose Creek project.
 - -\$2,995,000 decrease for the Santa Maria levee project.
 - -\$6,680,000 decrease in Other Financing Uses due to a reduction transfers between Transportation funds, for capital related project activities.
 - -\$3,839,000 decrease in Fund Balances due to:
 - -\$5,347,000 decrease in Transportation for capital projects.
 - -\$1,316,000 decrease in flood zones for capital projects.
 - +\$2,824,000 increase in Laguna Sanitation for capital projects.

Related Links

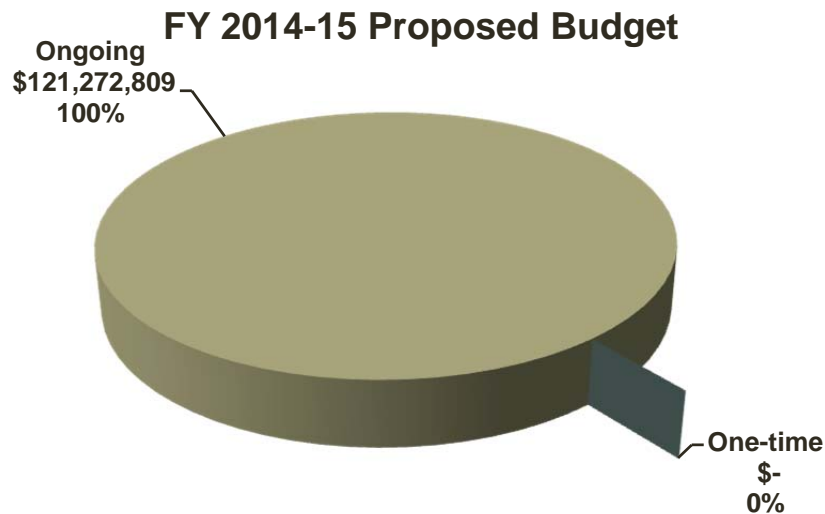
For more information on the Public Works Department, refer to the department's web site at <http://www.countyofsb.org/pwd> or "Like" us on Facebook at County of SB - Public Works <https://www.facebook.com/CountyOfSbPublicWorks>.

Public Works

Gap Charts



The FY 2013-14 Recommended Budget was balanced and did not rely on one-time sources to fund any of the Department's ongoing operations.



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

Public Works

Performance Outcome Measures

Description	FY 2011-12 Actual	FY 2012-13 Adopted	FY 2013-14 Recommended	FY 2014-15 Proposed
Percent of planned Flood Control maintenance projects completed in the Annual Maintenance Plan.	99%	98%	95%	95%
Percent of the County's overall waste diversion (recycling) as determined by the State of California (mandated 50% requirement).	62%	68%	73%	73%
Percent of Record of Surveys & Comer Records project reviews completed in 20 days or less to be in compliance with government codes.	57%	57%	57%	57%
Maintain a Pavement Condition Index (PCI) of 65 or better on the 1,667 lane miles within the County maintained system.	65	61	59	57

Public Works

Budget Overview

Staffing By Budget Program	2011-12 Actual	2012-13 Adopted	Change from FY 12-13 Ado to FY 13-14 Rec	2013-14 Recommended	2014-15 Proposed
Administration & Support	16.67	15.00	-	15.00	15.00
Transportation	113.89	117.40	2.50	119.90	119.90
Surveyor	9.78	10.00	-	10.00	10.00
Water Resources/Flood Control	44.23	46.80	(1.00)	45.80	45.80
Resource Recovery & Waste Managemen	93.03	92.25	-	92.25	92.25
Unallocated	0.27	-	-	-	-
Total	277.88	281.45	1.50	282.95	282.95
Budget By Budget Program					
Administration & Support	\$ 4,854,303	\$ 4,436,859	\$ 254,104	\$ 4,690,963	\$ 4,847,370
Transportation	49,607,097	46,762,122	15,550,305	62,312,427	50,309,947
Surveyor	1,607,987	1,750,962	(4,762)	1,746,200	1,682,330
Water Resources/Flood Control	30,734,462	41,373,890	(9,984,461)	31,389,429	25,649,901
Resource Recovery & Waste Managemen	37,621,019	37,938,800	4,282,878	42,221,678	38,783,261
Fund Balance Impact (+)	245,020	-	-	-	-
Unallocated	(79,009)	-	-	-	-
Total	\$ 124,590,880	\$ 132,262,633	\$ 10,098,064	\$ 142,360,697	\$ 121,272,809
Budget By Categories of Expenditures					
Salaries and Employee Benefits	\$ 30,334,323	\$ 31,882,823	\$ 959,210	\$ 32,842,033	\$ 33,895,455
Services and Supplies	43,843,765	47,008,698	4,094,198	51,102,896	46,755,893
Other Charges	12,179,297	14,618,875	(6,561,314)	8,057,561	7,779,117
Total Operating Expenditures	86,357,386	93,510,396	(1,507,906)	92,002,490	88,430,465
Capital Assets	16,845,116	24,954,019	(2,157,519)	22,796,500	15,802,000
Other Financing Uses	8,940,431	5,617,795	3,663,723	9,281,518	2,601,372
Intrafund Expenditure Transfers (+)	277,719	600,242	(44,760)	555,482	552,988
Increases to Fund Balances	11,925,208	7,580,181	10,144,526	17,724,707	13,885,984
Fund Balance Impact (+)	245,020	-	-	-	-
Total	\$ 124,590,880	\$ 132,262,633	\$ 10,098,064	\$ 142,360,697	\$ 121,272,809
Budget By Categories of Revenues					
Taxes	\$ 18,934,837	\$ 17,857,042	\$ 405,289	\$ 18,262,331	\$ 18,686,362
Licenses, Permits and Franchises	3,288,498	3,059,385	151,582	3,210,967	3,390,967
Use of Money and Property	1,148,261	1,057,019	(158,099)	898,920	889,490
Intergovernmental Revenue	37,187,310	35,503,769	(2,621,690)	32,882,079	29,905,475
Charges for Services	34,858,011	35,928,644	2,187,397	38,116,041	38,183,913
Miscellaneous Revenue	8,967,327	2,969,113	273,114	3,242,227	3,228,720
Total Operating Revenues	104,384,244	96,374,972	237,593	96,612,565	94,284,927
Other Financing Sources	4,264,573	2,915,863	3,807,496	6,723,359	257,097
Intrafund Expenditure Transfers (-)	277,719	600,242	(44,760)	555,482	552,988
Decreases to Fund Balances	12,181,540	29,359,212	6,313,479	35,672,691	23,122,697
General Fund Contribution	2,627,280	2,696,126	100,474	2,796,600	3,055,100
Fund Balance Impact (-)	855,523	316,218	(316,218)	-	-
Total	\$ 124,590,880	\$ 132,262,633	\$ 10,098,064	\$ 142,360,697	\$ 121,272,809

Community Services

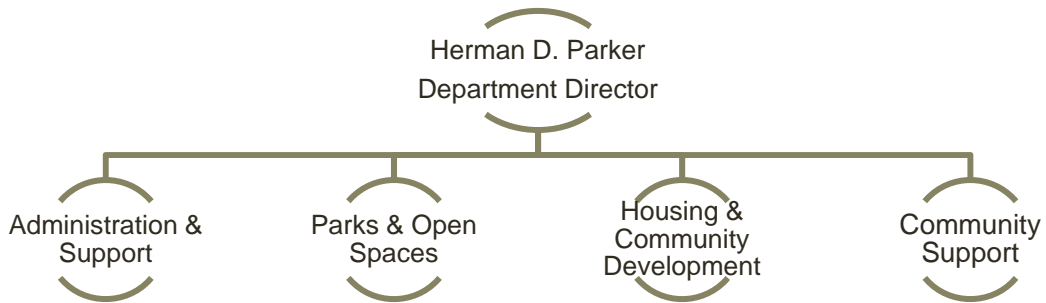


Community Services

Budget & Full-Time Equivalents (FTEs) Summary

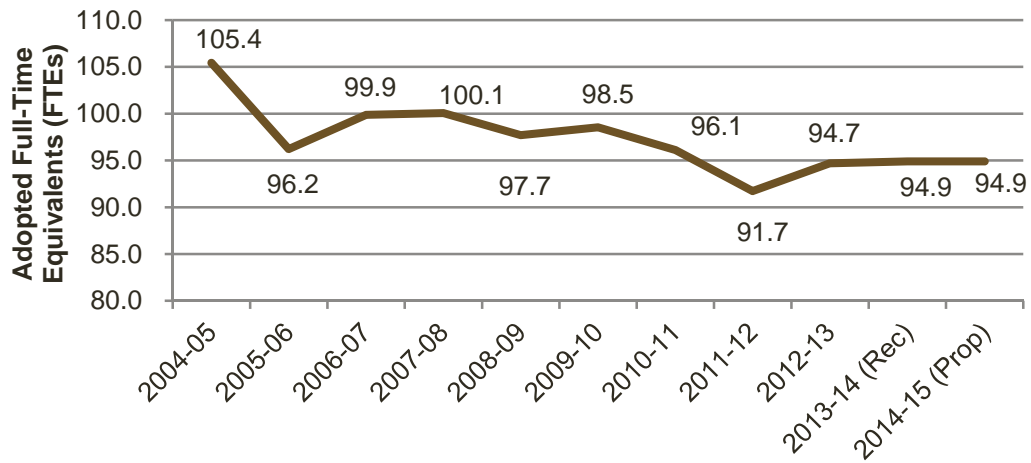
Operating \$ 23,379,215
 Capital \$ 2,882,700
 FTEs 95.0

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.



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 new combined operating and capital budgets are presented in four distinct financial statements by budget programs: Administration & Support, Parks and Open Spaces, Housing & Community Development, and Community Support.

2012-13 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:

- Recruited, evaluated, and hired new staff members for the Park and Housing and Community Development Divisions.
- Established a web portal on the County’s website to provide information on economic vitality and sustainability programs and services available in the County of Santa Barbara.
- Implemented an online reservation system at Jalama Beach and Cachuma Lake campgrounds to assist the public in reserving cabins, yurts, recreational vehicles, and tent sites.
- Implemented training workshops for Park staff and rangers, focusing on report writing, cash handling, and customer service.
- Established new rental and reservation fees for use of the Courthouse grounds.

Parks & Open Spaces

The Parks division provides safe, affordable, and enjoyable recreational locations for community members and visitors. Of the 69 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 Cachuma Lake Reservoir Re-Roof and the Replacement of the Cachuma Lake Boathouse.
- Opened six miles of trails to the public in the Orcutt Community.
- Replaced all the signage in the County Service Area 3 (CSA3) area open spaces.
- Resurfaced and refurbished three “Kellogg” tennis courts and surrounding walkways.
- Completed the replacement sewer lift station at Goleta Beach.
- Completed the design and bidding for the Camino Majorca Stairs in Isla Vista with construction completion by May 2013.

Community Services

Housing & Community Development

The Housing and Community Development budget program 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:

- Transitioned to new Homeless Management Information System (HMIS) software, and provided training to 43 end users at 14 homeless service organizations. The 161 beneficiaries entered into the database will facilitate analysis of homelessness assistance and prevention program effectiveness.
- Conducted the biennial Point In Time Count/Vulnerability Index (PIT/VI) in collaboration with community agencies in January 2013.
- Issued Notice of Funding Availability (NOFA) for the Community Development Block Grant (CDBG) and Emergency Solutions Grant (ESG) programs in November 2012 for the FY 2013-14 Action Plan.
- emPowerSBC outreach attracted contact with 2,500 interested individuals to date, resulting in home energy work in 150 homes and \$1.3 million in residential project activity for 22 contractors trained and registered by the program. Secured contracts for over \$5 million in State funding to continue services beyond August 2013.

Community Support

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

Arts

- Organized and hosted the first Forum on the Economic Impact of Arts & Culture on October 4th in partnership with the Santa Barbara Conference and Visitors Bureau and Film Commission, including a keynote speech detailing the Americans for the Arts and

Economic Prosperity IV (AEP IV) study completed this year.

- Provided technical support and completed two Community Arts Enrichment Grant cycles that provided \$28,350 in grant funding support to 30 cultural arts projects and programs in rural and underserved communities throughout Santa Barbara County.
- Granted \$296,812 to 69 city-based cultural arts programs with City of Santa Barbara funds.
- Increased access to the arts and community engagement through a series of free cultural activities including 7 exhibitions in 4 public galleries/spaces and more than 15 free public events, including a classic sci-fi film series and Pianos on State Street.
- Organized and hosted Annual Countywide Arts Symposium for over 110 arts educators, elected officials, non-profit cultural arts representatives, artists, and foundation representatives to discuss issues of interest to the regional arts community.
- Arranged for gift of ten paintings by artist Channing Peake from Anne & Walon Green, valued at \$148,700 to the Arts Commission's Permanent Collection to be displayed publically at Betteravia Gallery and Channing Peake Gallery.

Libraries

- Developed and implemented an online library services survey to gather community input on library services throughout the County. Over 620 library patrons responded to the survey.
- Prepared and obtained approval of the annual library operations agreement.

Human Services & Shelters

- The Human Services Commission oversaw the distribution of approximately \$1,072,000 in 2012-13 local funds. There were 53 agencies and 71 programs funded. All programs serve low and moderate income persons and special populations such as elderly and disabled. Programs included the provision of food, transportation, shelter, services for seniors, teens, youth, rape counseling, domestic violence prevention and counseling, mental health services, AIDs/HIV housing and services,

Community Services

community centers, alcohol and drug addiction services, and more.

- The County as the Lead Agency submitted an application for \$1.6 million in federal funds for 13 homeless assistance projects Countywide under the FY 2012 Continuum of Care Program Competition. These funds will support HMIS; permanent and transitional housing, and supportive services for homeless persons and families.

2013-15 Objectives

Administration & Support

In the next fiscal year, the Administration and Support division will complete projects and explore new opportunities for increasing revenues for the Department.

- Complete the development of a management plan for habitat conservation at the San Marcos Preserve.
- Explore the feasibility of establishing revenue generating special events similar to the annual Trout Derby at Cachuma Lake.

Parks & Open Spaces

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

- Expand the online reservation system to allow campers to plan further in advance and secure a camping facility of their choice.
- 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 upgrade Arroyo Burro restrooms with input from affected parties to better serve the public.
- Replace showers at Live Oak camp ground.
- Update Jalama Beach Park Master Plan to include accommodations (either cabins or yurts) to provide additional facilities for the public.

- Implement 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.

- Initiate new affordable housing monitoring program using contract services to enhance staff's data collection and inspection circuit of HOME units as required for U.S. Department of Housing and Urban Development (HUD) regulatory compliance.
- Continue implementation of Countywide Homeless Management Information System (HMIS) software to collect data and evaluate the quality of service provided to homelessness assistance and prevention programs.
- Continue to collect data regarding homeless needs and services that will benefit the Continuum of Care Program; provide analysis to decision makers and stakeholders and begin early planning for next biennial homeless count in 2015.
- Improve public Notices of Funding Available (NOFA), technical assistance provided to applicants, and selection of projects for funding for the Action Plan which comply with federal regulations, including the timely expenditure of federal grant funds as required by HUD.
- Continue emPowerSBC outreach/education, workforce development, energy advising, and financial incentive services beyond August 2013 grant deadlines and expand services to Tri-County pending Board's acceptance of new funding contracts.

Community Services

Community Support

Arts

- Complete Percent for Art Project historic painting installation for the Public Defenders building in the County Courthouse lobby by June 2014.
- Complete updated Santa Barbara Public Art DVD in High Definition and Blu-ray format to include significant public art projects completed since 2009 such as the Santa Barbara New Airport Terminal.
- Organize and promote an exhibition for 2014 in memory of the late Barry Berkus, showcasing the County's Berkus Family Collection juxtaposed with new artists from the Tri-Counties.
- Continue to partner with the Bowl Foundation to promote arts outreach to rural and underserved communities and institute a grant reporting system to measure the direct impact of Community Arts Grants on communities.
- Continue to promote and increase community support and engagement in the programs such as Poetry Out Loud and Pianos on State Street project.

Libraries

- Establish quarterly budget reports from all three County library zones.
- Explore the development of a marketing identity for the County library system.

*Changes & Operational Impact:
2012-13 Adopted to
2013-14 Recommended*

Staffing

- Net increase of 0.17 FTEs.
 - Community Support, Arts Commission, increased a position from 0.80 FTEs to 1 FTE.

Expenditures

- Net operating expenditure increase of \$3,442,000:

- +\$443,000 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.
- +\$3,024,000 in Services and Supplies to provide financing for the Pescadero Lofts affordable housing project in Isla Vista.
- Net non-operating revenue decrease of \$907,000:
 - +\$792,000 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 2012-13 include Cachuma Water Treatment System, Lake Cachuma Boathouse re-roof, and Goleta Beach Lift Station. Projects scheduled during FY 2013-14 include Live Oak Camp Improvements, Goleta Beach 2.0, and Arroyo Burro Beach improvements.
 - -\$851,000 decrease in Other Financing Uses due to the following:
 - -\$1,055,000 for Parks Capital Projects financing which include Live Oak Camp Improvements, Goleta Beach Lift Station, Jalama Waterline Replacement, and other Parks projects.
 - +\$83,000 due to increases to the HMIS Expansion grant.
 - +\$54,000 for Santa Barbara Veteran's Building.
 - +\$52,000 for New Cuyama Recreation Center.
 - +\$50,000 for the Parks Equipment Replacement Program.
 - These uses are offset by Other Financing Sources and are related primarily to capital project financing activities.
 - -\$719,000 Increases to Fund Balance decreased due to one-time fund balance transfer for Parks capital projects fund that occurred in FY 2012-13.

These changes result in recommended operating expenditures of \$23,379,000, non-operating expenditures of \$5,936,000, and total

Community Services

expenditures of \$29,315,000. Non-operating expenditures primarily include capital assets, transfers, and increases to fund balances.

Revenues

- Net operating revenue increase of \$5,185,000.
 - + \$759,000 in charges for services due to an increase in Developer Mitigation Fees and increased revenue from Park concessionaires. Camping sources of revenue are also expected to increase due to higher usage and recently Board approved fee changes that are better aligned with cost recovery and market rates.
 - +\$4,387,000 in miscellaneous revenue largely due to:
 - +\$3,000,000 increase in revenue due to the sale of property related to the Pescadero Lofts affordable housing project in Isla Vista.
 - +\$994,000 in new funding from Southern California Gas Company for the emPower program.
 - +\$220,000 increased revenue from HOME loan repayments.
 - +\$200,000 in Parks division Coastal Resource Enhancement Funding (CREF).
- Net non-operating revenue decrease of -\$2,651,000:
 - -\$905,000 in Other Financing Sources due to a decrease in capital projects activity between FY 2012-13 and FY 2013-14.
 - -\$1,448,000 in Decreases to Fund Balances largely due to:
 - -\$900,000 decrease in commitments of Parks capital projects.
 - -\$572,000 decrease in one-time program restoration which temporarily restored services within Parks and HCD divisions.
 - +\$386,000 increase in General Fund Contribution primarily related to additional benefit cost increases

unanticipated General Liability increases in Parks Division, adjustments to Cost Allocation Plan charges in Parks Division, replacement of one-time funds, unanticipated credit card fees, and other lease increases.

These changes result in recommended operating revenues of \$17,295,000, non-operating revenues of \$12,020,000, and total revenues of \$29,315,000. Non-operating revenues primarily include General Fund Contribution, transfers, and decreases to fund balances.

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

The FY 2014-15 proposed expenditures reflect a \$5,305,000 decrease compared to the FY 2013-14 recommended budget that is primarily the result of:

- -\$3,000,000 one-time revenue for former Redevelopment Agency budgeted in FY 2013-14.
- -\$1,536,000 decrease in projected Parks capital projects based upon expected availability of funds.
- -\$637,000 decrease in Housing and Community Development Division due to the completion of capital projects.
- +\$278,000 increase in salaries and other benefits.

One time funding usage from the Affordable Housing program is expected to create a gap in FY 2014-15:

- + \$416,000 for Affordable Housing

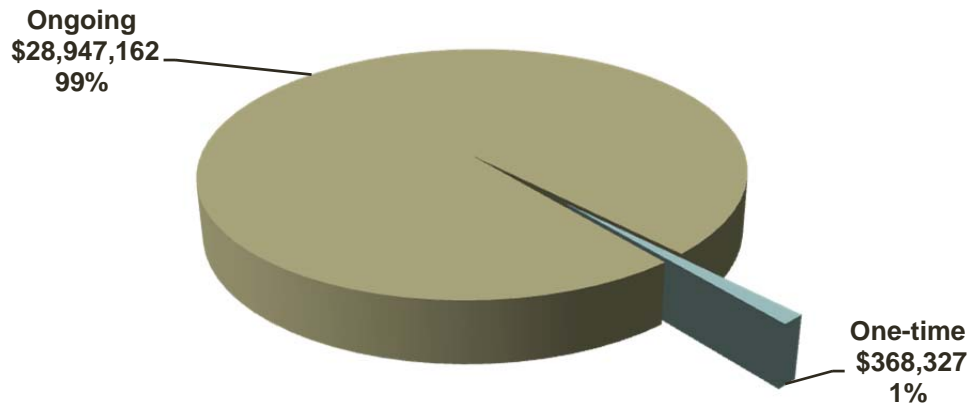
Related Links

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

Community Services

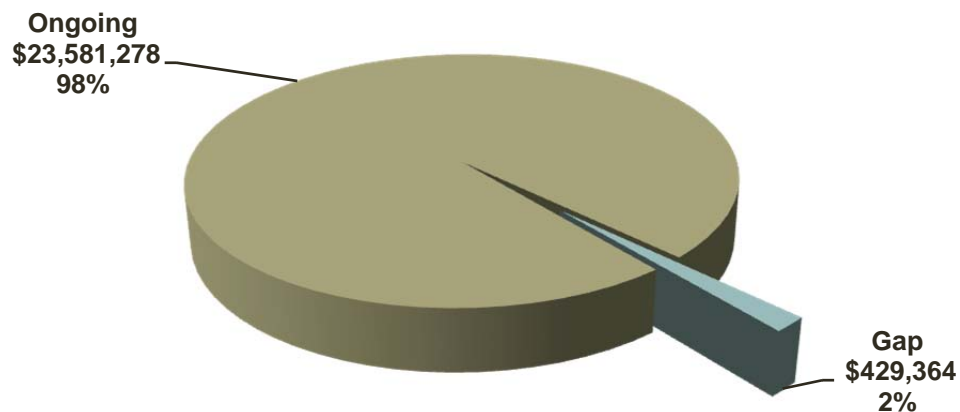
Gap Charts

FY 2013-14 Recommended Budget



The FY 2013-14 Recommended Budget relies on one-time sources of \$368,327 to fund 1% of the Department's ongoing operations. These funds were entirely from the Affordable Housing Fund. 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 2014-15.

FY 2014-15 Proposed Budget



The FY 2014-15 Proposed Budget relies on one-time sources of \$429,364 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.

Community Services

Performance Outcome Measures

Description	FY 2011-12 Actual	FY 2012-13 Adopted	FY 2013-14 Recommended	FY 2014-15 Proposed
Percentage increase in number of Residents/Households assisted with Tenant Based Rental Assistance (TBRA) (Target = 8%)	N/A	N/A	5%	5%
Percentage of energy use saved by homeowners participating in the emPowerSBC Program (Target = 35%)	N/A	30%	32%	35%
Percentage of occupancy at camping parks during the months of December, January and February utilizing tented, partial hookup, and full hookup camp sites. (Target = 20%)	N/A	N/A	13%	15%
Percentage increase in Artists, students and Community Members impacted by the Community Arts Enrichment grant. (Target = 15%)	N/A	N/A	8%	12%

Community Services

Budget Overview

	2011-12 Actual	2012-13 Adopted	Change from FY 12-13 Ado to FY 13-14 Rec	2013-14 Recommended	2014-15 Proposed
Staffing By Budget Program					
Administration & Support	14.18	13.00	-	13.00	13.00
Parks & Open Spaces	64.21	68.89	(0.06)	68.83	68.83
Housing & Community Development	6.37	9.00	-	9.00	9.00
Community Support (Arts & Libraries)	3.09	3.90	0.23	4.13	4.13
Unallocated	0.15	-	-	-	-
Total	88.00	94.79	0.17	94.96	94.96
Budget By Budget Program					
Administration & Support	\$ 2,965,486	\$ 2,682,204	\$ 217,483	\$ 2,899,687	\$ 2,970,982
Parks & Open Spaces	11,800,284	12,581,320	(825,862)	11,755,458	10,415,596
Housing & Community Development	7,958,843	5,643,986	3,512,704	9,156,690	5,096,806
Community Support (Arts & Libraries)	2,950,629	5,682,652	(178,998)	5,503,654	5,525,292
Fund Balance Impact (+)	773,869	190,792	(190,792)	-	1,966
Unallocated	(21,946)	-	-	-	-
Total	\$ 26,427,164	\$ 26,780,954	\$ 2,534,535	\$ 29,315,489	\$ 24,010,642
Budget By Categories of Expenditures					
Salaries and Employee Benefits	\$ 7,929,506	\$ 8,234,168	\$ 442,896	\$ 8,677,064	\$ 8,955,142
Services and Supplies	8,476,154	8,834,984	3,023,704	11,858,688	8,134,090
Other Charges	2,357,150	2,868,484	(25,021)	2,843,463	2,891,191
Total Operating Expenditures	18,762,811	19,937,636	3,441,579	23,379,215	19,980,423
Capital Assets	1,943,539	2,090,800	791,900	2,882,700	1,347,000
Other Financing Uses	2,571,502	2,524,066	(851,165)	1,672,901	1,245,361
Intrafund Expenditure Transfers (+)	295,324	248,812	61,709	310,521	311,041
Increases to Fund Balances	2,080,120	1,788,848	(718,696)	1,070,152	1,124,851
Fund Balance Impact (+)	773,869	190,792	(190,792)	-	1,966
Total	\$ 26,427,164	\$ 26,780,954	\$ 2,534,535	\$ 29,315,489	\$ 24,010,642
Budget By Categories of Revenues					
Taxes	\$ 475,793	\$ 456,600	\$ 25,242	\$ 481,842	\$ 487,287
Fines, Forfeitures, and Penalties	12,100	13,200	2,300	15,500	15,500
Use of Money and Property	164,996	177,100	(30,011)	147,089	147,244
Intergovernmental Revenue	7,908,268	5,065,947	41,566	5,107,513	2,819,989
Charges for Services	6,234,897	5,796,400	759,369	6,555,769	6,635,569
Miscellaneous Revenue	741,817	600,600	4,386,977	4,987,577	2,156,140
Total Operating Revenues	15,537,872	12,109,847	5,185,443	17,295,290	12,261,729
Other Financing Sources	2,290,218	3,026,766	(905,165)	2,121,601	1,950,679
Intrafund Expenditure Transfers (-)	2,000	-	20,330	20,330	20,850
Decreases to Fund Balances	4,020,323	3,524,930	(1,448,362)	2,076,568	1,475,220
General Fund Contribution	3,572,479	7,416,172	385,528	7,801,700	7,872,800
Fund Balance Impact (-)	1,004,272	703,239	(703,239)	-	429,364
Total	\$ 26,427,164	\$ 26,780,954	\$ 2,534,535	\$ 29,315,489	\$ 24,010,642

General Government & Support Services

COUNTY OF SANTA BARBARA

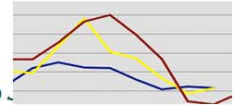


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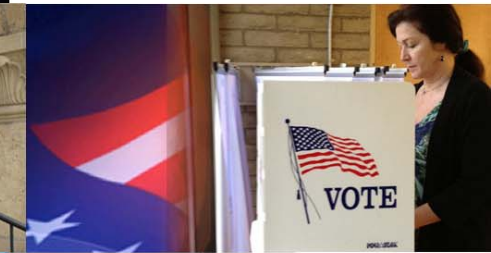
COMPREHENSIVE ANNUAL FINANCIAL REPORT

FISCAL YEAR ENDED



Assessor

- What we do
- How we can help
- Property Value Notice
- Property Tax Programs
- Recent Home Sales



PUBLIC ADMINISTRATION



TAX COLLECTOR

OTHER EXEMPT

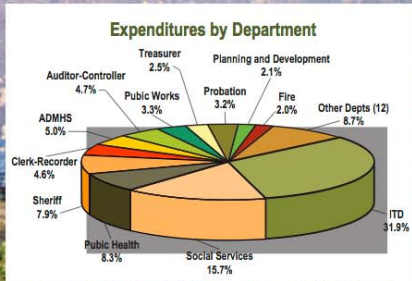
BASIC PROPERTY SPECIAL DISTRICT FIXED CHARGES

FIRST INSTALLMENT	SECOND
\$1,134.93	\$1

DATE NOV. 1, 2012 DELINQUENT AFTER DEC. 15, 2012

DUE FEB. 1, 2013

VETERANS SERVICES



General Government & Support Services

General Government and Support Services Functional Group

The General Government and Support Services Functional Group includes the Auditor-Controller, Clerk-Recorder-Assessor, General Services, and the Treasurer-Tax Collector/Public Administrator Departments.

Strategic Values

The General Government and Support Services Functional Group believes in honoring the public's trust through high-quality business services that increase the integrity, fairness, accountability, and effectiveness of all County departments and other public entities.

Strategic Purpose

The General Government and Support Services Functional Group provides essential capital resource, financial, technical, and administrative management and services to the County organization and other public entities that enables achievement of the County's mission.

Strategic Goals

- Complete secured and unsecured property assessment by close of the annual tax roll
- Maintain the reduction in the number of days to process a supplemental property assessment
- Successfully conduct the June 2014 Primary Elections, complete the election canvass, and certification of election results within 28 days
- Expand the use of an online sample ballot rather than through mail delivery to save postage and printing costs

- Replace the fourteen year old budget development and the budget adjustment applications, upgrading them to modern web-based technology
- Develop a new web-based employee time-capture software system to enhance payroll and financial management
- Support and provide increased risk assessment and contract compliance monitoring on all contracts approved by the Board of Supervisors over \$100,000
- Provide timely and accurate financial reports and audit documents required for compliance and decision making
- Collect over 97% of the secured property taxes to fund county services
- Complete the upgrade of several tax collection software systems to improve efficiencies and reliability
- Reduce the County's energy consumption, and strengthen and improve the implementation of the County's sustainability action plan
- Complete the revised Space Plan Policy and update the 2006 – 2011 Space Utilization Study
- Reduce the total number of fleet vehicles used by the County and ensure the vehicles we have are the appropriate size/type for the jobs they perform
- Develop a plan to provide appropriate sustainable maintenance and repair to County facilities including the financial resources to fund the plan
- Complete a Five Year Plan for the County Communications Network

General Government & Support Services

Functional Summary

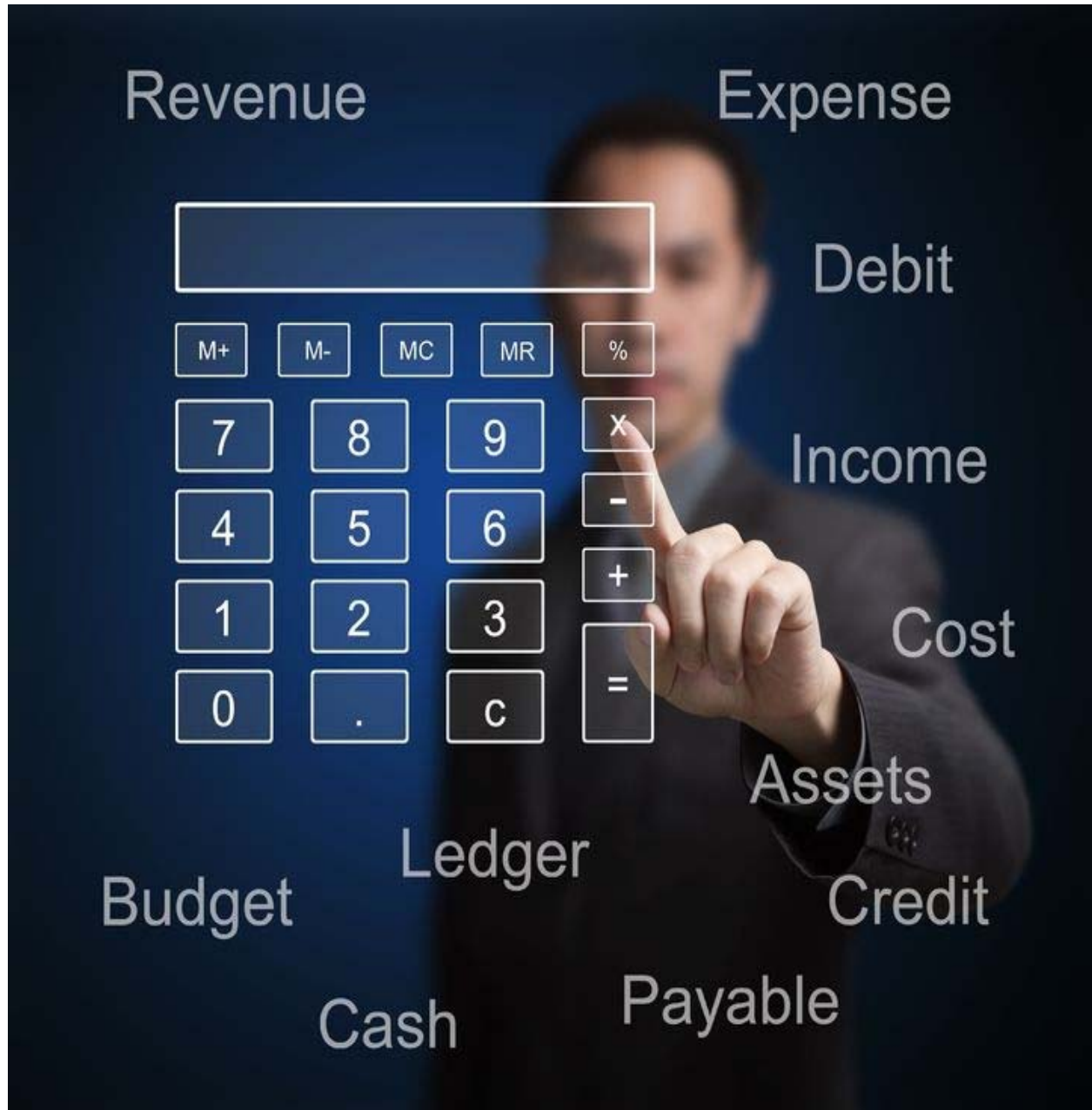
Staffing By Budget Department	2011-12 Actual	2012-13 Adopted	Change from FY 12-13 Ado to FY 13-14 Rec	2013-14 Recommended	2014-15 Proposed
Auditor-Controller	47.52	46.25	(0.10)	46.15	46.15
Clerk-Recorder-Assessor	98.21	92.76	1.62	94.38	94.38
General Services	112.82	121.35	(8.35)	113.00	113.00
Treasurer-Tax Collector-Public	39.25	42.50	(1.00)	41.50	41.00
Total	297.80	302.85	(7.83)	295.02	294.52
Budget By Budget Department (1)					
Auditor-Controller	\$ 7,228,358	\$ 7,752,242	\$ 27,841	\$ 7,780,083	\$ 7,990,775
Clerk-Recorder-Assessor	15,399,558	16,026,595	593,107	16,619,702	16,811,996
General Services	84,352,146	52,269,615	(868,272)	51,401,343	50,593,155
Treasurer-Tax Collector-Public	6,562,849	7,472,534	344,943	7,817,477	6,670,620
Debt Service	28,564,513	7,651,832	514,889	8,166,721	7,712,948
Total	\$ 142,107,424	\$ 91,172,818	\$ 612,508	\$ 91,785,326	\$ 89,779,494
Budget By Categories of Expenditures					
Salaries and Employee Benefits	\$ 35,028,242	\$ 36,578,322	\$ 520,320	\$ 37,098,642	\$ 38,259,110
Services and Supplies	20,950,790	24,612,435	(332,831)	24,279,604	24,784,788
Other Charges	11,399,542	11,387,296	440,385	11,827,681	11,654,384
Total Operating Expenditures	67,378,574	72,578,053	627,874	73,205,927	74,698,282
Capital Assets	22,902,911	10,902,755	(501,745)	10,401,010	7,663,337
Other Financing Uses	41,099,037	5,441,501	843,857	6,285,358	5,553,666
Intrafund Expenditure Transfers (+)	911,939	951,973	(73,730)	878,243	937,854
Increases to Fund Balances	8,266,887	1,266,388	(271,885)	994,503	926,355
Fund Balance Impact (+)	1,548,076	32,148	(11,863)	20,285	-
Total	\$ 142,107,424	\$ 91,172,818	\$ 612,508	\$ 91,785,326	\$ 89,779,494
Budget By Categories of Revenues					
Taxes	\$ 311,111	\$ 283,900	\$ 4,100	\$ 288,000	\$ 288,000
Licenses, Permits and Franchises	296,519	282,500	23,500	306,000	306,000
Fines, Forfeitures, and Penalties	13,169	12,000	-	12,000	12,000
Use of Money and Property	1,124,092	1,027,459	(28,069)	999,390	986,500
Intergovernmental Revenue	3,435,003	527,539	645,889	1,173,428	1,162,838
Charges for Services	35,859,454	36,899,688	439,591	37,339,279	38,963,405
Miscellaneous Revenue	2,722,664	781,081	189,624	970,705	1,682,238
Total Operating Revenues	43,762,011	39,814,167	1,274,635	41,088,802	43,400,981
Other Financing Sources	48,704,772	8,397,545	431,176	8,828,721	7,182,948
Intrafund Expenditure Transfers (-)	3,051,657	949,313	(38,730)	910,583	973,194
Decreases to Fund Balances	18,501,244	14,280,411	(1,817,402)	12,463,009	7,836,567
General Fund Contribution	24,486,244	26,173,310	2,191,190	28,364,500	28,843,500
Fund Balance Impact (-)	3,601,495	1,558,072	(1,428,361)	129,711	1,542,304
Total	\$ 142,107,424	\$ 91,172,818	\$ 612,508	\$ 91,785,326	\$ 89,779,494

(1) Please refer to the 'Policy & Executive' Functional Summary page.

General Government & Support Services



Auditor-Controller

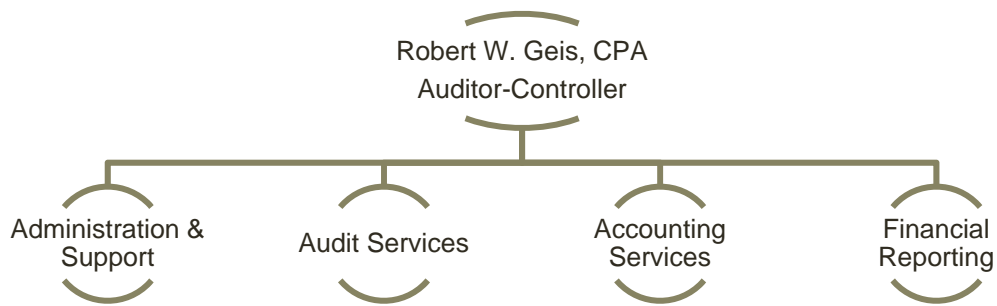


Auditor-Controller

Budget & Full-Time Equivalents (FTEs) Summary

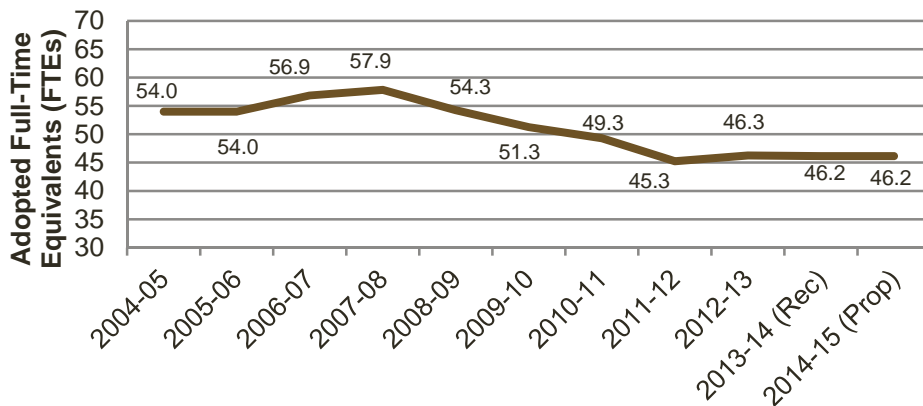
Operating \$ 7,657,968
 Capital \$ 10,000
 FTEs 46.2

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.
- Provides reports and systems necessary to manage the County's 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.

2012-13 Anticipated Accomplishments

Administration & Support

The Auditor-Controller's (A-C) Department successfully recruited and hired four new Accountant-Auditors who are now going through our New Auditor Training and Development (NATD) program.

Audit Services

- Assisted external auditors in completing procedures for the seven City and County audits required by the Redevelopment Dissolution Act.
- Performed departmental cash counts to increase Auditor presence and to test internal controls as theft deterrence measures.
- Completed mandated audits of Special Districts, the County Treasury, and assisted the external auditors in completing the Single Audit.
- Performed reviews of cable franchise agreements, which resulted in a payment to the County for uncollected prior year amounts and generated increases in ongoing revenues.
- Enhanced reporting to the Board of Supervisors with new reports on External Monitoring of County Departments, Lost Property, and Vendors paid amounts greater than \$100,000.

Accounting Services

Applications Development and Systems

- Added budget development and reporting functionality to FIN Web allowing for an advanced process to load and analyze the County budget.
- Implemented a new set of tools to update and compile the budget narrative pages.
- Updated the County's Salary Model system to function with the new Budget Development System.
- Initiated the development of a replacement for the aging time capture system along with upgrades to web based technology for the

Auditor-Controller

Employee Self-Service application and Department Employee Network system.

- Maintained 65 departmental and countywide financial applications and related support hardware.
- Led a project team that implemented the Parks Department on-line reservation and point-of-sale system before the summer camping season.

Property Tax Administration

- Administered the distribution of \$690 million in taxes to local agencies annually.
- Implemented 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.
- Participated in completing a multi-year tax exchange agreement between the County and the Fire Protection District.
- Worked jointly with the Treasurer Tax Collector to implement a new vendor purchased property tax system (GRM) scheduled to go live in early FY 2013-14. 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 sub system components or require further development within GRM outside the scope of the current project.*

Payroll Operations

- Processed the \$300 million annual County payroll to 4,764 employees which includes full-time, part-time, and contractors on payroll.
- Implemented the *Public Employee Pension Reform Act* requiring timely changes to the payroll process for calculating pension contributions and reporting to the County retirement system.
- Initiated a project to review *Fair Labor Standards Act* employee reporting of overtime.
- Provided subject matter expertise to the time capture system replacement project.

Financial Accounting and Customer Support

- Validated and recorded all annual general ledger accounting transactions that include a high volume of budget entries, deposit entries, and journal entries.
- Paid 125,000 claims totaling \$198 million to 4000 vendors.
- Completed a software upgrade that enables the upload of large transaction files like utility billings using web technology.
- Implemented an online process for budget revisions and a comprehensive on-line A-C set of policies and procedures.

Advanced and Specialty Accounting

- Managed a variety of complex revenue and tax distributions throughout the year including the new *Public Safety Realignment 2011*.
- Reviewed hundreds of documents for A-C concurrence prior to submission for Board action.
- Completed 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.
- Assisted in the development and adoption of a Hotel Incentive Program and conducted a preliminary tax analysis of the Miramar project related to the program.
- Designed and developed a complex chart of accounts, accounting policies, and reporting structure for the \$80 million North County Jail capital grant.

Financial Reporting

- Earned the twenty second consecutive Government Finance Officers' Association (GFOA) Award for Excellence in Financial Reporting for the County's Comprehensive Annual Financial Report (CAFR) and the sixteenth 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

Auditor-Controller

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
- Implemented the second year of the Budget Clarity project.

2013-15 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
 - 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 provide enhanced reporting to the Board of Supervisors.
- Assist the County Executive Office in the implementation of the contract monitoring policy including countywide training and deployment of automation tools.
- Complete the forensic audit of Lompoc Housing and Community Development Corporation (LHCDC).

Accounting Services

Applications Development and Systems

- Implementation of the GRM 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.
- Automate the County operating budget plans.
- Provide oversight and development of a web based countywide time capture system.

Property Tax Administration

- Complete implementation of the RDA dissolution process.
- Distribute \$690 million in property taxes to cities, county, schools, special districts, and RDA successor agencies.
- Provide subject matter expertise for the GRM Property Tax System project.

Payroll Operations

- Make timely, accurate, and efficient payments of payroll and related benefits to our workforce.
- Provide subject matter expertise for the multi-year conversion of the time capture system, Employee Self-Service and Department Employee Network.
- Update policies, procedures, and incorporate an active training program to assure full compliance with the *Fair Labor Standards Act*.
- Develop a succession plan to build a division for the future.

Financial Accounting and Customer Support

- Validate, process, and record all annual general ledger accounting transactions including a high volume of deposit entries, journal entries, and over 125,000 claim payments.
- Respond to customer service requests in a timely and efficient manner.

Auditor-Controller

Advanced and Specialty Accounting

- Provide on-going accounting, grant compliance, and claiming for the new 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.

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.
- Transform the budget process away from a single year budget to a multi-year focus; incorporating a financial planning cycle that includes:
 - a long term strategic plan
 - a five year financial forecast
 - a two year operational plan
 - a single year legally required adopted budget

*Changes & Operational Impact:
2012-13 Adopted to
2013-14 Recommended*

Staffing

- Decrease of 0.10 FTEs.
- The Department has a projected staff of 46.2 employees, a reduction of 0.10 from the prior year adopted 46.3 FTEs. 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 46.2 FTE in FY 13-14. Each of the past six 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 13.3 FTEs or a 23% 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 new positions, a Financial Systems Analyst to maintain and enhance the 65 system applications maintained in the Auditor-Controller's Department and a Financial Accounting Analyst to perform annual reviews and audits of County departmental compliance efforts as required by County contracts, grants, franchises, real property transactions, regulations, and laws related to the receipt and expenditure of County funds. Approval would increase our staffing level to 48.2.

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:

- Accountant-Auditor for the New Auditor Training and Development program.
- Senior Financial Systems Analyst for the Applications Development and Systems Division.
- Financial Accounting Analyst for the Advanced and Specialty Accounting Division.
- Senior Accountant for the Financial Accounting and Customer Support Division.

Auditor-Controller

Expenditures

- Net operating expenditure increase of \$16,700:
 - + \$22,600 increase in Salaries and Employee Benefits due to increases in retirement costs, health insurance costs, workers compensation premiums, and employee salaries;
 - - \$4,500 decrease in Services and Supplies & Other Charges due to:
 - + \$4,500 increase in Training and Travel;
 - + \$1,000 increase in Computer Hardware Purchases;
 - - \$10,000 decrease in Professional and Special Services;
 - - \$1,400 decrease in projected Data Processing and Motor Pool charges.
- Net non-operating expenditure increase of \$11,200:
 - + \$11,200 increase in Intrafund Transfers for increased Treasurer Tax Collector services.

These changes result in recommended operating expenditures of \$7,658,000, non-operating expenditures of \$122,000 and total expenditures of \$7,780,000. Non-operating expenditures primarily include capital assets, transfers and increases to fund balances.

Revenues

- Net operating revenue decrease of \$112,000:
 - - \$112,000 decrease in Charges for Services due to:
 - + \$20,000 increase in Property Tax Administration and Related Fees;
 - - \$69,000 decrease in revenue for Accounting services provided;
 - - \$55,000 decrease in revenue for services provided to the former RDA;
 - - \$8,000 decrease in Auditing fees charged to external entities.

- Net non-operating revenue increase of \$140,000:
 - + \$10,000 increase in Intrafund Transfers for Audit Services to Elections;
 - - \$250,000 decrease in the use of one-time Fund Balance, and the
 - + \$381,000 increase in General Fund Contribution are a result of an ongoing increase in General Fund escheated taxes.

These changes result in recommended operating revenues of \$1,001,000, non-operating revenues of \$6,779,000 and total revenues of \$7,780,000. Non-operating revenues primarily include General Fund Contribution, transfers and decreases to fund balances.

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

The FY 2014-15 proposed expenditures reflect a \$211,000 increase over the FY 2013-14 recommended budget that is primarily the result of:

- + \$137,000 increase in retirement contributions;
- + \$45,000 increase in health insurance and retiree medical premiums;
- + \$34,000 increase in salaries and other benefits.

Related Links

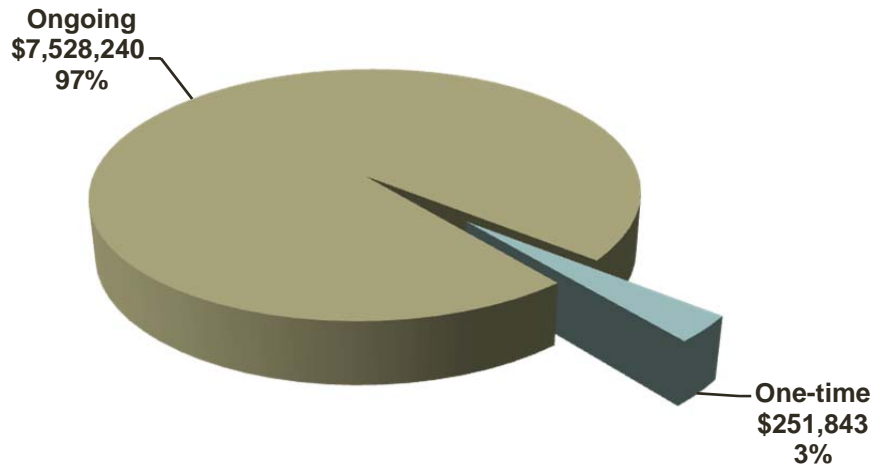
For more information on the Auditor-Controller's Office, refer to the Web site at <http://www.countyofsb.org/auditor/default.aspx?id>

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Auditor-Controller

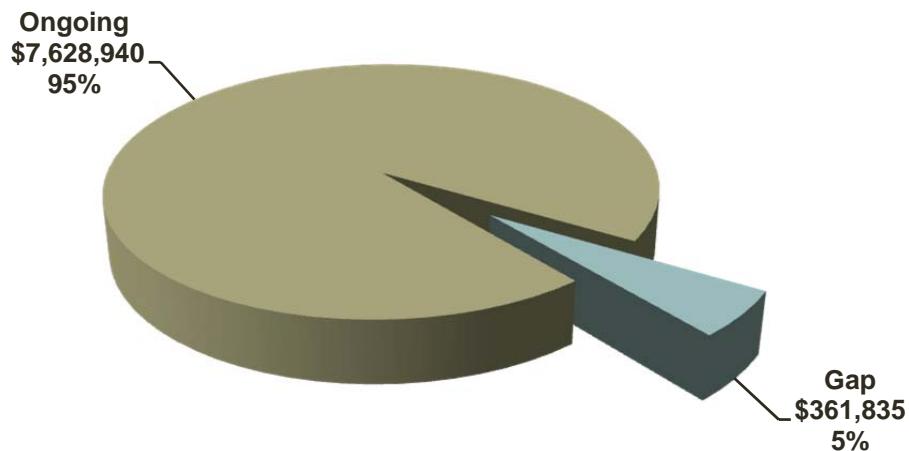
Gap Charts

FY 2013-14 Recommended Budget



The FY 2013-14 Recommended Budget relies on one-time sources of \$251,843 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 2014-15.

FY 2014-15 Proposed Budget



The FY 2014-15 Proposed Budget relies on one-time sources of \$361,835 to fund 5% 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 2015-16.

Auditor-Controller

Performance Outcome Measures

Description	FY 2011-12 Actual	FY 2012-13 Adopted	FY 2013-14 Recommended	FY 2014-15 Proposed
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. (Target = 65)	64	65	67	67
Percentage of overall user satisfaction level that will ensure the County's financial system consistently meets the needs and requirements of its customers. (Target = 95%)	90%	93%	95%	95%
The number of days following the Property Tax installment due dates that property taxes are distributed to approximately 100 taxing entities, that will provide a major funding source for their delivery of services to the public. (Target = 10)	10	10	10	10
Percentage of employees with one or more professional license, certification or advanced degree that ensures a well-trained, knowledgeable staff that will provide effective customer service. (Target = 70%)	Not Used in Prior Years	Not Used in Prior Years	60%	70%

Auditor-Controller

Budget Overview

	2011-12 Actual	2012-13 Adopted	Change from FY 12-13 Ado to FY 13-14 Rec	2013-14 Recommended	2014-15 Proposed
Staffing By Budget Program					
Administration & Support	3.45	2.22	0.11	2.33	2.33
Audit Services	4.74	6.49	(1.44)	5.05	5.05
Accounting Services	33.43	32.06	(0.43)	31.63	31.63
Financial Reporting	5.90	5.48	1.67	7.15	7.15
Total	<u>47.52</u>	<u>46.25</u>	<u>(0.10)</u>	<u>46.15</u>	<u>46.15</u>
Budget By Budget Program					
Administration & Support	\$ 644,640	\$ 703,588	\$ 9,267	\$ 712,855	\$ 727,247
Audit Services	636,026	805,552	8,636	814,188	851,038
Accounting Services	4,934,752	5,214,658	(18,459)	5,196,199	5,327,843
Financial Reporting	1,018,889	1,028,444	28,397	1,056,841	1,084,647
Unallocated	(5,950)	-	-	-	-
Total	<u>\$ 7,228,358</u>	<u>\$ 7,752,242</u>	<u>\$ 27,841</u>	<u>\$ 7,780,083</u>	<u>\$ 7,990,775</u>
Budget By Categories of Expenditures					
Salaries and Employee Benefits	\$ 6,456,477	\$ 6,749,195	\$ 22,600	\$ 6,771,795	\$ 6,987,382
Services and Supplies	473,794	652,500	(4,500)	648,000	643,000
Other Charges	189,797	239,584	(1,411)	238,173	243,278
Total Operating Expenditures	<u>7,120,068</u>	<u>7,641,279</u>	<u>16,689</u>	<u>7,657,968</u>	<u>7,873,660</u>
Capital Assets	-	10,000	-	10,000	10,000
Intrafund Expenditure Transfers (+)	108,290	100,963	11,152	112,115	107,115
Total	<u>\$ 7,228,358</u>	<u>\$ 7,752,242</u>	<u>\$ 27,841</u>	<u>\$ 7,780,083</u>	<u>\$ 7,990,775</u>
Budget By Categories of Revenues					
Use of Money and Property	\$ 430	\$ -	\$ -	\$ -	\$ -
Intergovernmental Revenue	22,206	-	-	-	-
Charges for Services	1,099,141	1,082,577	(112,477)	970,100	934,600
Miscellaneous Revenue	72,421	31,000	-	31,000	31,000
Total Operating Revenues	<u>1,194,197</u>	<u>1,113,577</u>	<u>(112,477)</u>	<u>1,001,100</u>	<u>965,600</u>
Intrafund Expenditure Transfers (-)	1,740	1,740	10,000	11,740	1,740
Decreases to Fund Balances	209,202	502,200	(250,357)	251,843	-
General Fund Contribution	5,823,219	6,134,725	380,675	6,515,400	6,661,600
Fund Balance Impact (-)	-	-	-	-	361,835
Total	<u>\$ 7,228,358</u>	<u>\$ 7,752,242</u>	<u>\$ 27,841</u>	<u>\$ 7,780,083</u>	<u>\$ 7,990,775</u>

Clerk-Recorder-Assessor

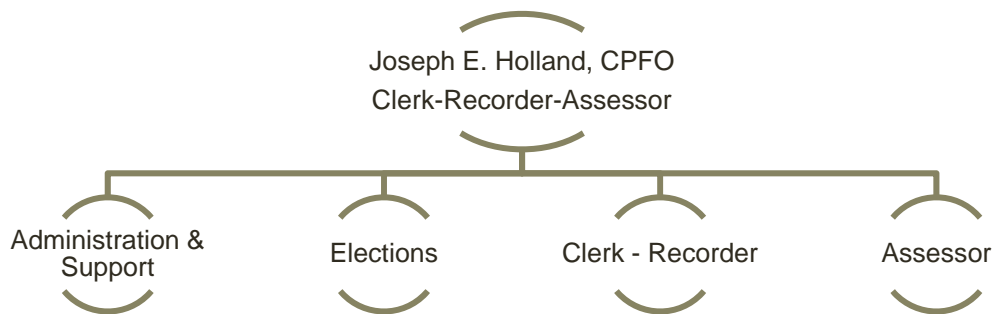


Clerk-Recorder-Assessor

Budget & Full-Time Equivalents (FTEs) Summary

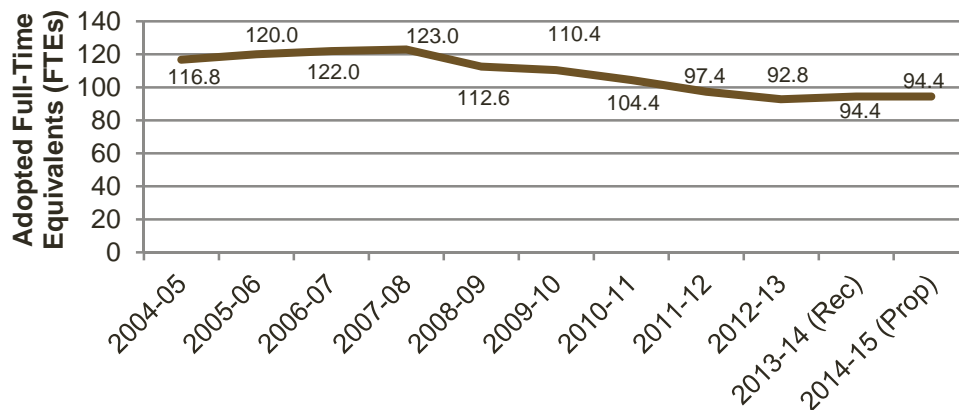
Operating	\$ 15,092,542
Capital	\$ 183,745
FTEs	94.4

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.

2012-13 Anticipated Accomplishments

Administration & Support

- Developed and monitored the implementation of an attainable budget with the least impact on program service levels.
- Coordinated the recruitment efforts with Human Resources and Department managers to fill a high number of vacancies created this year from staff attrition.

Elections

- Conducted the November 2012 General Election, completing the election canvass and certifying the election results by the 28th day after the election. The turnout for the November 2012 General Election was materially consistent with the most recent comparable election in November 2004.
- Continued researching options and availability of systems to replace the outdated vote tabulation systems and continued to monitor progress on vendors that are expected to submit systems for certification in 2013.
- Monitored changes required by law, State directives, legal opinions, and association guidelines and implemented new policies and procedures as necessary to comply with the changes.

Clerk-Recorder

- Accommodated a 20% increase in the volume of document recordings versus the previous fiscal year and recorded 100% of the documents the same business day with the same number of staff.
- Increased to 30% the number of documents recorded through the electronic recording delivery system which is a more efficient process of recording documents and creates same day return of documents to customers versus five to ten days through regular mail.

Clerk-Recorder-Assessor

Assessor

- Completed 95 percent of all secured and unsecured assessment work items (approximately 55,000) by close of the annual tax roll (July 1) to create the assessment roll which is the basis for property tax revenue collected to fund public services.
- Completed the review on 100 percent of approximately 23,500 parcels as required by Section 51 of the Revenue and Taxation Code. Section 51 requires property values to be enrolled at the lesser of factored base value or market value as of the lien date, thereby minimizing re-work associated with roll corrections and the potential for resource intensive property owner appeals.
- Continued with implementation of the Colorado CustomWare vendor developed property tax assessment and valuation system, RealWare and Matix, with a goal of a go-live date for the new system by June/July 2014.

2013-15 Objectives

Administration & Support

- Prepare, monitor, and execute a FY 2013-14 Budget in support of the Department's FY 2013-14 goals and objectives.
- Provide administrative support in the timely recruitment of new staff as attrition occurs to minimize impact on service levels and ensure business continuity.

Elections

- Conduct the election canvass and certify the election results by the 28th day after each election for the June 2014 Primary and the November 2014 General Elections. Through voter outreach and support, materially maintain or increase the voter turnout rate in the last comparable election.
- Implement the electronic submittal of Fair Political Practice Campaign Statements, Campaign Financial Disclosure Filings, and

Statements of Economic Interest Filings allowing filers to access and modify their previous filings for the current year and creating efficiencies for the Department in processing the filings.

- Continue monitoring the availability and certification of new vote tabulation and vote by mail processing systems, with the goal of testing and acquiring new systems for implementation and use in June 2016.

Clerk-Recorder

- Manage the increased number of document recordings and record 100% percent of the documents within the same business day.
- Expand the number of electronically recorded documents using the electronic recording delivery system known as SECURE by outreaching to existing customers and expanding on the type of documents able to be processed through the system, which is a more efficient process of recording documents and creates same day return of documents to customers.

Assessor

- Complete 97 percent of all secured and unsecured assessment work items by close of the annual tax roll (July 1) to create the assessment roll which is the basis for property tax revenue collected to fund public services.
- Implement and go-live on the new Colorado CustomWare vendor developed property tax assessment and valuation system known as RealWare and Matix, by June/July 2014.

Changes & Operational Impact: 2012-13 Adopted to 2013-14 Recommended

Staffing

- Increase of 1.6 FTEs
- The 1.6 FTE increase is for permanent staff in the Clerk-Recorder to help manage increased

Clerk-Recorder-Assessor

workload created by an increase in document recordings that are expected to continue at this level. The additional staff costs are funded with recording fees.

The department's staffing level has decreased by 28.6 FTEs from 123 Adopted FTEs in FY 2007-08 to 94.4 FTEs in FY 2013-14. Over this period of time, workload in some budget programs has decreased, reducing the level of staffing needed. However, other staffing reductions have occurred due to funding constraints.

Expenditures

- Net operating expenditure decrease of \$45,000:
 - +\$143,000 net increase in Salaries and Employee Benefit costs due to \$243,000 increase in County retirement contribution costs, employee salaries, health insurance costs, and workers compensation premiums, which includes the cost of 1.6 additional FTEs. The increase is offset by a decrease of \$100,000 in extra-help staffing costs for Elections and Recorder Programs.
 - -\$240,000 net decrease in Services and Supplies due to:
 - -\$395,000 decrease for annual differences in the estimated cost of conducting the 2013-2014 Primary Election compared to the estimated cost budgeted in FY 2012-13 for the cost of the General Election.
 - +\$70,000 increase for professional consulting services needed to assist with a major property assessment appeal (funded by County's Litigation fund).
 - +\$52,000 increase in expenditures for various ongoing projects in the Clerk-Recorder Program funded with fee based program funds.
 - +\$52,000 increase in Other Charges for IT data service charges due to increase in port usage during elections and for establishment of a hardware virtual network environment which will reduce future cost as we migrate more physical servers to this environment.
- Net non-operating expenditure increase of \$638,000:

- -\$32,000 decrease from reduction of Departmental hardware and capital equipment replacements.
- +\$659,000 increase to Clerk-Recorder restricted Fund Balances from recording fees authorized by the State to fund Clerk-Recorder services and special projects

These changes result in recommended operating expenditures of \$15,093,000, non-operating expenditures of \$1,527,000 and total expenditures of \$16,620,000. Non-operating expenditures primarily include capital assets, transfers and increases to fund balances.

Revenues

- Net operating revenue increase of \$105,000:
 - +\$20,000 increase in Licenses, Permits, and Fees for annual fluctuations in the number of marriage licenses issued.
 - -\$71,000 decrease in Intergovernmental Revenue for expiration of an election grant.
 - +\$151,000 net increase in Charges for Services:
 - +\$672,000 increase in document recording fees from increased number of document recordings (Clerk-Recorder Program). These fees are restricted for funding the cost of providing recorder services.
 - +\$60,000 increase in other Clerk-Recorder fees, primarily from a State implemented fee increase for vital record copy fees restricted to funding the service provided.
 - -\$371,000 decrease in recoverable election costs due to the 2013-2014 election being a Primary Election with no local agency consolidation (Elections Program).
 - -\$200,000 decrease in property tax and supplemental administration fees (Assessor's Program).
- Net non-operating revenue increase of \$489,000:
 - +\$757,000 increase in General Fund Contribution; \$600,000 of which is ongoing funding to address the structural imbalance

Clerk-Recorder-Assessor

in the Assessor's Program and the balance is ongoing General Fund to maintain critical service levels by funding increased salary and benefit costs.

- +\$380,000 increase for one-time additional revenue from the General Fund to offset the structural imbalance in the Assessor Program.
- +\$70,000 increase in use of the County's Litigation fund balance to fund appeal litigation costs related to a major property assessment appeal.
- -\$498,000 decrease in use of departmental fund balances to fund ongoing operations (Assessor Program).
- -\$192,000 decrease in Clerk-Recorder restricted fund balances to fund annual fluctuations in program expenditures.
- -\$20,000 decrease in use of fund balance for one-time hardware expenditures budgeted in FY 2012-13.
- -\$8,000 decrease in Assessor fund balance to fund the FY 2013-14 contract expenditures for the new assessment system.

These changes result in recommended operating revenue of \$5,699,000 non-operating revenues of \$10,921,000 and total revenues of \$16,620,000. Non-operating revenues primarily include General Fund Contribution, transfers and decreases to fund balances.

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

Expenditures

The FY 2014-15 Proposed Budget includes no changes in staffing from the FY 2013-14 Recommended Budget; however, there will be a \$304,000 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 \$168,000 to partially fund the increase in staffing costs.

Revenues

Departmental Operating revenues are expected to increase by \$630,000 in FY 2014-15. A one-time increase of \$417,000 is anticipated from the charges for election services to local agencies. It is expected that local agencies will choose to consolidate their elections with the scheduled FY 2014-15 General Election. In the Assessor Program, property tax administration fees are expected to increase by \$213,000.

2014-15 Budget Gap

To maintain FY 2013-14 service levels, \$16.8 million of funding will be required in Fiscal Year 2014-15. Of this amount, \$16.5 million will be funded by departmental revenues and General Fund, leaving a \$355,000 budget gap. Due to increased revenues and anticipated additional General Fund Contribution, the Department's budget gap decreases from \$979,000 in 2013-14, to \$355,000 in 2014-15. However, the fluctuating nature of some of the fee-based revenue and the loss of one-time General Funds results in the ongoing structural imbalance in the Department (primarily in the Assessor Program).

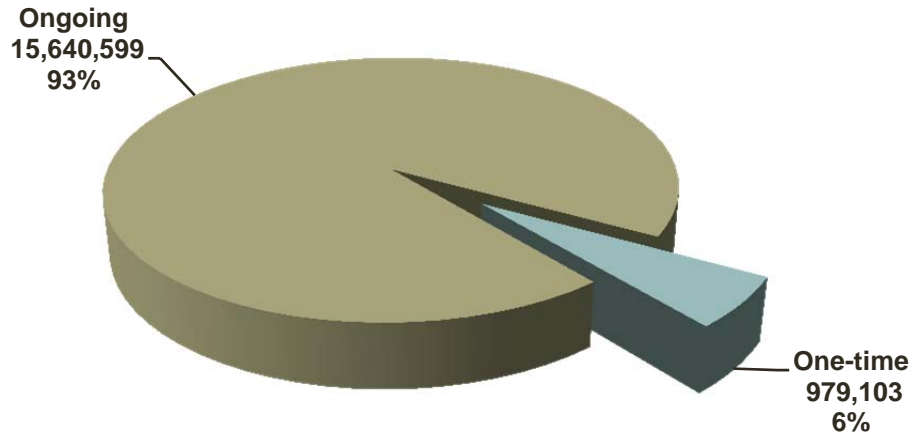
Related Links

For more information on the Clerk-Recorder-Assessor's Department refer to their website at <http://sbcassessor.com/ClerkRecorder/ClerkRecorder.aspx>

Clerk-Recorder-Assessor

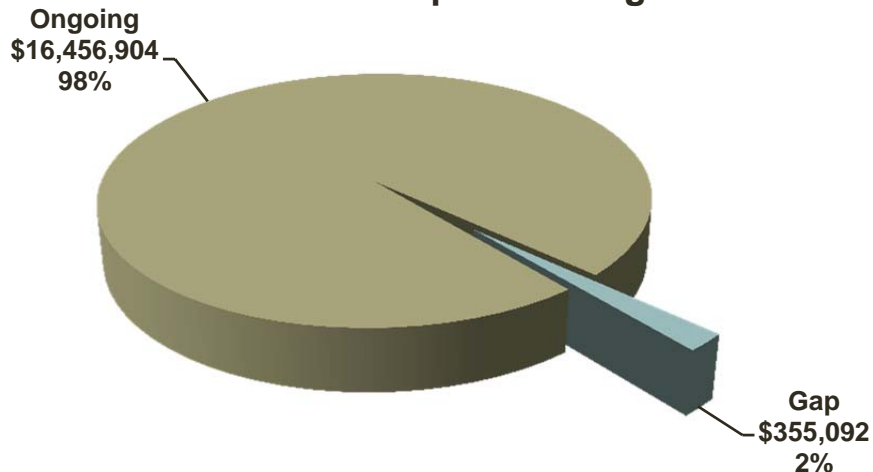
Gap Charts

FY 2013-14 Recommended Budget



Six percent of the FY 2013-14 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 \$979 thousand of one-time funding is critical to funding the minimum level of services needed to maintain the County's property tax roll which provides most of the revenue in the General Fund.

FY 2014-15 Proposed Budget



To maintain FY 2013-14 service levels, it's estimated that \$16.8 million of funding will be required in FY 2014-15. \$16.5 million is available from departmental revenues and the General Fund, leaving a budget gap of \$355 thousand. The \$355 thousand budget gap is \$624 thousand less than the gap in 2013-14, primarily due to anticipated one-time revenue increases in 2014-15. A funding source will need to be identified to backfill the FY 2014-15 gap in order to maintain the minimum service levels needed to create the County's property tax roll.

Clerk-Recorder-Assessor

Performance Outcome Measures

Description	FY 2011-12 Actual	FY 2012-13 Adopted	FY 2013-14 Recommended	FY 2014-15 Proposed
Percentage of required property tax assessments completed by July 1st each year to provide basis for tax distribution to all property tax receiving entities. (Target = 100%)	100%	95%	97%	100%
Retention rate of property value under appeal. (Target = >90%)	89.5%	87%	90%	90%
Percent of official documents recorded within two business days. (Target = 100%)	100%	100%	100%	100%
Percentage of Vote-By-Mail ballots, received by the Saturday prior to the election, included in the initial election results posted at 8:05 on election night. (Target = 100%)	100%	94%	100%	100%

Clerk-Recorder-Assessor

Budget Overview

Staffing By Budget Program	2011-12 Actual	2012-13 Adopted	Change from FY 12-13 Ado to FY 13-14 Rec	2013-14 Recommended	2014-15 Proposed
Administration & Support	6.31	6.60	0.40	7.00	7.00
Elections	14.59	8.87	0.19	9.06	9.03
Clerk-Recorder	17.98	16.53	1.41	17.94	17.97
Assessor	59.26	60.76	(0.38)	60.38	60.38
Unallocated	0.07	-	-	-	-
Total	98.21	92.76	1.62	94.38	94.38
Budget By Budget Program					
Administration & Support	\$ 1,210,035	\$ 1,310,963	\$ 69,534	\$ 1,380,497	\$ 1,420,805
Elections	3,485,380	3,904,959	(442,192)	3,462,767	3,481,592
Clerk-Recorder	3,155,020	2,896,763	723,566	3,620,329	3,614,504
Assessor	7,560,318	7,913,910	242,199	8,156,109	8,295,095
Unallocated	(11,195)	-	-	-	-
Total	\$ 15,399,558	\$ 16,026,595	\$ 593,107	\$ 16,619,702	\$ 16,811,996
Budget By Categories of Expenditures					
Salaries and Employee Benefits	\$ 11,104,692	\$ 11,413,175	\$ 142,623	\$ 11,555,798	\$ 11,859,527
Services and Supplies	2,016,878	3,021,242	(240,346)	2,780,896	2,695,896
Other Charges	760,224	703,510	52,338	755,848	777,084
Total Operating Expenditures	13,881,794	15,137,927	(45,385)	15,092,542	15,332,507
Capital Assets	84,569	216,000	(32,255)	183,745	207,200
Other Financing Uses	405,353	407,614	1,548	409,162	408,184
Intrafund Expenditure Transfers (+)	12,767	15,000	10,000	25,000	17,000
Increases to Fund Balances	1,015,075	250,054	659,199	909,253	847,105
Total	\$ 15,399,558	\$ 16,026,595	\$ 593,107	\$ 16,619,702	\$ 16,811,996
Budget By Categories of Revenues					
Licenses, Permits and Franchises	\$ 208,946	\$ 200,000	\$ 20,000	\$ 220,000	\$ 220,000
Fines, Forfeitures, and Penalties	13,169	12,000	-	12,000	12,000
Use of Money and Property	31,683	-	-	-	-
Intergovernmental Revenue	16,691	86,535	(71,535)	15,000	15,000
Charges for Services	5,524,937	5,292,500	151,060	5,443,560	6,073,560
Miscellaneous Revenue	53,374	3,000	5,000	8,000	7,000
Total Operating Revenues	5,848,800	5,594,035	104,525	5,698,560	6,327,560
Other Financing Sources	656,568	-	-	-	-
Decreases to Fund Balances	1,229,716	1,679,914	(268,072)	1,411,842	452,144
General Fund Contribution	7,664,474	8,752,646	756,654	9,509,300	9,677,200
Fund Balance Impact (-)	-	-	-	-	355,092
Total	\$ 15,399,558	\$ 16,026,595	\$ 593,107	\$ 16,619,702	\$ 16,811,996

Clerk-Recorder-Assessor



General Services



General Services

Budget & Full-Time Equivalents (FTEs) Summary

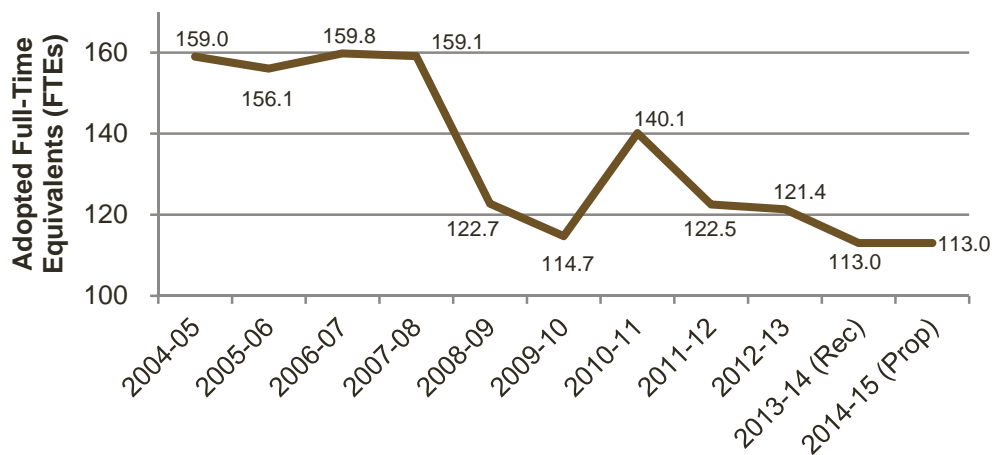
Operating	\$ 40,153,786
Capital	\$ 8,986,137
FTEs	113.0

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 better serve the public and business community.

Department Description

The General Services Department delivers an array of support services to the other County departments. Excellent customer service is the keystone to the Department's business culture. To this end, the Department's vision is that if given a choice, other County departments would choose services provided by General Services over alternative options. To measure whether or not the Department is achieving this vision, the Department lives by the motto that "we are only successful if the other departments are successful."

These services include the following:

Central Services

Central Services includes the financial and administrative services within the Department, through 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 mailing and courier services, and disposes 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 (including furnishings, fixtures, and equipment), assisting with development of the

County's Capital Improvement Plan, and services provided by the County Architect.

Facilities & Land Management

Facilities & Land Management promotes a safe, healthy environment for County employees and visitors. It provides a full range of maintenance and custodial services for County-owned structures. Staff takes care of over 1.8 million square feet of space in 390 County-owned buildings. This Budget Program also includes the Real Property Division which provides professional real estate services to meet County space needs and requirements. This Budget Program also prepares and negotiates real property transactions including leases, sales, and purchases.

Fleet Operations

Fleet Operations meets the transportation needs of County departments by providing the following: 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 Information Technology (IT) solutions. This also includes the Communications Division which provides a reliable, cost-effective telephone and microwave system. The Budget Program also provides mobile and portable radio maintenance security control and audio-video services for use by Santa Barbara County employees and contract agencies.

2012-13 Anticipated Accomplishments

Central Services

- Processed 2,300 contracts that are in full compliance with County Purchasing Statutes

General Services

and Ordinances. Published 60 requests for Proposals/Invitation for bids and processed 95% of all contracts within 7-working days.

- Continued promotion of the Local Vendor Outreach program. For the second year in a row, achieved the goal of spending over 60% on local vendors.

Capital Improvements

- Managed 25 projects valued at \$30 million. “Closed Out” the Emergency Operations Center (\$7.9 million) and the Public Defender remodel in the Historic County Courthouse (\$5.8 million). Completed the Santa Maria Court Clerks building (\$5.2 million), the Audio, Data, Video Information Management System (ADVIMS) at the Emergency Operations Center (\$.6 million), and expect completion of the Betteravia Administration Building Expansion (\$1.4 million) by June 2013. The Department is also in the process of completing the 2013-2018 Space Utilization Study.
- On the Northern Branch Jail Project, completed several critical project agreements with the State for award of the \$80 million grant. Also obtained State and Board of Supervisors approval of the project and are now developing Professional Service Agreements with three key consultants, including the Architect and Construction Manager.

Facilities & Land Management

- Funded and installed 1 megawatt solar array at the Calle Real campus.
- Provided support to all County departments with real estate services.
- Through the Deferred Maintenance program, upgraded the Heating, Ventilation, and Air Conditioning (HVAC) controls system at Building D of the Santa Maria Government Center, completed phase two of HVAC upgrades to the Historic Santa Barbara

Courthouse, and replaced 3 HVAC units at the Santa Barbara Social Services Building.

- Facilities Division completed 8,000 work orders for 381 buildings.

Fleet Operations

- Fleet fossil fuel usage reduction of over 12% within the past five years.
- Increased revenue from the sale of used County vehicles by approximately 30% through the use of on-line auctions.

Information & Communications Technology

- Completed the Countywide Technology Strategic Plan to clearly link County business objectives with IT enablement.
- Completed the transition of appropriate County radios to narrow banding technology.
- Completed the upgrade of the County email system from Exchange 2007 to 2010.
- Provided a secure Mobile Device Management solution to support a growing number of portable devices.

2013-15 Objectives

Central Services

- In an effort to enhance the Local Vendor Outreach Program, perform additional outreach training to educate local vendors on how to do business with the County.

Capital Improvements

- Complete the revised Space Policy and update the 2006-2011 Space Utilization Study. Establish a Leadership in Energy and Environmental Design (LEED) requirement (i.e.

General Services

a minimum level of sustainability features that are incorporated into the design) for new County buildings and remodels of County space over a certain size.

- Complete the schematic design of the new North County Jail to be funded primarily by an AB 900 Grant.

Facilities & Land Management

- Through the Deferred Maintenance program, begin phase 3 of the Historic County Courthouse heating, ventilation, and air conditioning (HVAC) upgrades. Replace Health Care Services Building 4 cafeteria roof and install roof coating on Building C of the Santa Maria Government Center.
- Facilities Division will begin converting from paper printed work orders to handheld devices.

Fleet Operations

- Work with County departments to further improve fleet “Right Sizing”:
 - Reduce the total of vehicles owned by the organization.
 - Ensure that vehicles being used by our employees are the appropriate size for the job being performed.

Information & Communications Technology

- Complete a five year plan for the communications network covering: the planned use of fiber, leased lines, wireless, microwave, and radio technologies.
- Complete the upgrade of the phone system to utilize Voice over Internet Protocol (VoIP) technologies.
- Upgrade the voicemail system and implement a Unified Communication and Collaboration

strategy to support instant messaging, desktop sharing, audio and video conferencing.

- Redesign the County internet site to provide enhanced mobile device support.

Changes & Operational Impact: 2012-13 Adopted to 2013-14 Recommended

Staffing

- Decrease of 8.4 FTEs.
- The reduction in 8.4 FTE is primarily due to the elimination of vacant, unfunded positions that came to General Services with the reorganization of Information Technology in 2010-11.

Expenditures

- Net operating expenditure increase of \$467,000:
 - +\$438,000 increase in Salaries and Benefits:
 - +\$270,000 increase in extra-help,
 - +\$98,000 increase in County retirement contributions
 - +\$49,000 increase in workers' compensation.
 - -146,000 decrease in Services and Supplies primarily reflects an anticipated decrease in fuel costs and consumption, offset by an increase in budgeted costs for Countywide maintenance.
 - +175,000 increase in Other Charges:
 - +96,000 increase in data processing charge.
 - +56,000 increase in electricity charges.
- Net non-operating expenditure decrease of \$1,335,000:
 - -\$897,000 decrease in Capital Assets reflects decreases in vehicle purchases

General Services

- primarily due to the purchase of the two Jail Transportation buses in the prior year.
- +\$543,000 increase in Other Financing Uses reflects increases in costs for the main jail sewer replacement project that was started in the prior year.
- -\$95,000 decrease in Intrafund Expenditure Transfers (+) – reflects decreases in the pool of costs, primarily from salary savings, for administrative allocation.
- -\$875,000 Increases 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 2013-14.
- -\$12,000 Decrease to Fund Balance Impact –reflects a decrease to the Vehicle Internal Service Fund’s (ISF) fund balance.
- +\$12,000 increase in Use of Money and Property reflects increases for interest income.
- +\$712,000 increase in Intergovernmental Revenue reflects federal receipt of funding for capital improvements at the Santa Ynez Airport that are scheduled to start in FY 2013-14.
- +\$462,000 increase in Charges for Services reflects increases for Communication charges (\$148,000) and Information Technology charges (\$408,000 - primarily due to Salary and Benefit increases).
- +\$185,000 increase in Miscellaneous Revenue reflects increases for Southern California Edison (SCE) grants (\$100,000) and utility revenue (\$122,000).

These changes result in recommended operating expenditures of \$40,154,000, non-operating expenditures of \$11,247,000, for total expenditures of \$51,401,000. Non-operating expenditures primarily include capital assets, transfers, and increases to fund balances.

Notes: The Capital Improvements Budget Program decreased by \$26.0 million from FY 2011-12 to FY 2012-13 due to the substantial completion of the following projects: Calle Real Solar project, Santa Maria Court Clerks, Tognazzini land donation, Public Defender Remodel, and the Emergency Operations Center.

The Facilities and Land Management Budget Program decreased by \$8.5 million from FY 2011-12 to FY 2012-13 due to the substantial completion of the Calle Real Solar project.

Revenues

- Net operating revenue increase of \$1,384,000:
 - +\$14,000 increase in Licenses, Permits and Franchises reflects increases for oil and gas franchises.
 - +\$569,000 increase in General Fund Contribution (GFC) due to:
 - +\$200,000 increase in GFC to replace Department’s prior use of one-time funds for ongoing operations. This is in accordance with Board adopted
- Net non-operating revenue decrease of \$2,252,000:
 - +\$110,000 increase in Other Financing Sources reflects reimbursement for capital projects that will either start or ramp up in FY 13-14.
 - -\$55,000 decrease in Intrafund Expenditure Transfers (-) reflects decreases in the administrative rates, primarily from salary savings, charged to other departments for recovery of administrative costs.
 - -\$1,464,000 decrease to Fund Balances reflects:
 - -\$1,067,000 decrease from the purchase of the two Jail Transportation buses in the prior year; thereby reducing the fund balance in the Vehicle Fund
 - -\$219,000 decrease in Certificate of Participation (COP) proceeds due to completed projects.
 - -\$200,000 decrease in deferred maintenance funds (reallocated to the Department through increased General Fund Contribution).

General Services

- Budget Policies to achieve a sustainable balanced budget.
- +\$200,000 increase in GFC to reclassify funding previously transferred through deferred maintenance funding.
 - +\$94,000 increase for Salaries and Benefits
 - +\$75,000 transfer from Parks to General Services, to fund County grounds maintenance that was previously performed by the Parks division of the Community Services Department.
 - -\$1,412,000 decrease of Fund Balance Impact (-) reflects:
 - -\$872,000 decrease to the Retained Earnings of the Capital Improvements Program as large capital projects are now completed.
 - -\$497,000 decrease in the Retained Earnings for the Vehicle Fund associated with the Jail Transportation buses.

These changes result in recommended operating revenues of \$31,313,000, non-operating revenues of \$20,088,000, resulting in total revenues of \$51,401,000. Non-operating revenues primarily include General Fund Contribution, transfers, and decreases to fund balances.

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

There is no change budgeted for staffing in FY 2014-15. It is anticipated that both expenditures and revenues will decrease by \$808,000 primarily due to reduced capital and funding related to completed projects.

With the exclusion of Internal Service Funds, there is a budget gap of \$241,000 in FY 2014-15, to maintain FY 2013-14 levels of service. An additional source of funding would need to be identified to prevent the need for service level reductions.

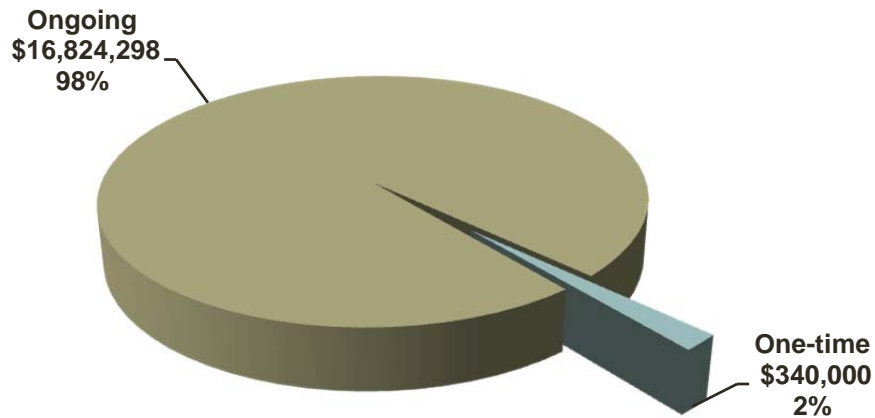
Related Links

For more information on the General Services' Office, refer to the Web site at www.countyofsb.org/gs/default.aspx?id=5782.

General Services

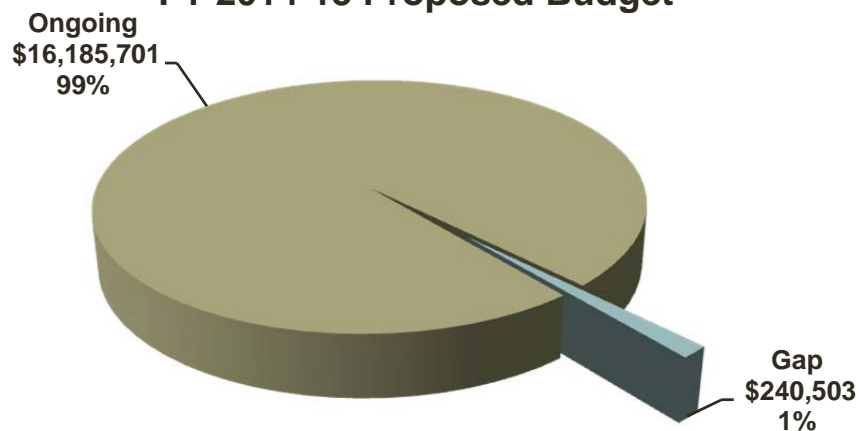
Gap Charts

FY 2013-14 Recommended Budget



The FY 2013-14 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 2014-15.

FY 2014-15 Proposed Budget



To maintain FY 2013-2014 service levels (excluding Internal Service Funds), it is estimated that \$16,426,000 of funding will be required in FY 2014-15. An additional \$242,000 must be identified to prevent the need for service level reductions.

General Services

Performance Outcome Measures

Description	FY 2011-12 Actual	FY 2012-13 Adopted	FY 2013-14 Recommended	FY 2014-15 Proposed
Percent of customers satisfied or highly satisfied with services provided by the department (Target = > 85%)	Not Used in Prior Year	> 85%	> 85%	> 85%
Accept and complete 95% of all Facilities work orders received (Target = 95%)	Not Used in Prior Year	14,225 of 15,000 95%	14,225 of 15,000 95%	14,225 of 15,000 95%
Reduce the electricity County facilities consume by 25% using the 2008 baseline from 24,108,242 kWh to 18,08,1,182 kWh by the year 2020 (Target = > 25%)	Not Used in Prior Year	Not Used in Prior Year	> 10% 21,697,417 kWh	> 15% 20,492,005 kWh
Achieve a 5% reduction in network outages from the previous year (Target = > 5%)	Not Used in Prior Year	<129 5%	<123 5%	<117 5%

General Services

Budget Overview

Staffing By Budget Program	2011-12 Actual	2012-13 Adopted	Change from FY 12-13 Ado to FY 13-14 Rec	2013-14 Recommended	2014-15 Proposed
Central Services	18.30	27.00	(10.00)	17.00	17.00
Capital Improvements	6.95	7.00	-	7.00	7.00
Facilities & Land Management	35.59	35.35	0.96	36.30	36.30
Fleet Operations	20.17	20.00	(0.30)	19.70	19.70
Information & Communications Technology	31.81	32.00	1.00	33.00	33.00
Total	112.82	121.35	(8.35)	113.00	113.00
Budget By Budget Program					
Central Services	\$ 2,914,717	\$ 2,755,670	\$ (266,842)	\$ 2,488,828	\$ 2,678,629
Capital Improvements	31,084,522	5,127,779	(149,922)	4,977,857	3,916,856
Facilities & Land Management	25,027,642	16,518,620	476,884	16,995,504	17,095,500
Fleet Operations	13,250,127	14,823,661	(1,542,589)	13,281,072	13,689,316
Information & Communications Technology	10,549,325	13,011,737	626,060	13,637,797	13,212,854
Fund Balance Impact (+)	1,548,076	32,148	(11,863)	20,285	-
Unallocated	(22,262)	-	-	-	-
Total	\$ 84,352,146	\$ 52,269,615	\$ (868,272)	\$ 51,401,343	\$ 50,593,155
Budget By Categories of Expenditures					
Salaries and Employee Benefits	\$ 12,951,969	\$ 13,417,595	\$ 438,268	\$ 13,855,863	\$ 14,405,254
Services and Supplies	17,050,163	19,456,666	(145,804)	19,310,862	19,930,916
Other Charges	6,009,306	6,812,425	174,636	6,987,061	6,910,517
Total Operating Expenditures	36,011,438	39,686,686	467,100	40,153,786	41,246,687
Capital Assets	22,372,655	9,882,755	(896,618)	8,986,137	7,446,137
Other Financing Uses	16,959,449	922,326	542,681	1,465,007	1,057,592
Intrafund Expenditure Transfers (+)	790,047	835,010	(94,882)	740,128	812,739
Increases to Fund Balances	6,670,481	910,690	(874,690)	36,000	30,000
Fund Balance Impact (+)	1,548,076	32,148	(11,863)	20,285	-
Total	\$ 84,352,146	\$ 52,269,615	\$ (868,272)	\$ 51,401,343	\$ 50,593,155
Budget By Categories of Revenues					
Licenses, Permits and Franchises	\$ 28,169	\$ 22,500	\$ 13,500	\$ 36,000	\$ 36,000
Use of Money and Property	1,082,343	937,459	11,931	949,390	936,500
Intergovernmental Revenue	3,328,623	378,958	712,489	1,091,447	1,080,857
Charges for Services	26,454,455	27,850,158	461,568	28,311,726	29,279,343
Miscellaneous Revenue	2,570,080	740,081	184,624	924,705	1,637,238
Total Operating Revenues	33,463,670	29,929,156	1,384,112	31,313,268	32,969,938
Other Financing Sources	24,159,089	1,542,107	109,893	1,652,000	460,000
Intrafund Expenditure Transfers (-)	2,791,627	846,610	(54,882)	791,728	864,339
Decreases to Fund Balances	12,916,309	10,836,062	(1,464,226)	9,371,836	7,234,423
General Fund Contribution	7,556,211	7,574,002	568,798	8,142,800	8,250,200
Fund Balance Impact (-)	3,465,240	1,541,678	(1,411,967)	129,711	814,255
Total	\$ 84,352,146	\$ 52,269,615	\$ (868,272)	\$ 51,401,343	\$ 50,593,155

Treasurer-Tax Collector-Public Adm.

 HARRY E. HAGEN, CPA TREASURER-TAX COLLECTOR COUNTY OF SANTA BARBARA FEDERAL TAX ID# 95-6002833		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 2,269.86		
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



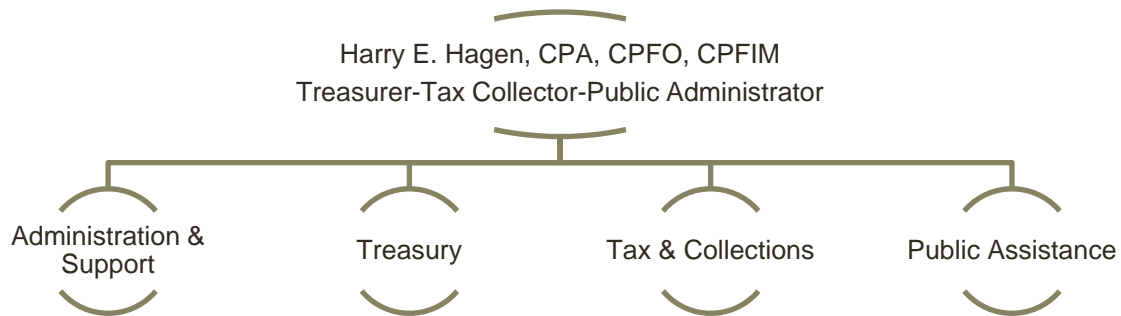
VETERANS SERVICES

Treasurer-Tax Collector-Public Adm.

Budget & Full-Time Equivalents (FTEs) Summary

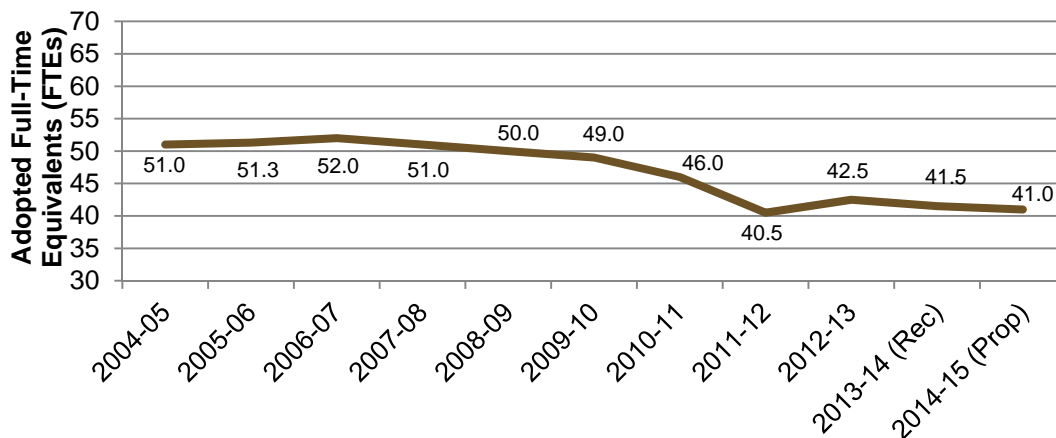
Operating \$ 6,595,349
 Capital \$ 1,221,128
 FTEs 41.5

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.



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.

2012-13 Anticipated Accomplishments

Administration & Support

The Information Technology division is working jointly with the Auditor-Controller to implement a newly purchased property tax system, Government Revenue Management (GRM), to replace the County's mainframe legacy system. The division has four systems development staff dedicated to this effort.

The TTCPA has developed its Continuity of Operations Plan (COOP), to ensure that the capability exists to continue essential functions in the event of an emergency and to reduce the consequences of a disaster to an acceptable level. The COOP outlines the procedures to follow in order for the TTCPA to resume all essential functions within 12 hours of an emergency, with or without warning, and to sustain continuous emergency operations for up to 30 days.

Treasury

A new daily review process of all deposits was initiated as part of the Treasury Division's effort to strengthen internal control procedures. This has increased the processing accuracy of treasury transactions.

The objectives of the County's investment policy are: safety of principal, liquidity, and yield. The TTCPA has developed and implemented an electronic version of investment pool cash flow to effectively employ technology, improve customer service and improve departmental accountability. This also allows the TTCPA to better match pool assets with liabilities.

Tax & Collections

Beginning June 6, 2012, 53 parcels were published as impending tax defaults and an additional eight parcels had previously been recorded in "power-to-sell" status. Payment plans were initiated on 10 of the 53 impending defaults prior to the default date, 41 parcels have since been paid, resulting in the collection of \$423,000 in taxes and penalties. Four parcels are moving toward a June 2013 tax auction to collect \$1,531,000 in delinquent taxes and late penalties.

In the current fiscal year, a priority of the TTCPA was unsecured property tax collections. Upgrades to current databases provided additional reporting capabilities. This reporting provided more timely information, allowing staff to pursue collection activities at a reduced cost. This focused effort has led to a 10% decrease in the unsecured property tax delinquent rate in FY 2012-13

Treasurer-Tax Collector-Public Adm.

Public Assistance

The Public Guardian's Division served over 113 Lanterman Petris Short (LPS) mental health conservatorship, 245 representative payee and 46 probate clients this fiscal year, providing investigation and case management for individuals unable to satisfy their own basic needs. These challenging situations warranted the delicate balance between attempting to preserve each person's right to self-determination and providing assistance necessary to care for the individual's survival needs.

The Veterans' Services Program assists County veterans and their families in obtaining benefits. County veterans received approximately \$8.3 million in new monthly and retroactive benefits, lump sum, college fee waiver, and prior awards. In addition, approximately \$1.2 million was brought into the County for GI Bill students and Aid & Attendance assistance.

2013-15 Objectives

Administration & Support

The TTCPA will 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 TTC 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 2013-14, the TTCPA will complete preparations for implementation of 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 a new system. This project will also need to interface to the new Property Tax Assessment Systems to be installed by the Clerk-Recorder-Assessor.

Public Assistance

A detailed study of the operating costs of the Public Guardian will be performed to revise base fees. 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: 2012-13 Adopted to 2013-14 Recommended

Staffing

- Decrease of 1 FTE.

The TTCPA has a projected staff of 41.5 employees with centralized operations in Santa Barbara and satellite operations in Santa Maria and Lompoc. As a result of the economic downturn, the Treasurer-Tax Collector-Public Administrator has reduced its budgeted staffing level over the past seven years from 51.5 FTEs in FY 2006-07 to 41.5 FTEs in FY 2013-14. In each of the seven years the Department has held positions vacant, returned funds to the general fund 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 and defunding of 10.0 FTE's or a 19% decrease in positions since FY 2006-07.

Treasurer-Tax Collector-Public Adm.

In FY 2012-13, 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."

Expenditures

Net operating expenditure decrease of \$82,000:

- Salaries and Benefits – decrease of \$83,000 due to the reduction of 1.0 Financial Systems Analyst offset with increases in retirement costs, health insurance costs, workers' compensation premiums, and employee salaries;
- Services and Supplies – increase of \$58,000 due to increases in treasury costs;
- Other Charges – decrease of \$57,000 due to a reduction of Departmental liability insurance;
- Capital Assets – increase of \$427,000 due to the final implementation phases of the new property tax system conversion project.

These changes result in recommended operating expenditures of \$6,595,000, non-operating expenditures of \$1,222,000, for total expenditures of \$7,817,000. Non-operating expenditures primarily include capital assets, transfers, and increases to fund balances.

Revenues

Net Operating Revenue decrease of \$62,000:

- Licenses, Permits and Franchises – decrease of \$10,000 due to lower demand of business licenses;
- Charges for Services – decrease of \$60,000 due to a lower projected indirect cost rate.

These changes result in recommended operating revenues of \$3,026,000, non-operating revenues of \$4,791,000, resulting in total revenues of \$7,817,000. Non-operating revenues primarily include General Fund Contribution, transfers, and decreases to fund balances.

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

The FY 2014-15 proposed expenditures reflect a \$1,147,000 decrease from the FY 2013-14 recommended budget is primarily the result of:

- +\$95,100 – increase in retirement contributions;
- +\$38,100 – increase in health insurance and retiree medical premiums;
- -\$41,700 – decrease in salary and benefits due to the elimination of extra help
- -\$1,221,000 – decrease in capital assets due to the completion of property tax system conversion project.

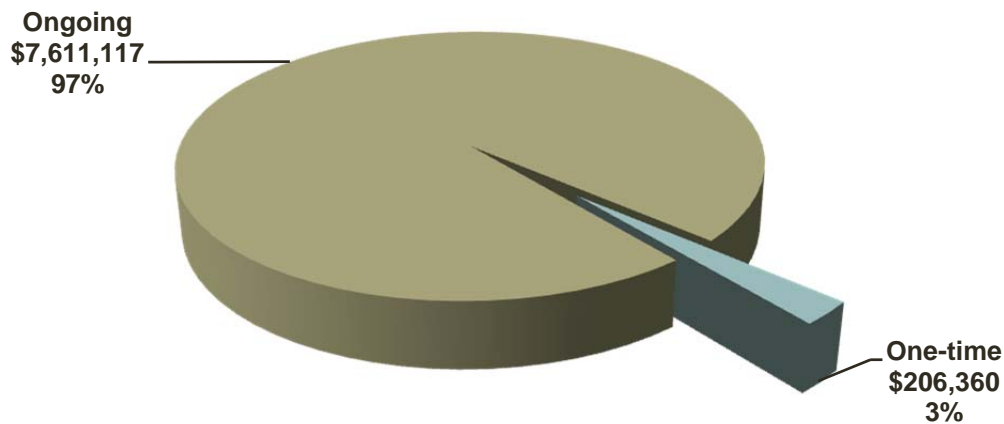
Related Links

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.

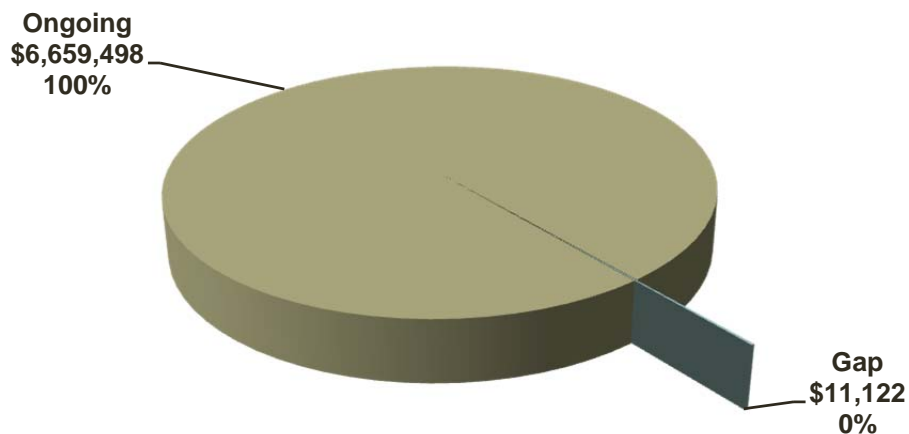
Gap Charts

FY 2013-14 Recommended Budget



The FY 2013-14 Recommended Budget relies on one-time sources to fund 3% of the Department's ongoing operations. These funds include \$150,000 general fund contribution and \$56,000 from the TTCPA's Committed Fund Balance. 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 2014-15.

FY 2014-15 Proposed Budget



The FY 2014-15 Proposed Budget relies on one-time sources to fund less than 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 2015-16.

Treasurer-Tax Collector-Public Adm.

Performance Outcome Measures

Description	FY 2011-12 Actual	FY 2012-13 Adopted	FY 2013-14 Recommended	FY 2014-15 Proposed
Percent of annual secured taxes collected to provide funding for County services. (Target = 98.5%)	98.8%	97.5%	98.5%	98.5%
Percent of annual unsecured taxes collected to provide funding for County services. (Target = 97.5%)	Not used in prior years	Not used in prior years	97.5%	97.5%
Percent of bankruptcy proof of claim forms processed prior to the federal court's due date. (Target = 100%)	100% 9	100% 50	100% 15	100% 15
Percent of probate conservatives visited in the past twelve months. (Target = 100%)	100% 178	100% 150	100% 180	100% 180

Treasurer-Tax Collector-Public Adm.

Budget Overview

	2011-12 Actual	2012-13 Adopted	Change from FY12-13 Ado to FY13-14 Rec	2013-14 Recommended	2014-15 Proposed
Staffing By Budget Program					
Administration & Support	5.22	5.95	0.51	6.46	6.46
Treasury	10.19	11.69	(3.70)	7.99	7.99
Tax & Collections	9.77	10.69	1.07	11.76	11.26
Public Assistance	14.07	14.17	1.13	15.30	15.30
Total	39.25	42.50	(1.00)	41.50	41.00
Budget By Budget Program					
Administration & Support	\$ 1,042,680	\$ 1,144,847	\$ 101,224	\$ 1,246,071	\$ 1,279,751
Treasury	1,976,702	2,218,900	(342,138)	1,876,762	1,780,766
Tax & Collections	1,862,014	2,509,521	535,607	3,045,128	1,919,779
Public Assistance	1,688,731	1,599,266	50,250	1,649,516	1,690,324
Unallocated	(7,279)	-	-	-	-
Total	\$ 6,562,849	\$ 7,472,534	\$ 344,943	\$ 7,817,477	\$ 6,670,620
Budget By Categories of Expenditures					
Salaries and Employee Benefits	\$ 4,515,104	\$ 4,998,357	\$ (83,171)	\$ 4,915,186	\$ 5,006,947
Services and Supplies	1,186,596	1,375,426	57,819	1,433,245	1,408,375
Other Charges	262,823	303,751	(56,833)	246,918	254,298
Total Operating Expenditures	5,964,523	6,677,534	(82,185)	6,595,349	6,669,620
Capital Assets	445,687	794,000	427,128	1,221,128	-
Intrafund Expenditure Transfers (+)	835	1,000	-	1,000	1,000
Increases to Fund Balances	151,803	-	-	-	-
Total	\$ 6,562,849	\$ 7,472,534	\$ 344,943	\$ 7,817,477	\$ 6,670,620
Budget By Categories of Revenues					
Taxes	\$ 311,111	\$ 283,900	\$ 4,100	\$ 288,000	\$ 288,000
Licenses, Permits and Franchises	59,404	60,000	(10,000)	50,000	50,000
Intergovernmental Revenue	67,484	62,046	4,935	66,981	66,981
Charges for Services	2,780,921	2,674,453	(60,560)	2,613,893	2,675,902
Miscellaneous Revenue	26,789	7,000	-	7,000	7,000
Total Operating Revenues	3,245,709	3,087,399	(61,525)	3,025,874	3,087,883
Other Financing Sources	-	-	150,000	150,000	150,000
Intrafund Expenditure Transfers (-)	258,290	100,963	6,152	107,115	107,115
Decreases to Fund Balances	470,355	1,262,235	165,253	1,427,488	150,000
General Fund Contribution	2,588,495	3,021,937	85,063	3,107,000	3,164,500
Fund Balance Impact (-)	-	-	-	-	11,122
Total	\$ 6,562,849	\$ 7,472,534	\$ 344,943	\$ 7,817,477	\$ 6,670,620

Debt Service

EMERGENCY OPERATIONS CENTER



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: 2012-13 Adopted to 2013-14 Recommended

Expenditures

- Net operating expenditure increase of \$272,000:
 - +\$272,000 – increase in annual interest payments on long term debt.
- Net non-operating expenditure increase of \$243,000:
 - +\$299,000 increase in principal payments, primarily an increase in the amortization of debt related to seismic Courthouse projects.
 - -\$56,000 decrease in the amount transferred to fund balance based on available interest earnings.

These changes result in recommended operating expenditures of \$3,706,000, non-operating expenditures of \$4,461,000, and total expenditures of \$8,167,000.

Revenues

- Net operating revenue decrease of \$40,000: The FY 2013-14 recommended departmental revenues decreased by \$40,000 to \$50,000

from the Fiscal Year 2012-13 Adopted Budget of \$90,000. This decrease is the result of:

- -\$40,000 – decrease in interest earnings on Certificate of Participation (COP) reserve funds held with Trustee.
- Net non-operating revenue increase of \$555,000:
 - +\$400,000 General Fund Contribution to pay for anticipated increased interest associated with short term TRAN borrowings. (Funding for this increase is anticipated to come from increased General Revenues expected from premiums on sale of the TRAN's).
 - +\$161,000 reflects increased revenue, transferred from the Courthouse Construction Fund, to pay for the required increase in debt service related to seismic Courthouse retrofit projects.

These changes result in recommended operating revenues of \$50,000, non-operating revenues of \$8,117,000, and total revenues of \$8,167,000.

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 2013-14” 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	\$8,166,721
Less TRAN Interest and Cost	(1,090,000)
Less LTD Cost & Fees	(16,631)
Less ADMHS and CRA Leases	(485,396)
Less Increase to Fund Balance	(49,250)
Net Government Funds Principal and Interest Payments	\$6,525,444

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, 2013

DESCRIPTION	FUND	DEPT	TOTAL DEBT SERVICE	PAYMENTS FY 13-14	REMAINING DEBT SERVICE
GENERAL AND OPERATING FUNDS					
2010 COP					
PUBLIC DEFENDER REMODEL	0001	990	10,247,131	435,282	9,811,848
BETTERAVIA ADMINISTRATION	0001	990	3,772,746	167,727	3,605,019
EMERGENCY OPERATIONS CENTER	0001	990	10,135,775	445,059	9,690,716
SUBTOTAL			24,155,651	1,048,068	23,107,583
2008 COP					
REDEVELOPMENT PROJECTS	3120	725	20,537,776	1,381,083	19,156,694
2005 COP					
HALL OF RECORDS - CLERK-RECORDER	0001	062	126,457	93,863	32,594
ELECTIONS STORAGE - CLERK-RECORDER	0001	062	143,263	106,793	36,470
LOMPOC SUBSTATION - FIRE	0001	031	3,000,971	274,044	2,726,927
LOMPOC SUBSTATION - SHERIFF	0001	032	1,874,329	170,843	1,703,486
ISLA VISTA FOOT PATROL - SHERIFF	0001	032	4,018,593	367,348	3,651,244
TECHNICAL BUILDING - SHERIFF	0001	032	3,608,629	329,716	3,278,913
CHILDREN'S SERVICES BLDG - MENTAL HEALTH	0044	043	1,361,946	126,628	1,235,318
SUBTOTAL			14,134,186	1,469,234	12,664,952
2011 PRIVATE PLACEMENT (PP)					
CASA NUEVA - GENERAL SERVICES	0001	063	2,656,508	339,635	2,316,873
CASA NUEVA - SOCIAL SERVICES	0001	990	1,077,164	137,716	939,449
CHILDRENS' SERVICES BLDG - MENTAL HEALTH	0044	043	1,245,507	158,797	1,086,710
JUVENILE HALL	0070	990	3,185,508	407,095	2,778,414
JUVENILE COURT - EXPANSION	0071	990	935,790	119,392	816,399
JUVENILE COURT - ATTORNEYS	0070	990	684,734	87,356	597,378
DISTRICT ATTORNEY	0070	990	4,012,122	512,810	3,499,312
SHERIFF - HVAC	0070	990	130,748	16,619	114,129
SB1732 - COURTHOUSE CONSTRUCTION	0071	990	2,100,092	847,641	1,252,450
SUBTOTAL			16,028,173	2,627,060	13,401,114
SUBTOTAL GENERAL AND OPERATING FUNDS			74,855,787	6,525,444	68,330,343
2008 COP ENTERPRISE FUND					
TAJIGUAS LANDFILL LINER	1930	054	5,792,632	578,060	5,214,572
2010 COP ENTERPRISE FUND					
TAJIGUAS LANDFILL LINER	1930	054	2,375,106	370,933	2,004,173
2011 PP ENTERPRISE FUND					
LAGUNA SANITATION SOLAR PROJECT	2870	054	4,151,617	445,553	3,706,065
2011 PP INTERNAL SERVICE FUND					
CALLE REAL SOLAR PROJECT	1920	063	5,236,178	524,194	4,711,984
TOTAL			\$92,411,320	\$8,444,184	\$83,967,136

Debt Service

Budget Overview

	2011-12 Actual	2012-13 Adopted	Change from FY 12-13 Ado to FY 13-14 Rec	2013-14 Recommended	2014-15 Proposed
Staffing By Budget Program					
Total	-	-	-	-	-
Budget By Budget Program					
Tax & Revenue Anticipation Notes	\$ 853,846	\$ 690,000	\$ 400,000	\$ 1,090,000	\$ 1,090,000
Long Term Debt	27,710,667	6,961,832	114,889	7,076,721	6,622,948
Total	\$ 28,564,513	\$ 7,651,832	\$ 514,889	\$ 8,166,721	\$ 7,712,948
Budget By Categories of Expenditures					
Services and Supplies	\$ 223,359	\$ 106,601	\$ -	\$ 106,601	\$ 106,601
Other Charges	4,177,391	3,328,026	271,655	3,599,681	3,469,207
Total Operating Expenditures	4,400,750	3,434,627	271,655	3,706,282	3,575,808
Other Financing Uses	23,734,235	4,111,561	299,628	4,411,189	4,087,890
Increases to Fund Balances	429,528	105,644	(56,394)	49,250	49,250
Total	\$ 28,564,513	\$ 7,651,832	\$ 514,889	\$ 8,166,721	\$ 7,712,948
Budget By Categories of Revenues					
Use of Money and Property	\$ 9,635	\$ 90,000	\$ (40,000)	\$ 50,000	\$ 50,000
Total Operating Revenues	9,635	90,000	(40,000)	50,000	50,000
Other Financing Sources	23,889,115	6,855,438	171,283	7,026,721	6,572,948
Decreases to Fund Balances	3,675,662	-	-	-	-
General Fund Contribution	853,846	690,000	400,000	1,090,000	1,090,000
Fund Balance Impact (-)	136,255	16,394	(16,394)	-	-
Total	\$ 28,564,513	\$ 7,651,832	\$ 514,889	\$ 8,166,721	\$ 7,712,948

General County Programs



General County Programs



General County Programs

Functional Summary

Staffing By Budget Department	2011-12 Actual	2012-13 Adopted	Change from FY12-13 Ado to FY13-14 Rec	2013-14 Recommended	2014-15 Proposed
Total	-	-	-	-	-
Budget By Budget Department (1)					
General County Programs	\$ 30,334,752	\$ 18,502,148	\$ (1,509,854)	\$ 16,992,294	\$ 14,870,840
General Revenues	251,633,559	213,181,970	(8,578,970)	204,603,000	212,926,994
Total	\$ 281,968,311	\$ 231,684,118	\$(10,088,824)	\$ 221,595,294	\$ 227,797,834
Budget By Categories of Expenditures					
Salaries and Employee Benefits	\$ 56,855	\$ 60,000	\$ 1,500	\$ 61,500	\$ 61,500
Services and Supplies	3,779,115	1,075,550	2,617,500	3,693,050	2,693,372
Other Charges	333,704	305,188	(133,088)	172,100	140,237
Total Operating Expenditures	4,169,675	1,440,738	2,485,912	3,926,650	2,895,109
Other Financing Uses	41,005,199	35,145,755	(9,433,470)	25,712,285	29,342,433
Intrafund Expenditure Transfers (+)	209,765,292	181,092,534	980,590	182,073,124	186,387,017
Increases to Fund Balances	23,669,867	14,005,091	(4,121,856)	9,883,235	9,173,275
Fund Balance Impact (+)	3,358,278	-	-	-	-
Total	\$ 281,968,311	\$ 231,684,118	\$(10,088,824)	\$ 221,595,294	\$ 227,797,834
Budget By Categories of Revenues					
Taxes	\$ 189,718,317	\$ 182,857,902	\$ 4,409,098	\$ 187,267,000	\$ 192,297,000
Licenses, Permits and Franchises	2,949,813	2,715,000	324,000	3,039,000	3,100,000
Fines, Forfeitures, and Penalties	7,257,234	6,600,722	(691,719)	5,909,003	5,428,000
Use of Money and Property	1,236,522	1,202,000	392,000	1,594,000	1,680,000
Intergovernmental Revenue	4,323,292	3,441,288	(1,655,000)	1,786,288	1,793,288
Charges for Services	10,182,561	7,944,465	(1,418,957)	6,525,508	6,525,508
Miscellaneous Revenue	1,446,340	518,299	606,007	1,124,306	702,667
Total Operating Revenues	217,114,078	205,279,676	1,965,429	207,245,105	211,526,463
Other Financing Sources	(13,614,357)	2,400	368,118	370,518	440,774
Intrafund Expenditure Transfers (-)	108,856	156,612	37,499	194,111	194,111
Decreases to Fund Balances	25,588,517	3,440,792	(1,194,333)	2,246,459	1,130,998
General Fund Contribution	52,730,385	15,222,351	(3,683,250)	11,539,101	10,573,494
Fund Balance Impact (-)	40,832	7,582,287	(7,582,287)	-	3,931,994
Total	\$ 281,968,311	\$ 231,684,118	\$(10,088,824)	\$ 221,595,294	\$ 227,797,834

(1) Please refer to the 'Policy & Executive' Functional Summary page.

General County Programs

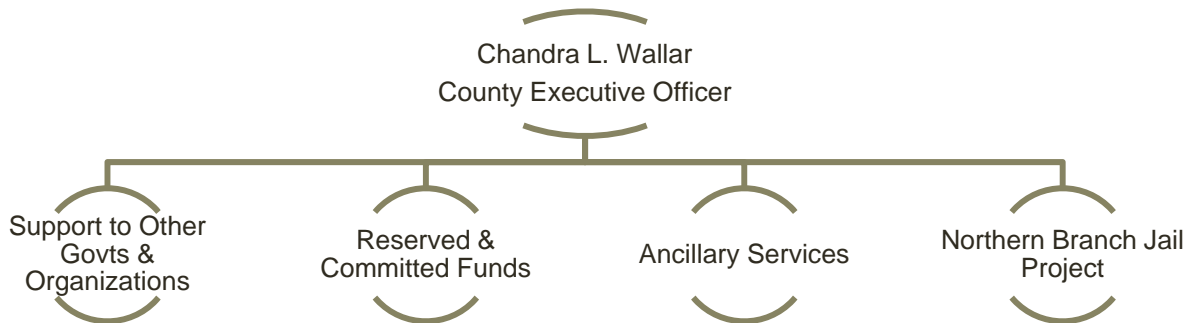


General County Programs

Budget & Full-Time Equivalent (FTEs) Summary

Operating	\$	3,926,650
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, LAFCO, Montecito Fire Westmont Annexation and support to the Betteravia Child Care Center.
- Reserved & Committed Funds consisting of increases and decreases to committed fund balance and 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 which is a capital project intended to realize a 376 bed jail facility just outside the City of Santa Maria.

2012-13 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.

- Transitioned General Fund Contribution (GFC) for Special Revenue departments to General Revenues as part of a Countywide effort to increase transparency and to monitor performance by recording such GFC in each of the operating departments.

Reserved & Committed Funds

- Set aside funding for future operations of the northern branch jail in the amount of \$2 million, a \$1 million increase from the \$1 million set aside the previous year.
- Set aside funds to committed fund balance for facilities maintenance, capital outlay, strategic reserve, road projects, and contingencies. (See table of Key Discretionary Fund Balance Components below).

Ancillary Services

- Continued supporting the South County Gang Task Force and the Central Coast Collaborative on Homelessness projects.

Northern Branch Jail Project

- Successfully executed a conditional award agreement which provided the County with \$80 million.
- Successfully completed the procurement process for a Project Expert, Project Architect, and a Construction Manager.
- To fund the County's portion of construction costs of the northern branch jail, a new North County Jail Construction Fund was established, with initial funding as follows:
 - +\$3.0 million from the New Jail Operations Fund.
 - +\$5.3 million from the Strategic Reserve
 - +\$600,000 from the Sheriff's fund balance (utilizing Prop 172 funds)

General County Programs

2013-15 Objectives

Support: Other Governments & Organizations

Continue the current level of support of \$1 million to the Children's Healthcare Initiative.

Reserved & Committed Funds

- Continue to fund the New Jail Operations fund in the amounts of \$3.3 million in FY 2013-14 and \$4.6 million in FY 2014-15.
- Fund necessary 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 Departments 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 development of the Architectural Program and Design Schematics for the Northern Branch Jail.
- Begin the construction award process for the Northern Branch Jail.
- Refine the Northern Branch Jail operating cost estimates after the design phase is completed and update the adequacy of the cash flow in the existing New Jail Operations Fund plan.

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 2013-14.

Litigation: This contains funds for 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 are anticipated to be needed to balance FY 2014-15.

Deferred Maintenance & Repair: Designated for the backlog of deferred maintenance and repairs at County 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, 2013 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.

General County Programs

New Jail Operations: This fund was established in FY 2011-12 to set aside General Funds for the ongoing operations of the new jail, estimated to complete construction in 2017. Each year an increased amount of General Funds will be set aside so that when the jail is operational, the 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. The FY 2012-13 year end Strategic Reserve is projected to be \$26.2 million, after the transfer of \$5.3 million to the New Jail Construction Fund. This balance will be adjusted based on the FY 2012-13 year end results.

*Changes & Operational Impact:
2012-13 Adopted to
2013-14 Recommended*

Expenditures

- Net operating expenditure increase of \$2,486,000:
 - +\$2,618,000 increase to Services and Supplies comprised of +\$2,544,000 for the Northern Branch Jail Project and ongoing funding for the Homeless Support System merger of +\$74,000

- -\$133,000 decrease to Other Charges for the reduction to funding for the Public and Educational Access program due to depletion of grant funds from Cox Communications.
- Net non-operating expenditure decrease of \$3,996,000 is primarily due to reductions to the set-aside for Strategic Reserve and Facilities Maintenance.

These changes result in recommended operating expenditures of \$3,927,000 and non-operating expenditures of \$13,065,000, resulting in total expenditures of \$16,992,000. Non-operating expenditures primarily include transfers and increases to fund balances.

Revenues

- Net operating revenue decrease of \$243,000:
 - \$140,000 decrease to Fines, Forfeitures, and Penalties revenue due to fewer traffic citations being written, according to the courts, as a result of staff reductions and patrol officers being reassigned to higher priority activities
 - \$101,000 decrease to Use of Money and Property revenue due to the move of cell site revenue to General Revenues.
- Net non-operating revenue decrease of \$1,267,000:
 - -\$4,267,000 decrease in General Fund Contribution due primarily to prior year fund balance being designated to the Strategic Reserve and not having funds available to fund at the same level
 - \$2,646,000 increase use of Fund Balance primarily due to the use of fund balance for the Northern Branch Jail project for architect and design work of +\$2,176,000
 - \$368,000 increase to Other Financing Sources for a Transfer In for the Northern Branch Jail project from the Sheriff's fund balance.

General County Programs

These changes result in recommended operating revenues of \$2,836,000, non-operating revenues of \$14,156,000, resulting in total revenues of \$16,992,000. Non-operating revenues primarily include General Fund Contribution, transfers and decreases to fund balances.

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

The FY 2014-15 budget is decreasing by \$2,121,000. This is due to decreased expenditures for the pre-construction phase of the Northern Branch Jail project of \$1,032,000 and less being set aside for Program Restoration (-\$2,156,000), partially offset by an increase in the set aside for the New Jail Operations fund (+\$1,300,000).

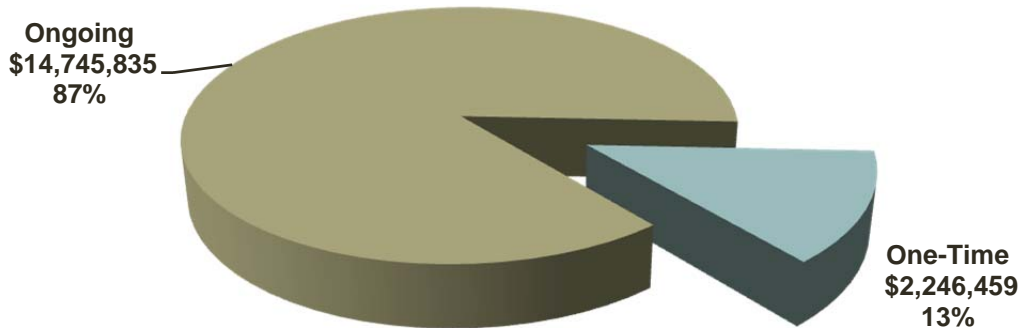
General County Programs

General Fund Key Discretionary Fund Balance Components Detail						
Fund Balance Component	7-1-2012 Beginning Balance	2012-2013 Estimated Changes	6-30-2013 Estimated Balance	2013-2014 Recommended Changes	2013-2014 Recommended Changes (Detail)	6-30-2014 Projected Balance
Capital Outlay	\$ 97,609	\$ 500,000	\$ 597,609	\$ 500,000	500,000 GFC per Budget Development Policies	\$ 1,097,609
Road Projects	\$ 80,902	\$ (80,902)	\$ -	\$ 500,000	500,000 GFC per Budget Development Policies	\$ 500,000
Litigation	\$ 1,801,120	\$ (90,000)	\$ 1,711,120	\$ (570,000)	(500,000) Co-Co-Outside Counsel Fees (70,000) Clerk-Recorder-Assessor	\$ 1,141,120
Salary & Benefits Reductions	\$ 5,126,311		\$ 5,126,311	\$ -		\$ 5,126,311
Deferred Maintenance	\$ 2,054,215	\$ (139,854)	\$ 1,914,361	\$ -	(1,300,000) GS - maintenance & repair projects (500,000) Parks -maintenance & repair projects 1,800,000 GFC per Budget Development Policies	\$ 1,914,361
Audit Exceptions	\$ 5,220,334	\$ (3,039,742)	\$ 2,180,592	\$ -	ADMHS liability	\$ 2,180,592
New Jail Operations	\$ 1,000,000	\$ (1,000,000)	\$ -	\$ 3,300,000	3,300,000 GFC - per Budget Principles	\$ 3,300,000
Program Restoration	\$ 3,776,438	\$ (3,461,698)	\$ 314,740	\$ 1,226,033	2,156,033 GFC per Budget Development Policies (400,000) CoCo - maintain services (380,000) CRA (150,000) TTC	\$ 1,540,773
Contingencies	\$ 1,214,721	\$ (165,953)	\$ 1,048,768	\$ 470,069	500,000 GFC per Budget Development Policies (29,931) P&D	\$ 1,518,837
Strategic Reserve	\$21,830,551	\$ 4,406,932	\$26,237,483	\$ 1,127,202	1,127,202 GFC per Budget Development Policies Note: Potential GF portion of MISC liability is \$7.8M.	\$27,364,685
TOTAL	\$42,202,201	\$ (3,071,217)	\$39,130,984	\$ 6,553,304	\$6,553,304.00	\$ 45,684,288

General County Programs

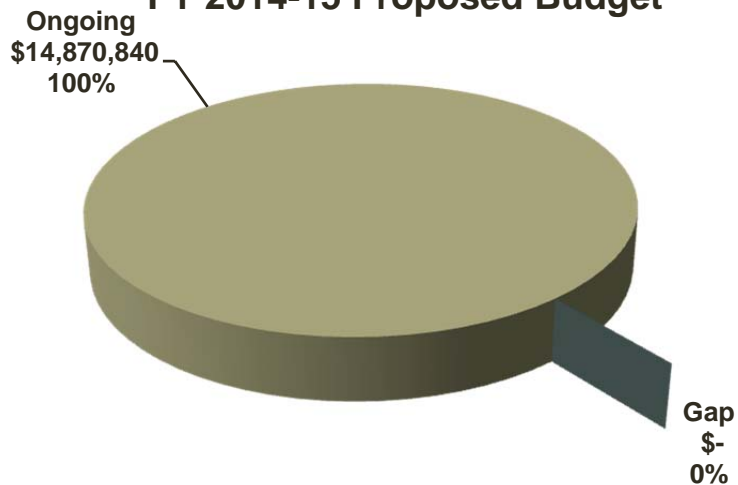
Gap Charts

FY 2013-14 Recommended Budget



The FY 2013-14 Recommended Budget relies on one-time sources of \$2,246,000 to fund 13% of the Department's operations. These funds consist primarily of the use of fund balance of \$2,176,000 for the Northern Branch Jail project, pre-construction related costs that are not ongoing expenditures.

FY 2014-15 Proposed Budget



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

General County Programs

Budget Overview

Staffing By Budget Program	2011-12 Actual	2012-13 Adopted	Change from FY 12-13 Ado to FY 13-14 Rec	2013-14 Recommended	2014-15 Proposed
Total	-	-	-	-	-
Budget By Budget Program					
Support to Other Governments & Organi	\$ 3,841,792	\$ 1,115,188	\$ (88)	\$ 1,115,100	\$ 1,115,237
Reserved & Committed Funds	24,187,848	15,871,747	(3,995,982)	11,875,765	10,804,000
Ancillary Services	2,305,111	1,515,213	(57,784)	1,457,429	1,407,281
Northern Branch Jail Project	-	-	2,544,000	2,544,000	1,544,322
Fund Balance Impact (+)	1,224	-	-	-	-
Unallocated	(1,224)	-	-	-	-
Total	<u>\$ 30,334,752</u>	<u>\$ 18,502,148</u>	<u>\$ (1,509,854)</u>	<u>\$ 16,992,294</u>	<u>\$ 14,870,840</u>
Budget By Categories of Expenditures					
Salaries and Employee Benefits	\$ 56,855	\$ 60,000	\$ 1,500	\$ 61,500	\$ 61,500
Services and Supplies	3,779,115	1,075,550	2,617,500	3,693,050	2,693,372
Other Charges	333,704	305,188	(133,088)	172,100	140,237
Total Operating Expenditures	4,169,675	1,440,738	2,485,912	3,926,650	2,895,109
Other Financing Uses	3,590,109	3,056,319	126,090	3,182,409	2,802,456
Increases to Fund Balances	22,573,743	14,005,091	(4,121,856)	9,883,235	9,173,275
Fund Balance Impact (+)	1,224	-	-	-	-
Total	<u>\$ 30,334,752</u>	<u>\$ 18,502,148</u>	<u>\$ (1,509,854)</u>	<u>\$ 16,992,294</u>	<u>\$ 14,870,840</u>
Budget By Categories of Revenues					
Fines, Forfeitures, and Penalties	\$ 1,975,107	\$ 2,039,722	\$ (139,719)	\$ 1,900,003	\$ 1,900,000
Use of Money and Property	188,718	105,000	(101,000)	4,000	4,000
Intergovernmental Revenue	419,288	419,288	-	419,288	419,288
Charges for Services	3,546	-	-	-	-
Miscellaneous Revenue	656,529	515,376	(2,451)	512,925	402,286
Total Operating Revenues	3,243,188	3,079,386	(243,170)	2,836,216	2,725,574
Other Financing Sources	(14,743,357)	2,400	368,118	370,518	440,774
Decreases to Fund Balances	20,396,675	(399,067)	2,645,526	2,246,459	1,130,998
General Fund Contribution	21,397,413	15,806,468	(4,267,367)	11,539,101	10,573,494
Fund Balance Impact (-)	40,832	12,961	(12,961)	-	-
Total	<u>\$ 30,334,752</u>	<u>\$ 18,502,148</u>	<u>\$ (1,509,854)</u>	<u>\$ 16,992,294</u>	<u>\$ 14,870,840</u>

General Revenues

Budget Overview

	2011-12 Actual	2012-13 Adopted	Change from FY 12-13 Ado to FY 13-14 Rec	2013-14 Recommended	2014-15 Proposed
Staffing By Budget Program					
Total	-	-	-	-	-
Budget By Budget Program					
General Revenues	\$ 38,511,213	\$ 3,255,742	\$ (3,255,742)	\$ -	\$ -
General Fund Contributions	209,765,292	209,926,228	(5,323,228)	204,603,000	212,926,994
Fund Balance Impact (+)	3,357,054	-	-	-	-
Total	<u>\$ 251,633,559</u>	<u>\$ 213,181,970</u>	<u>\$ (8,578,970)</u>	<u>\$ 204,603,000</u>	<u>\$ 212,926,994</u>
Budget By Categories of Expenditures					
Total Operating Expenditures	-	-	-	-	-
Other Financing Uses	37,415,089	32,089,436	(9,559,560)	22,529,876	26,539,977
Intrafund Expenditure Transfers (+)	209,765,292	181,092,534	980,590	182,073,124	186,387,017
Increases to Fund Balances	1,096,124	-	-	-	-
Fund Balance Impact (+)	3,357,054	-	-	-	-
Total	<u>\$ 251,633,559</u>	<u>\$ 213,181,970</u>	<u>\$ (8,578,970)</u>	<u>\$ 204,603,000</u>	<u>\$ 212,926,994</u>
Budget By Categories of Revenues					
Taxes	\$ 189,718,317	\$ 182,857,902	\$ 4,409,098	\$ 187,267,000	\$ 192,297,000
Licenses, Permits and Franchises	2,949,813	2,715,000	324,000	3,039,000	3,100,000
Fines, Forfeitures, and Penalties	5,282,127	4,561,000	(552,000)	4,009,000	3,528,000
Use of Money and Property	1,047,804	1,097,000	493,000	1,590,000	1,676,000
Intergovernmental Revenue	3,904,004	3,022,000	(1,655,000)	1,367,000	1,374,000
Charges for Services	10,179,015	7,944,465	(1,418,957)	6,525,508	6,525,508
Miscellaneous Revenue	789,810	2,923	608,458	611,381	300,381
Total Operating Revenues	<u>213,870,890</u>	<u>202,200,290</u>	<u>2,208,599</u>	<u>204,408,889</u>	<u>208,800,889</u>
Other Financing Sources	1,129,000	-	-	-	-
Intrafund Expenditure Transfers (-)	108,856	156,612	37,499	194,111	194,111
Decreases to Fund Balances	5,191,842	3,839,859	(3,839,859)	-	-
General Fund Contribution	31,332,972	(584,117)	584,117	-	-
Fund Balance Impact (-)	-	7,569,326	(7,569,326)	-	3,931,994
Total	<u>\$ 251,633,559</u>	<u>\$ 213,181,970</u>	<u>\$ (8,578,970)</u>	<u>\$ 204,603,000</u>	<u>\$ 212,926,994</u>

General Revenues



Section E



Capital Budget Summary



Capital Budget Summary



Capital Budget Summary

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Capital Budget Summary

Introduction

Capital Budget

The Capital Budget is the appropriations approved annually by the Board of Supervisors as part of the annual Operating Budget process. It differs from the Capital Improvement Program (CIP) as the CIP is an estimate of the cost of projects and the Capital Budget is the actual funding for approved projects in the fiscal year covered by the operating plan.

In FY 2012-13 improvements to the CIP process were initiated to bring projects in line with existing County Capital policy and with changes in capital accounting practices from the Governmental Accounting Standards Board (GASB). Future CIP documents will separate projects into three categories: funded/partially funded capital, maintenance, and unfunded projects.

Capital Improvement Program (CIP)

The CIP is a compilation of projects intended to implement various plans including community plans, facilities plans, and the County Comprehensive (General) Plan. Projects in the CIP quantify current and future project needs. Accordingly, it includes projects for new and improved roads and bridges, County buildings and clinics, parks, and other facilities. Because the CIP includes estimates of all capital needs, it provides the basis for setting priorities, reviewing schedules, developing funding policy for proposed improvements, monitoring and evaluating the progress of capital projects, and informing the public of projected capital improvements and unfunded needs. Projects included in the CIP are non-recurring, have a long service life, are generally over \$100,000, and will be underway (or should be underway, but are partially or entirely unfunded) during FY 2013-14 through FY 2017-18. A funded project is one that has identified specific funding to implement the program. An unfunded project is one that has been identified in the CIP as a need but has no funding secured to implement the program. The CIP itself does not appropriate funds; rather it serves as a budgeting tool,

resulting in Capital Budget appropriations to be recommended for adoption within the County's FY 2013-14 Operating Budget.

Reconciliation

Appropriations are separated into operating and capital budgets. The Capital Budget in this Operating Plan does not include Salaries & Benefits paid to County staff or payments for Services & Supplies, such as to contractors and tradesmen, for services conducted within County capital funds (Roads, General Services, Parks, and Jail Capital Funds); these are captured in the operating budget. In the CIP, these costs are shown as capital costs and create a difference between these two sources. The operating budget, as identified in Section C of this book, is reporting \$37.0 million, compared to \$56.7 million in the CIP book. The reconciliation of these differences is shown in the table below:

FY 2013-14 Operating Budget To CIP Reconciliation	
\$ 37,009,710	Section C Capital Budget Summary
56,714,000	Section E CIP Budget Summary
<hr/>	
\$(19,704,290)	Difference
<hr/>	
17,114,500	Public Works, Section C capital budget accounts do not include Salaries & Benefits for in-house design, environmental or inspection costs, or professional & contractual services costs for all transportation projects. These costs are captured within the operating expenditure budget accounts.
500,300	Parks maintenance budget within Services & Supplies
2,544,000	Jail budget within Services & Supplies
(454,510)	Small projects not within the CIP
<hr/>	
\$0	
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Capital Budget Summary

Overview of the Recommended Capital Budget

Five Year CIP through Fiscal Year Ending June 30, 2018

(in thousands of dollars)

Fiscal Year	Funded	Unfunded	Total
2013-14	\$56,714	\$62,868	\$119,582
2014-15	42,303	74,774	117,077
2015-16	65,103	105,182	170,285
2016-17	94,163	117,448	211,611
2017-18	94,890	166,616	261,506
Five Year Total	\$353,173	\$526,888	\$880,061

The total Five Year CIP for FY 2014-18 of \$880.1 million is \$115.0 million, or 15.0% more than the CIP total reported in the FY 2013-17 update. This is due in part to the increase in the unfunded amount for projects (\$2.2 million) and the funded amount (\$112.8 million) for projects. Future years' additional project costs, those beyond the five year totals, add \$52.5 million funded and \$80.3 million unfunded to the totals.

A major portion of the project totals (both funded and unfunded) in the Five Year CIP are made up of large projects including \$96.1 million for the new Northern Branch County Jail, \$80.1 million for Mission Creek Flood Control project, \$52.6 million for Hollister Avenue and State Street Improvements, \$39.7 million for the Laguna County Sanitation District Plant Capacity Expansion, and \$31.7 million for the Bonita School Road Bridge Replacement.

Of the County's \$119.6 million in recommended projects in FY 2013-14, 47.4% are funded (\$56.7 million) and 52.6% are unfunded (\$62.9 million).

Capital Budget Summary

CIP projects are also categorized by Project Classes (see definitions at end of this section). The Five Year CIP is also broken down by each class or category, as shown in the table on the next page. Of the \$880.1 million total, \$320.0 million is identified as Maintenance Projects and \$238.0 million is in Building and Building Improvements. These two classes combined represent 63.0% of the total Five Year CIP needs.

Five Year CIP through Fiscal Year Ending June 30, 2018 Class Summary Funded and Unfunded

(in thousands of dollars)

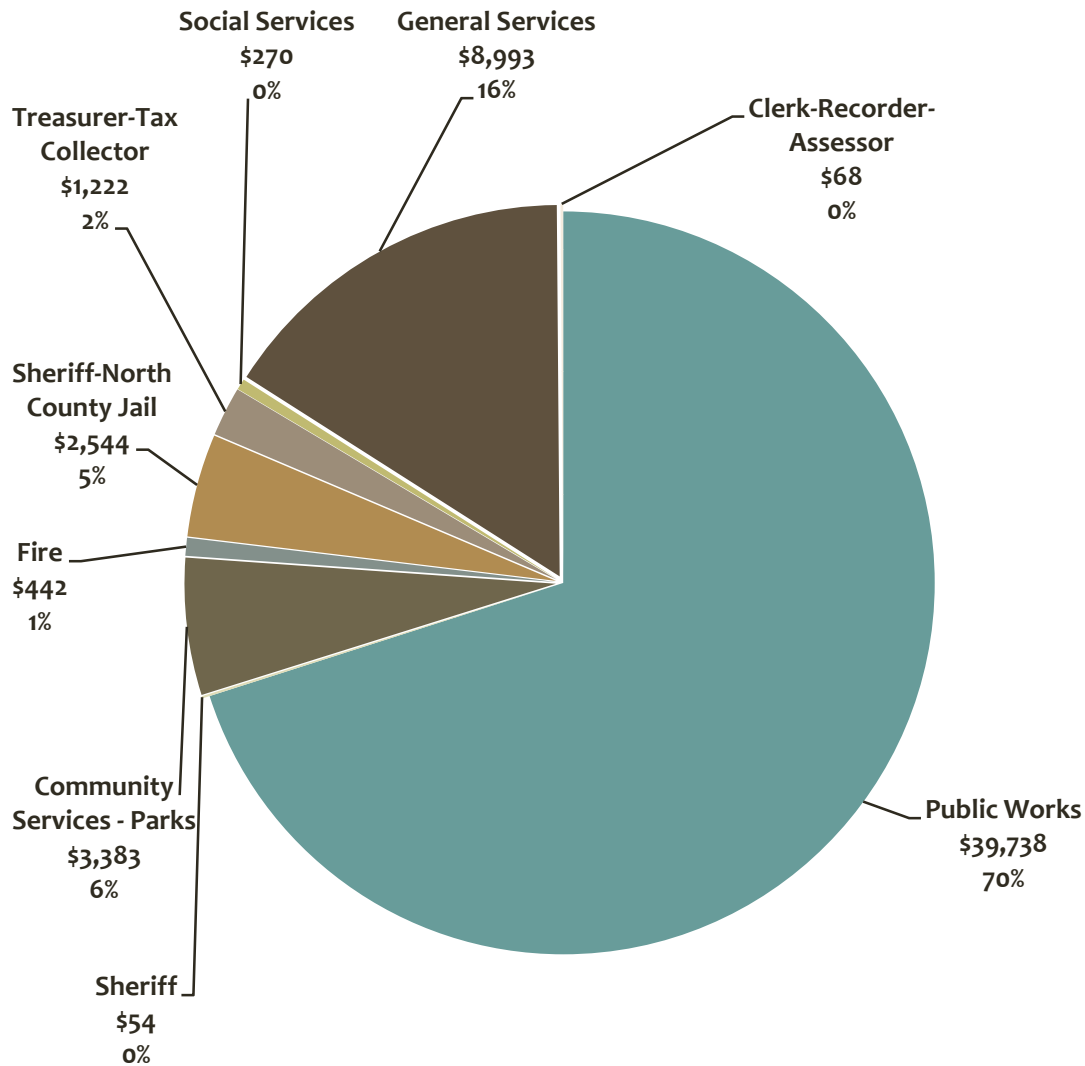
Class Summary	FY 2013-14		FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	Total
	Funded	Unfunded	Funded and Unfunded				
Land	\$150	\$386	\$1,308	\$9,470	\$15,282	\$11,630	\$38,226
Land Improvements	5,197	0	3,250	5,303	3,672	3,650	21,072
Building & Building Improvements	9,665	285	11,693	36,138	72,407	107,896	238,084
Equipment	4,802	123	3,039	3,172	5,487	6,173	22,796
IT Hardware/Software	2,344	0	1,558	120	0	0	4,022
Infrastructure	14,571	500	15,322	25,197	18,624	43,795	118,009
Construction in Progress	14,753	3,603	17,451	24,004	33,228	24,494	117,533
Maintenance projects	5,232	57,971	63,456	66,881	62,911	63,868	320,319
Five Year Total	\$56,714	\$62,868	\$117,077	\$170,285	\$211,611	\$261,506	\$880,061

Capital Budget Summary

The CIP by Department

Presentation of the CIP is by function and department. This format is consistent with the Operating Budget organization. Within each department, projects are grouped by project class, whether they are funded, partially funded, or unfunded. The following chart shows the FY 2013-14 CIP by department. 70.1% of the First Year CIP projects (\$39.7 million), are Public Works projects. The General Services Department has the next largest total, at 15.9% or \$9.0 million of the First Year CIP total.

2013-14 CIP by Department
(in thousands of dollars)



Capital Budget Summary

Deferred Maintenance

In prior years, only Public Works had included a comprehensive list of deferred maintenance projects in the CIP. This year, General Services and Parks have also included their complete list of deferred maintenance projects. All identified deferred maintenance needs are included but these are only known needs at this time and there may be other projects that have not yet been identified. It is expected that this initial listing will be refined over time and may require assistance from consultants to thoroughly evaluate. The main purpose was to fully identify the magnitude of deferred maintenance and to begin to develop a funding strategy.

The table below displays the unfunded deferred maintenance needs identified by department and cost for projects included in the CIP.

Departmental Estimated Unfunded Deferred Maintenance Backlog As of April 5, 2013 as submitted in CIP Database

(in millions of dollars)

Project Summary	FY 2013-14	FY 2014-15	FY 2015-16	FY 2016-17	FY 2017-18	5 Yr Total
Public Works:						
Prev. Maint- 5 year Countywide Surface Treatment	\$ 22.0	\$ 22.0	\$ 22.0	\$ 22.0	\$ 22.0	\$ 110.0
Prev. Maint - 5 Year Countywide Concrete	7.8	7.8	7.8	7.8	7.8	39.0
Prev. Maint- 5 Year Repair/Replace Traffic Devices	0.8	0.8	0.8	0.8	0.8	4.0
Prev. Maint- 5 year Bridge Repair & Rehabilitation	11.6	11.6	11.6	11.6	11.6	58.0
Prev. Maint- 5 Year Culvert Repair & Rehabilitation	7.8	7.8	7.8	7.8	7.8	39.0
LHMP-Relocate the Hearts Adaptive Riding Center	0.0	0.0	0.0	0.0	0.0	0.1
Total Public Works	\$ 50.0	\$ 50.0	\$ 50.0	\$ 50.0	\$ 50.0	\$ 250.1
General Services:						
FM- 5 Year Maintenance Program (Major)	\$ 4.5	\$ 4.5	\$ 4.5	\$ 4.5	\$ 4.5	\$ 22.6
FM- 5 Year Maintenance Program (Minor)	1.1	1.1	1.1	1.1	1.1	5.3
FM-Facility Lighting and Control Retrofits	0.6	0.0	0.0	0.0	0.0	0.6
FM-Main Jail Sewer Infrastructure Replacement	0.4	1.0	1.0	0.6	0.0	2.9
FM-SBCH HVAC System Replacement	0.0	0.2	3.6	0.0	0.0	3.7
Total General Services	\$ 6.6	\$ 6.7	\$ 10.2	\$ 6.1	\$ 5.6	\$ 35.2
Parks:						
Park 5 Year Infrastructure Maintenance Program	\$ 0.8	\$ 0.8	\$ 0.8	\$ 0.8	\$ 0.8	\$ 3.8
Park 5 year Repaving/Restriping Maint. Program	0.6	0.6	0.6	0.6	0.6	3.1
Total Parks	\$ 1.4	\$ 1.4	\$ 1.4	\$ 1.4	\$ 1.4	\$ 6.9
Total	\$ 58.0	\$ 58.2	\$ 61.6	\$ 57.5	\$ 57.0	\$ 292.2

Capital Budget Summary

Significant Projects Completed In Fiscal Year 2012-13 by Project Class

Buildings and Building Improvements

- **Tajiguas Landfill Phase 3 Liner:** This project, as the third phase of the approved and permitted Tajiguas Landfill expansion, consisted of the installation of a low permeability liner over approximately 4.5 acres into the back canyon as well as the installation of a liquid collection system above and below the liner. The liner and liquid collection systems are required by State regulations to protect groundwater.

Total Project Cost - \$6.1 Million

- **Fire Station Restroom Remodels - Stations 15 (Goleta) and 24 (Los Alamos):** These projects remodeled the existing restrooms at Fire Stations 14 and 24 to create gender specific restroom and shower facilities.

Total Project Cost - \$0.35 Million

Land and Land Improvements

- **Santa Barbara County Jail Security Controls:** This project replaced all security control systems in the Main Jail, the Intake Release Center (IRC), and the Medium Security Facility (MSF). The Intake Release Center (IRC), built in 1991, is an addition to the Main Jail. There are existing control rooms also in the Main Jail, Northwest, and the East Addition. The MSF was built in the 1960s as an Honor Farm. Several years ago, the Honor Farm was converted to the MSF to house more serious offenders due to overcrowding conditions in the Jail.

Total Project Cost - \$0.71 Million

- **Lompoc Animal Shelter Remodel:** This project improved the use of space at the Public Health Department's Animal Services' Lompoc Shelter. The cat adoption area was expanded, the cat treatment area was renovated, impounds were separated from adoption, and the overall workflow of the clinic was improved. Approximately 550 square feet of unutilized carport space was converted to office space which freed up existing office areas and facilitated improvements for animal care. A 150 square foot hallway was created that provided improved circulation for shelter operations.

Project Cost - \$0.36 Million

Infrastructure Projects

- **Roadway Improvements: Union Valley Parkway Extension:** This project constructed a new portion of Union Valley Parkway from Hummel Drive to Blosser Road in the Orcutt/Santa Maria area. The project consisted of three phases. Phase I extended from State Route (SR) 135 to California Blvd; Phase II extended from California Blvd to Blosser Road; and Phase III extended from SR 135 to Hummel Drive. The City of Santa Maria, Caltrans, and the County worked jointly to complete the project. Phase I and II were completed in late 2010.

Project Cost - \$2.5 Million

- **Storm Damage Repair - Jalama Road:** This project repaired storm damage resulting from heavy rains in 2005. The 50 foot high roadway embankment failed on the southbound lane for 150 feet of the roadway length. This failure extended to the toe of the slope and included the collapse of a culvert. The embankment was repaired with a grading solution and the culvert replaced. The Federal Highway Administration (FHWA) provided 88.5% of the funding and the California Emergency Management Agency (Cal-EMA) provided the remaining 11.5% of the approved costs.

Project Cost - \$2.9 Million

Capital Budget Summary

Fiscal Year 2013-14 Significant Funded Project Highlights

The recommended CIP continues to address the significant public infrastructure needs identified in various strategies and long-range plans adopted by the County, including funding for the proposed new County jail, the maintenance and repair of public buildings, and the transportation infrastructure system maintenance.

Santa Maria Levee Reinforcement

The Santa Maria River Levee was constructed by the US Army Corps of Engineers (Corps) between 1959 and 1963. The levee is now over 50 years old. The levee is 24 miles long and protects the City of Santa Maria, as well as thousands of acres of prime agricultural land, from the Santa Maria River. The levee is constructed of sand with a rock rip rap facing. The rip rap facing has degraded over the years to the point that it has reduced the effectiveness of withstanding river forces.

This project reinforces a reach of the Santa Maria River Levee that is adjacent to developed areas against levee failure. This project will consist of reconstructing the face of the levee with soil cement reinforcement from Bradley Canyon to Blosser Road, a distance of approximately 33,500 feet (6.3 miles). The Corps, with partial funding by the County in this joint project, began construction on this project with the first of three phases late summer 2009 and completed in fall 2011. Soil cement will be placed at the face of the existing levee with a thickness of approximately 8 feet and extend from the top of the levee to a depth of 15 feet below the current riverbed elevation. A sheet pile barrier will be placed in areas not suited to soil cement due to environmental concerns. This project will provide flood protection to the adjacent neighborhoods as well as the City of Santa Maria.

Phase 3, consisting of an additional 3,700 feet identified to be in critical need for repair by the Corps, is unfunded and is currently in design. It is anticipated that Federal funding for construction will be 65% to 100% of the project cost. Any required local match could come from the Santa Maria Flood Zone, the City of Santa Maria, grants, bonds or assessments.

Northern Branch County Jail

The Northern Branch Jail Project is located near the City of Santa Maria. When completed, the facility will provide capacity to hold 376 individuals, of which 32 beds are reserved in a separate housing unit for individuals with medical and mental health challenges. The entire jail complex is composed of several buildings estimated to be approximately 139,000 square feet for inmate housing and ancillary support functions. The facility will be built on a ten-acre portion of a 50-acre County-owned property located at Black and Betteravia Roads.

On January 15, 2013, the Board of Supervisors approved a Project Construction and Delivery Agreement with the State of California that stipulated the terms of an \$80 million conditional award of funds towards the construction of a new Northern Branch jail near the City of Santa Maria. The total cost of the jail is currently anticipated to be \$96.1 million of which the State has recognized costs of \$89.2 million. In addition to excluding certain project costs from consideration by the State, the Award Documents and supporting information also identify matching requirements of \$8.9 million for the County.

When completed, the total projected annual operating cost to the County for the Northern Branch Jail is currently estimated at \$17.0 million. The project is estimated to be completed in May 2018.

Capital Budget Summary

Cachuma Lake Recreation Area Improvements

This project includes infrastructure and revenue enhancement improvements to the recreation area. Infrastructure improvements include:

- Sanitation plant & lift station upgrades
- Water plant relocation & upgrade
- Apache Area group camping improvements
- RV site upgrades
- Vault toilet buildings to replace portable toilets
- Restroom renovations to comply with Americans with Disabilities Act
- New floating restrooms, erosion & drainage improvements
- Sewer main relining, automated irrigation system
- New water main & fire protection system
- Repair & asphaltting of roads damaged during construction of the facilities

Revenue Enhancements include:

- Relocation of staff offices from main gate structure and remodel to a public information facility
- Construction of a new special events and sailboat launch facility within an existing day use picnic area at Mohawk Point
- Provide a new Wi-Fi service for the park.

Insurance will fund the construction of a new boathouse and replacement log booms destroyed during the FY 2010-11 storms.

Capital Budget Summary

FY 2013-14 Capital Projects Budget (in thousands of dollars)

	2012-13		2013-14 Recommended	2014-15 Proposed	Project Total
	Prior Year Expense	Estimated Actual			
Public Safety					
<i>District Attorney</i>					
Santa Maria Office Remodel	\$ -	\$ -	\$ -	\$ 40	\$ 1,261
Sub-Total	-	-	-	40	1,261
<i>Fire</i>					
Apparatus Replacement/Purchase	561		370	2,331	2,331
Miscellaneous Equipment	-	111	72	183	183
Sub-Total	561	111	442	2,514	2,514
<i>Sheriff</i>					
Main Jail Equipment	-	-	38	38	38
Main Jail Sewer & Kitchen Replacement	-	-	-	1,775	2,132
Replace Computer Server Equipment	-	-	16	16	16
Sub-Total	-	-	54	1,829	2,186
Public Safety Total	\$ 561	\$ 111	\$ 496	\$ 4,383	\$ 5,961

Health & Human Services

<i>Social Services</i>					
IT Hardware Replace Program		50	270	370	370
Health & Human Services Total	\$ -	\$ 50	\$ 270	\$ 370	\$ 370

Community Resources & Public Facilities

<i>Community Services</i>					
Arroyo Burro Restroom Relocation and Park Improvements	359	93	414	1,294	1,294
Cachuma Lake Recreation Area Improvements	7,437	399	312	24,747	24,747
Cachuma Live Oak Camp ADA Improvements and Marina Café	303	40	695	1,980	1,980
Goleta Beach 2.0	310	310	750	5,000	5,000
Jalama Beach Affordable Overnight Accomodations	-	50	200	1,395	1,395
Jalama Beach Park - Water Line	-	35	295	330	330
Park 5 Year Equipment Program	-	73	50	940	940
Park 5 Year Infrastructure Maintenance Program	-	223	400	6,063	6,063
Park 5 Year Repaving/Restriping Maintenance Program	-	278	100	3,853	3,853
Point Sal Coastal Access Improvements	153	50	150	10,500	10,500
Waller Park Playfields	166	75	7	12,275	12,275
Walter Capps Park	2,576	1	10	3,511	3,511
Sub-Total	\$ 11,304	\$ 1,627	\$ 3,383	\$ 71,888	\$ 71,888

Capital Budget Summary

FY 2013-14 Capital Projects Budget (in thousands of dollars) (cont')

Community Resources & Public Facilities (cont'd)	2012-13		2013-14 Recommended	2014-15 Proposed	Project Total
	Prior Year Expense	Estimated Actual			
<i>Public Works</i>					
Basin - Blosser Basin, Santa Maria	\$ 1	\$ 5	\$ 10	\$ 481	\$ 481
Basin - Lillingston Canyon Debris Dam Removal	504	285	343	1,412	1,412
Basin - Mud Lakes Basin Siphon Improv Project, Orcutt	105	30	255	390	390
Basin - RB7 Outlet Works - Orcutt	26	-	-	40	208
Bikelanes: San Jose Creek Class I (North Segment)	8	186	441	1,062	1,062
Channel - Lower Mission Creek Flood Control Proj, S.B.	8,300	5,736	6,428	80,134	80,134
Channel - San Jose Creek Improvements, Goleta	1,523	2,095	1,547	5,175	5,175
Channel - San Pedro Creek Fish Passage	-	-	50	4,873	4,873
Channel - Unit Two Channel Improvements, Santa Maria	92	115	95	1,297	1,297
Culverts - Las Vegas/San Pedro Crks at Calle Real, Gol.	2,117	890	800	10,388	10,388
Equipment Replacement Program - Flood Control District	-	340	525	1,691	1,691
Equipment Replacement Program - PW Transportation	-	600	1,535	6,270	6,270
Landfill - Heavy Equipment Replacement Program	1,535	1,491	3,097	18,674	18,674
Landfill - Improvements at Tajiguas US 101 Intersection	79	80	240	399	399
Landfill - Tajiguas Landfill Phase 3B Liner	-	100	3,005	6,005	6,005
LCSD - Major Laguna Sanitation Maintenance Projects	317	81	625	1,223	1,223
LCSD - Plant Back Up Generator Purchase	-	-	650	650	650
LCSD - Plant Capacity Expansion	-	-	200	39,733	39,733
LCSD - Recycled Water Distribution Expansion	275	-	1,900	2,175	2,175
LCSD - Sewer System Improvements	457	-	-	600	6,000
LCSD - Solids Handling Expansion	-	600	1,450	6,797	6,797
Levee - Santa Maria River Levee Reinforcement	556	3,830	375	4,786	4,786
Prev Maint- 5 Year Countywide Concrete Program	-	-	400	41,000	41,000
Prev Maint- 5 Year Countywide Surface Treatment Program	-	-	2,500	122,500	122,500

Capital Budget Summary

FY 2013-14 Capital Projects Budget (in thousands of dollars) (cont')

Community Resources & Public Facilities (cont'd)	2012-13		2013-14 Recommended	2014-15 Proposed	Project Total
	Prior Year Expense	Estimated Actual			
<i>Public Works</i>					
Prev Maint- 5 Yr Bridge Repair & Rehabilitation Program	\$ -	\$ 125	\$ 237	\$ 58,762	\$ 58,762
Prev Maint- 5 Yr Repair/Replace Traffic Devices Program	-	-	30	4,150	4,150
Prev Maint- Unanticipated Minor Projects Program	-	-	125	625	625
Roadway Improv - Betteravia Safety Improvements	-	-	100	506	506
Roadway Improv - Clark Ave SRTS	-	112	279	391	391
Roadway Improv - Clark Avenue at Highway 101	46	360	1,405	2,486	2,486
Roadway Improv - Hollister Ave/State St Improvements	345	195	250	52,600	52,600
Roadway Improv - Isla Vista Infrastructure Improvements	-	-	200	400	400
Roadway Improv - Misc. Project Expenses	-	-	486	576	576
Roadway Improv - Norris and Twitchell SR2S	-	-	325	325	325
Stockpile Area - South Coast	88	13	10	1,929	1,929
Storm Drain - North Avenue Drainage Impr., Lompoc	212	574	40	826	826
Storm Drain - West Green Cyn 72" Extension, Santa Maria	37	95	45	417	417
Storm Drain - West Green Cyn Phase II	1	170	45	6,709	6,709
Structure R&R - Ashley Road Scour Countermeasures	-	107	364	958	958
Structure R&R - Bella Vista Drive LWC Replacement	-	65	85	2,865	2,865
Structure R&R - Black Road Br. No. 51C-031	860	330	1,915	4,970	4,970
Structure R&R - Bonita School Road Bridge Replacement	-	20	240	31,705	31,705
Structure R&R - Cathedral Oaks Road Br. No. 51C-001	95	500	1,875	4,879	4,879
Structure R&R - East Mountain Drive LWC Replacement	-	75	110	3,042	3,042
Structure R&R - Fernald Pt. Br. 51C-137 Replacement	-	280	843	1,651	1,651
Structure R&R - Floradale Avenue Br. No. 51C-006	845	65	140	12,152	12,152
Structure R&R - Foothill Rd. LWC Replacement	340	200	260	19,931	19,931

Capital Budget Summary

FY 2013-14 Capital Projects Budget (in thousands of dollars) (cont')

Community Resources & Public Facilities (cont'd)	2012-13		2013-14	2014-15	Project
	Prior Year Expense	Estimated Actual			
<i>Public Works (cont'd)</i>					
Structure R&R - Goleta Beach Access Br. 51C-158	\$ 150	\$ 245	\$ 230	\$ 3,925	\$ 3,925
Structure R&R - Jalama Road Br. No. 51C-013	165	95	35	1,295	1,295
Structure R&R - Jalama Road Br. No. 51C-017 Replacement	828	301	360	5,430	5,430
Structure R&R - Jonata Park Road Br. No. 51C-226 Repl.	691	285	1,735	3,926	3,926
Structure R&R - Kinevan Rd. Bridge 51C-214 Replacement	55	251	710	1,016	1,016
Structure R&R - Refugio Road MP 0.3 LWC Replacement	-	65	85	3,402	3,402
Structure R&R - Refugio Road MP 1.8 LWC Replacement	-	65	85	2,733	2,733
Structure R&R - Refugio Road MP 3.0 LWC Replacement	-	10	65	2,025	2,025
Structure R&R - Refugio Road MP 3.1 LWC Replacement	-	10	60	2,316	2,316
Structure R&R - Refugio Road MP 3.2 LWC Replacement	-	10	65	1,303	1,303
Structure R&R - Refugio Road MP 3.3 LWC Replacement	-	10	65	1,437	1,437
Structure R&R - Rincon Hill Road Br. No. 51C-039	142	30	40	927	927
Structure R&R - Sisquoc Ped Bridge Replacement	10	157	58	225	225
Transfer Stations - Various improvements	-	-	265	1,531	1,531
Sub-Total	\$ 20,805	\$ 21,284	\$ 39,738	\$ 602,101	\$ 607,669
Community Resources & Public Facilities Total	\$ 32,109	\$ 22,911	\$ 43,121	\$ 673,989	\$ 679,557

Capital Budget Summary

FY 2013-14 Capital Projects Budget (in thousands of dollars) (cont')

General Government & Support Services	2012-13		2013-14	2014-15	Project
	Prior Year Expense	Estimated Actual			
Clerk-Recorder-Assessor					
RealWare-Assessment Administration and Valuation System	\$ 1,026	\$ 34	\$ 68	\$ 1,219	\$ 1,219
General Services					
CP--Betteravia Bldg D Expansion (Hrg Rm & Offices)	-	-	1,388	1,388	1,388
CP--CSD Office Renovation	-	-	200	800	800
CP--HMGP 1731-51-28 Cook & Miller Siesmic Retrofit	-	-	860	860	860
CP--Lompoc Veterans Building Renovation	910	247	156	1,439	1,439
CP--New Cuyama Family Resource Center/Library	-	-	820	820	820
CP--New Cuyama Recreation Hall -Remodel	-	537	408	1,087	1,087
CP--Santa Ynez Airport Improvements (Grant 12)	-	-	816	816	816
CP--SB Jail Kitchen Remodel	-	-	300	1,174	1,174
CP--SB Veterans Memorial Bldg-ADA Lift	-	25	235	260	260
CP--SBCH Observation/Clock Tower Elevator	-	100	500	600	600
FM--Capital 5 Year Maintenance Program (Major)	-	1,695	300	25,770	25,770
FM--Capital 5 Year Maintenance Program (Minor)	-	-	1,000	10,315	10,315
IT- Countywide Telephone System Modernization	110	1,300	1,400	3,580	3,580
IT- Data Network Modernization and Refresh	889	522	590	2,768	2,768
IT- Microwave Tower Replacement	180	150	20	350	350
Sub-Total	\$ 2,089	\$ 4,576	\$ 8,993	\$ 52,027	\$ 52,027
Treasurer-Tax Collector-Public					
Property Tax Management System Replacement	985	227	1,222	2,434	2,434
General Government & Support Services Total	\$ 4,100	\$ 4,837	\$ 10,283	\$ 55,680	\$ 55,680
General County Programs					
General County Programs					
Northern Branch County Jail	5,454	174	2,544	96,100	96,100
General County Programs Total	\$ 5,454	\$ 174	\$ 3,404	\$ 96,960	\$ 96,960
Capital Appropriations Total	\$ 42,224	\$ 28,083	\$ 56,714	\$ 830,522	\$ 837,668

Capital Budget Summary

Capital Improvement Program (CIP) Project Classes

The CIP is a Countywide program covering all capital needs. Capital Assets are divided into Project Classes which provide additional detail for reporting and analysis purposes. Thresholds are used to determine which purchases qualify as Capital Assets. The following is a list of Project Classes, their definitions, and their thresholds.

I. Land

Land includes all investments in real estate other than structures and land improvements.

Threshold: All land projects, regardless of cost.

II. Land Improvement

Land Improvements are non-building assets that enhance the quality or facilitate the use of land.

Examples of depreciable land improvements include parking lots, driveways, sidewalks, retaining walls, fencing, outdoor lighting, landscaping, irrigation systems, recreation areas, athletic fields and courts, and fountains.

Threshold: Land Improvement projects are valued at or over \$100,000.

III. Buildings & Building Improvements

Buildings are structures that are physical property of a permanent nature that enclose people, equipment, services, or functions. Buildings may include major high cost components such as boilers, elevators, HVAC systems, and roofs. Building Improvements materially extend the useful life or increase the value of a building, or both (materiality is 20% or more).

Examples include replacing major building components, structural additions to a building, major energy conservation projects, installation of upgraded plumbing or electrical systems, and major renovations of exterior structural deterioration.

Threshold: Buildings and Building Improvement projects are valued at or over \$100,000.

IV. Equipment

Equipment includes physical moveable personal property such as machines, tools, vehicles, aircraft, mobile home/office trailers, and furniture. Equipment does not include major systems integrated into a building or structure such as elevators, boilers, roofs, or HVAC.

Threshold: Individual units (1) valued at or over \$5,000 and a useful life of over one year or (2) valued at or over \$25,000 purchased for Public Assistance Programs reimbursed by the State of California.

Capital Budget Summary

V. Hardware/Software

IT Hardware/Software - Information Technology (IT) Equipment includes equipment such as: desktops, laptops, servers, scanners, copiers, and other devices accessing the network.

Threshold: Individual units (1) valued at or over \$5,000 and a useful life of over one year or (2) valued at or over \$25,000 purchased for Public Assistance Programs reimbursed by the State of California. Software projects are valued at or over \$100,000.

VI. Infrastructure

Infrastructure - Infrastructure is categorized as community service assets that are long-lived, generally stationary in nature, and normally preserved for a significantly greater number of years than most capital assets.

Examples are pavement, curbs, gutter, and sidewalks associated with roadways, bridges, water distribution systems, sewer systems, and water drainage systems.

Threshold: Additions, expansions, and/or improvement projects are valued at or over \$100,000.

VII. Construction in Progress

Construction in Progress includes new construction or improvements to land, buildings, or infrastructure projects that have not been physically completed or have not had all project costs processed by fiscal year-end.

Threshold: Construction in Progress projects are valued at or over \$100,000.

VIII. Maintenance Projects

Maintenance Projects - These projects, maintain, but do not appreciably extend, the useful life of a road, building, or asset.

Examples include: carpet and flooring replacement, roof replacement and repair, electrical systems upgrades, heating/ventilation/air conditioning systems, interior/exterior painting and paint repair, parking lots/sidewalks/fence replacement/repairs, plumbing repair and replacement, and signs/door, hardware/cabinets/window repair/replacement.

Threshold: Maintenance projects are valued at or over \$100,000.

Capital Budget Summary



Section F



Annual Budgetary
Processes,
Policies, & Fund
Structure



**Annual Budgetary Processes,
Policies & Fund Structure**



Annual Budgetary Processes, Policies & Fund Structure

Introduction

This section of the operating plan presents the major budget policies and long-term financial management tools that guide the strategic direction of the County. In addition, certain budget-related operational processes are included in this section in order to show how budget policies are supported and reinforced in the County. We have also provided information identifying the funds that are budgeted under the authority of the Board of Supervisors and their relationship within the County organization.

The following topics are included in this section:

- **Budget Processes:**
 - Annual Budget Process..... F-2
 - Budget Controls and AccountabilityF-4
 - Reviews F-5
- **Policies:**
 - Budget Policies for Fiscal Year 2013-15F-5
 - Fiscal Year 2013-15 General Fund Allocation Policy F-7
 - Capital Improvement Program (CIP) PoliciesF-8
 - Debt Policies.....F-8
 - Comprehensive Fund Balance PolicyF-9
 - Strategic Reserve Policy F-10
- **Fund Structure:**
 - Countywide Funds F-11
 - Fund Accounting..... F-11

Budget Processes

Annual Budget Process

Authority & Composition

The annual budget is prepared, reviewed and approved in accordance with the County Budget Act (California Government Code Sections 29000 through 30200), which can be found online at http://www.sco.ca.gov/Files-ARD/pubs_cba_appx_b.pdf. The annual budget, the Comprehensive Annual Financial Report (CAFR) and the County Financial Information Network (FIN) follow generally accepted accounting principles (GAAP) for governments. Budgets are prepared on the modified accrual basis of accounting consistent with GAAP.

The annual *operating budget* includes all operating, capital, and debt service appropriation requirements of the County for the fiscal year, which runs from July 1 to June 30. In addition, the budget document provides the for the following:

- revenue and expense assumptions upon which the budget is based;

Annual Budgetary Processes, Policies & Fund Structure

- the number of budgeted full-time equivalent employees;
- the mission, strategic priorities, impact and performance measures of each operating department;
- prior year actual, current year budgeted, new year recommended, and 2nd year out proposed expenditures and revenues by department; and
- descriptions of significant expenditure and revenue changes, and related operational impacts by department.

The *capital budget* reflects the annual amount appropriated for each capital project included in the long range Capital Improvement Program (CIP). When the Board authorizes a new capital project, the Board approves the estimated total project cost and schedule. The approval of the project budget authorizes total expenditures over the duration of the construction project, which oftentimes spans multiple fiscal years. The annual capital budget authorizes the anticipated expenditures for the scope of work anticipated to be completed in the upcoming fiscal year.

Budget Process Phases & Schedule

Phase I (Jul – Nov)	Establish Budget Priorities & Policies
	The County Executive Officer develops the operating and capital budget priorities and the budget policies for the next fiscal year. These policies and priorities are based upon analysis of relevant economic, social, and demographic trends, and are presented in a Fiscal Outlook Report to the Board of Supervisors for approval.
Phase II (Sep – Jan)	Develop Capital Improvement Program
	The County Executive Office develops the annual capital budget instructions based on the priorities and policies adopted by the Board in Phase I . Capital budget instructions are distributed to department directors who are responsible for identifying and developing annual capital budget requests.
Phase III (Dec – Apr)	Develop Operating Budget
	The County Executive Office develops and distributes the annual operating budget instructions and General Fund Allocations based upon the following: Board priorities and budget principles; the impact of annual capital budget requests on the operating budget; revenue and expense projections for the following fiscal year; and state and county long range economic indicators.
Phase IV (June)	Approve Budget
	After a series of public meetings, the Annual Budget must be approved by a three-fifths majority of the Board of Supervisors.
Phase V	Amend the Budget
	California Government Code Sections 29125 through 29130 authorizes amendments to the adopted budget through the budget revision process. Revisions enable departments to move or adjust budgeted appropriations or adjust estimated revenues.

Annual Budgetary Processes, Policies & Fund Structure

Budget Controls and Accountability

Legal Level of Budgetary Control

The legal level of budgetary control (i.e., the level at which expenditures may not legally exceed appropriations) is maintained at the fund, department, and object level, with more stringent control over capital assets, and fund balance accounts which are maintained at the line-item level. *(Except for payroll, the County's financial system does not process payments and disbursements when over-expenditure of object levels of accounts would result from such payment. For capital asset and fund balance transactions, payments are not processed if over-expenditure would result at the line-item level.)*

Budget Adjustments

Budget adjustments may be approved throughout the year in accordance with the following procedures:

A. Revisions Approved by the Auditor-Controller*

1. Appropriation and revenue estimate revisions within an object level within a budget unit.**
2. Appropriation and revenue estimate revisions up to \$1,000 between object levels within a budget unit.

B. Revisions Approved by the County Executive Office*

1. Appropriation and revenue estimate revisions of more than \$1,000 between object levels within a budget unit.

C. Revisions Requiring Approval by the Board of Supervisors

1. Administrative Agenda – Majority Vote***
 - a. Appropriation and revenue estimate revisions between budget units within a fund if overall appropriations are not increased.
 - b. Capital asset revisions between budget units within a fund if overall appropriations are not increased.
 - c. Capital asset revisions between projects for Capital Outlay Funds if overall appropriations are not increased.
2. Administrative Agenda - 4/5 Vote
 - a. Appropriation and revenue estimate revisions if appropriations are increased.
 - b. All appropriation and revenue estimate revisions between funds.
 - c. All fund balance revisions.
3. Departmental Agenda - With Accompanying Board Letter
 - a. Budget revisions as part of a Board Letter addressing a new or existing policy/program or other items recommended to go before the Board, the vote should be appropriately set based on the approval authority outlined above.

* Excluded: capital asset and fund balance revisions

** In this context a budget unit is defined as a “department/fund” combination

***Excluded: fund balance revisions

Budget Accountability

California Government Code Section 29121 provides that department directors may be held personally liable for their departmental over-expenditures. The Board of Supervisors reserves the right to apply this law in instances of a department head's failure to adhere to the procedures outlined in this policy. If, at the end of a

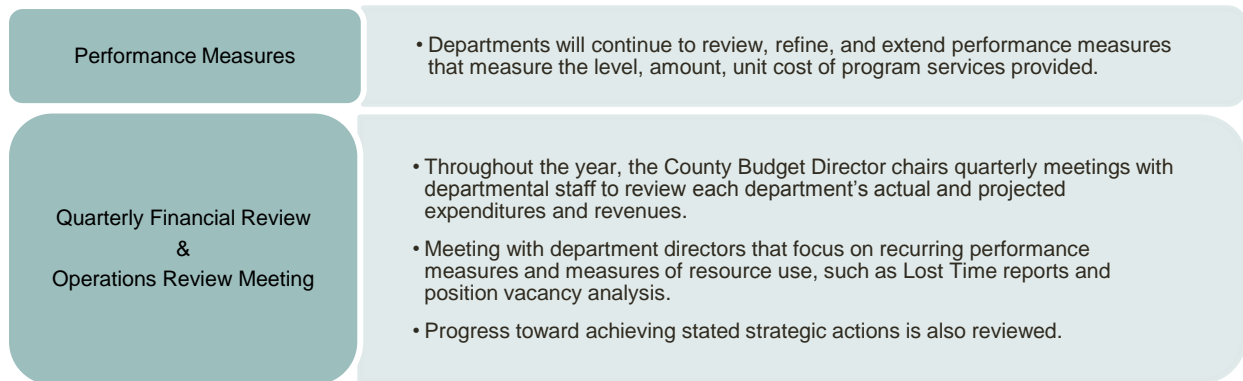
Annual Budgetary Processes, Policies & Fund Structure

fiscal year, a department budget has over-expended its appropriation and/or under-realized its revenue, the department director responsible for that budget will report in writing to the Board of Supervisors by the third Board of Supervisors' meeting following the fiscal year, explaining the reasons therefore.

Reviews

Long-Range Planning: Monitoring Efforts to Achieve Results

Adoption of the budget is not the end of the budget process. In order to ensure execution of the Board's adopted policy, the County uses three formal reporting and review processes. County executives and managers monitor and evaluate progress and assist in achieving stated objectives and priorities.



Additionally, it is the responsibility of the County Executive Officer and Auditor-Controller to submit a combined Quarterly Financial Status Report to the Board of Supervisors in November, February, and May of each year. This report provides a projection by department of expenditures and revenues, identifying projected variances against budget. It includes recommendations and proposed corrective actions. Furthermore, the County Executive Officer and Auditor-Controller submit a fiscal year-end Financial Status Report to the Board of Supervisors in August.

Policies

The following fiscal policies have been excerpted from various County documents because of their importance in guiding, developing, and monitoring the budget. When developing budget policies, the County places emphasis on the following core values, known as: A – C – E.



Annual Budgetary Processes, Policies & Fund Structure

Budget Policies for Fiscal Year 2013-2015

As part of the annual budget process, policy priority areas are visited to help guide decision-making for the upcoming year's budget issues. These policy areas provide the necessary structure and framework to enable the CEO and departmental staff to develop their budgets in line with Board priorities. The presented policies and strategies will help build a more accountable government and provide services to the community efficiently and effectively within the parameters of economic constraints.

These policies were approved by the Board of Supervisors on Oct. 16, 2012. Included with each policy are specific strategies, which have been omitted here since they are quite lengthy and detailed. The complete text for the specific strategies can be found online at <http://santabarbara.legistar.com/LegislationDetail.aspx?ID=1213879&GUID=34021E92-2878-461E-A07B-90F9B68464A8>.

Accountable Government Policy Areas:

1. *Accountability/Transparency*
Information about how public monies are spent and the outcomes they achieve are to be clear, transparent and understandable.
2. *Policy-based budgeting*
Allocations from the General Fund to departments will be distributed according to Board policy direction, historical spending and federal/state mandates.
3. *Balanced budget/Fiscal Stability*
A structurally balanced budget (ongoing revenues equal to ongoing expenditures) for all County operating funds will be presented to the Board of Supervisors for scheduled public hearings.
4. *Identify & Mitigate Future Risks*
The Chief Executive Office, in coordination with County Departments, will identify issues, events and circumstances which pose significant risks and reduce the impact of those risks.
5. *Reserves*
Establish and maintain a reserve equal to 8% of the General Fund operating revenue (approximately 30 days working capital or \$33.3M).

Customer-Focus Policy Areas:

6. *Service Levels*
Service level and outcome changes will be identified in departmental budget requests and communicated to the public.
7. *Capital and Infrastructure*
Provide funding for necessary capital improvements and ongoing maintenance of existing facilities.

Annual Budgetary Processes, Policies & Fund Structure

Fiscal Year 2013-15 General Fund Allocation Policy

The Fiscal Year 2013-15 General Fund Allocation Policy sets a framework and establishes guidelines for the allocation of the County's local discretionary revenue (primarily property, sales and transient occupancy taxes) to departments to support their programs, also known as General Fund Contributions. This new policy is designed to increase the clarity, consistency and transparency of establishing General Fund Contributions. Additionally, the General Fund Allocation Policy is intended to support the matching of available General Fund resources with the needs of the County departments so that departments can provide services in alignment with the goals of the Board of Supervisors. The General Fund Allocation Policy also prescribes certain administrative processes for departments to follow for submission of their FY 2013-15 budget requests. The processes have been omitted here in order to focus on policies. The processes along with the policy can be viewed at <http://santabarbara.legistar.com/LegislationDetail.aspx?ID=1241144&GUID=1B251FE7-E62E-4161-BEF1-F441031295E9>.

General Fund Contributions apply to departments receiving General Fund dollars within the General Fund and in certain Special Revenue Funds, in accordance with the overall budget policies (Policy area #2 above) approved by the Board of Supervisors on Oct. 16, 2012. This General Fund Allocation Policy for fiscal year 2013-15 was approved by the Board of Supervisors on Dec 04, 2012.

Policy Statement:

Departmental General Fund Contribution allocations will be distributed according to Board policy direction, historical spending, staffing patterns and Federal and State mandates.

Fiscal Strategy:

To facilitate the allocation of resources in a manner that supports Board strategic and programmatic goals, across-the-board target cuts will not be utilized.

Calculations:

1. Each department's base General Fund Contribution for the Fiscal Year 2013-2014 budget will be the adopted contribution for Fiscal Year 2012-2013, reduced by onetime allocations during the FY 2012-2013 Board adoption hearings. (Ongoing expansions will have already been added to the GFC base; onetime allocations will be deducted if they were included in the base).
2. Where not prohibited by law, departments must use all non-General Fund revenues, such as special revenues, grants and agency funds, before General Fund Contribution amounts will be allocated to fund programs and anticipated liabilities. Unanticipated revenues should be used to eliminate departmental use of one time funds for ongoing operations.
3. In general, the base General Fund Contribution will be adjusted by an amount equal to the proportional FY 2013-2014 impact of approved wage and employee benefit adjustments, not otherwise funded, that were included in the adopted Fiscal Year 2012-2013 amount. For example, if the wage increases and benefit cost impacts total \$100, and the General Fund Contribution makes up 30% of the department's funding, then the increase would be no more than \$30.

Annual Budgetary Processes, Policies & Fund Structure

4. In the event that projected County-wide General revenues do not meet the General Fund Contribution allocation, the departmental allocations will be reduced as necessary to balance the budget.

Capital Improvement Program (CIP) Policies

1. The County will develop an annual five-year plan for capital improvements; it will include project design, development, implementation, and operating and maintenance costs.
2. Each project in the CIP shall show the estimated capital and on-going maintenance costs, known and potential funding sources, and a design and development schedule.
3. As used in the CIP, projects include land acquisition, buildings and facilities construction.
4. The development of the capital improvement budget will be coordinated with the development of the operating budget.
5. Annual capital costs shall be budgeted according to the County Auditor-Controller's Capital Asset Policy and Guidelines.
6. Costs for County professional services needed to implement the CIP will be included in the appropriate year's operating budget.
7. Annual operating budgets will include funds for maintenance of the County's buildings and maintenance and replacement of the County's capital equipment, based on available funding.
8. The County will make all capital improvements in accordance with an adopted and funded capital improvement program.
9. Every funded capital improvement project shall be included in the County's Project Reporting System and project progress shall be reported periodically to the County Executive Office.
10. Every county project that involves new construction, the remodeling of space, or building maintenance with a cost of \$100,000 or more to facilities staffed by County employees shall be managed by the General Services Department-Support Services Division (Facilities Management or Capital Projects).

Debt Policies

Debt Management Policy, Capacity, and Issuance

The County will maintain, at all times, debt management policies that are fiscally prudent, consistent with County, state and federal law, and that reflect the needs of the unique urban and rural nature of the County.

Annual Budgetary Processes, Policies & Fund Structure

Policy on Issuing Debt

In 1991, the County established the Debt Advisory Committee (DAC) to provide advice to the Board of Supervisors on debt issuance and management. The Board of Supervisors adopted the County of Santa Barbara Debt Management Policy which is used by the DAC as a guideline for planning and management of municipal debt originated through the County Treasurer. The policy provides the foundation for a well-managed debt program and helps to ensure that debt is issued prudently and is cost effective. In its review of proposals to issue new debt, the Committee considers the following four factors:

Debt Management	total outstanding and per capita debt, future borrowing plans and sources of revenue
Financial	trends of past operations and current conditions, budget analysis, fund balance projections
Administrative	management policies, adequate provision of mandated services
Economic	assessment of the strength and diversity of the local economy

Legal Debt Limit

California Government Code Section 29909 prescribes the bonded debt limit for general law counties at 1.25% of the taxable property of the county. The County's gross assessed value of taxable property as of June 30, 2012, is estimated at \$64.0 billion, making the debt limit approximately \$792.5 million.

Comprehensive Fund Balance Policy

The County's fund balance policy establishes a minimum level at which unrestricted fund balance is to be maintained. The County believes that sound financial management principles require that sufficient funds be retained by the County to provide a stable financial base at all times. To retain this stable financial base, the County needs to maintain unrestricted fund balance in its County funds sufficient to fund cash flows of the County and to provide financial reserves for unanticipated expenditures and/or revenue shortfalls of an emergency nature. The minimum level of unrestricted fund balance is dependent on the fund type, and operational and capital replacement needs.

The limits defined in the County's fund balance policy are intended to "maintain a prudent level of financial resources to protect against reducing service levels or raising taxes and fees because of temporary revenue shortfalls or unpredicted one-time expenditures" (recommended Practice 4.1 of the National Advisory Council on State and Local Budgeting).

The full text of the County's fund balance policy can be found at: <http://sbchome.co.santa-barbara.ca.us/auditor/reports/FundBalancePolicy.pdf>.

Annual Budgetary Processes, Policies & Fund Structure

The comprehensive fund balance policy provides guidance on the following:

- Appropriate Level of Unrestricted Fund Balance in the General Fund
- Fund Balance in the Special Revenue Funds
- Debt Service Funds
- Capital Projects Fund
- Enterprise Funds
- Internal Service Funds
- Circumstances in Which Unrestricted Fund Balance Can Be “Spent Down”
- Year-end Fund Balances
- Replenishment
- Strategic Reserve Policy
- Monitoring and Reporting
- Review

Strategic Reserve Policy

There shall be established a separate committed fund balance account known as the County’s Strategic Reserve.

The Board shall approve the establishment of a Strategic Reserve with the intent of limiting the use of Strategic Reserve funds for the purposes set forth herein. The initial funding level shall be equivalent to the amount set aside in the County’s Strategic Reserve designation at the date of GASB 54 implementation.

The target funding level for the committed Strategic Reserve fund balance shall be an amount equivalent to 8% of operating revenue (approximately 30 days working capital) for the General Fund. Funding for the Strategic Reserve shall be appropriated annually by the Board of Supervisors as part of the budget approval process.

The purpose of the County’s Strategic Reserve is to:

1. Mitigate economic downturns that reduce County general revenue;
2. Mitigate State or Federal budget actions that may reduce County revenue;
3. Maintain core service levels essential to public health, safety, and welfare;
4. Front-fund or completely fund, if necessary, disaster costs or costs associated with emergencies. Only those events that have been legally declared to be a disaster at the local, state or federal level are eligible for funding from the Strategic Reserve; and
5. Absorb liability settlements in excess of available resources in the County’s litigation designation.

The monies in the Strategic Reserve are separate monies to be used only for the purposes stated above. The Strategic Reserve should only be used to support the operating budget when general revenue increases less than 3% from the prior fiscal year.

Any transfer of funds shall be approved by the Board of Supervisors and shall not exceed the amount sufficient to balance the General Fund. Transfers shall require approval by 3/5 vote during budget hearings and 4/5 vote at all other times during the fiscal year in accordance with the County Budget Act.

Annual Budgetary Processes, Policies & Fund Structure

Fund Structures

Countywide Funds

The County maintains the following fund types:

For a complete list of fund descriptions and definitions, please refer to the Comprehensive Annual Financial Report (CAFR). The CAFR is available to view and download online at www.countyofsb.org in the Auditor-Controller department webpages.

Governmental Funds

These funds are used to account for most of the County's general government activities. Governmental fund types use the flow of current financial resources measurement focus and the modified-accrual basis of accounting and budgeting. The following are the County's governmental fund types:

- The General Fund
- Debt Service Funds
- Special Revenue Funds
- Capital Project Funds

Proprietary Funds

These funds are used to account for a government's ongoing activities that are similar to those often found in the private sector. Under this method, revenues are recognized when earned and expenses are recognized when the related liabilities are incurred. The following are the County's proprietary fund types:

- Enterprise Funds
- Internal Service Funds

Fiduciary Funds

These funds account for resources held by the County for the benefit of parties outside the County. The following are the County's fiduciary fund types. Fiduciary funds are not budgeted.

- Agency Funds
- Investment Trust Funds

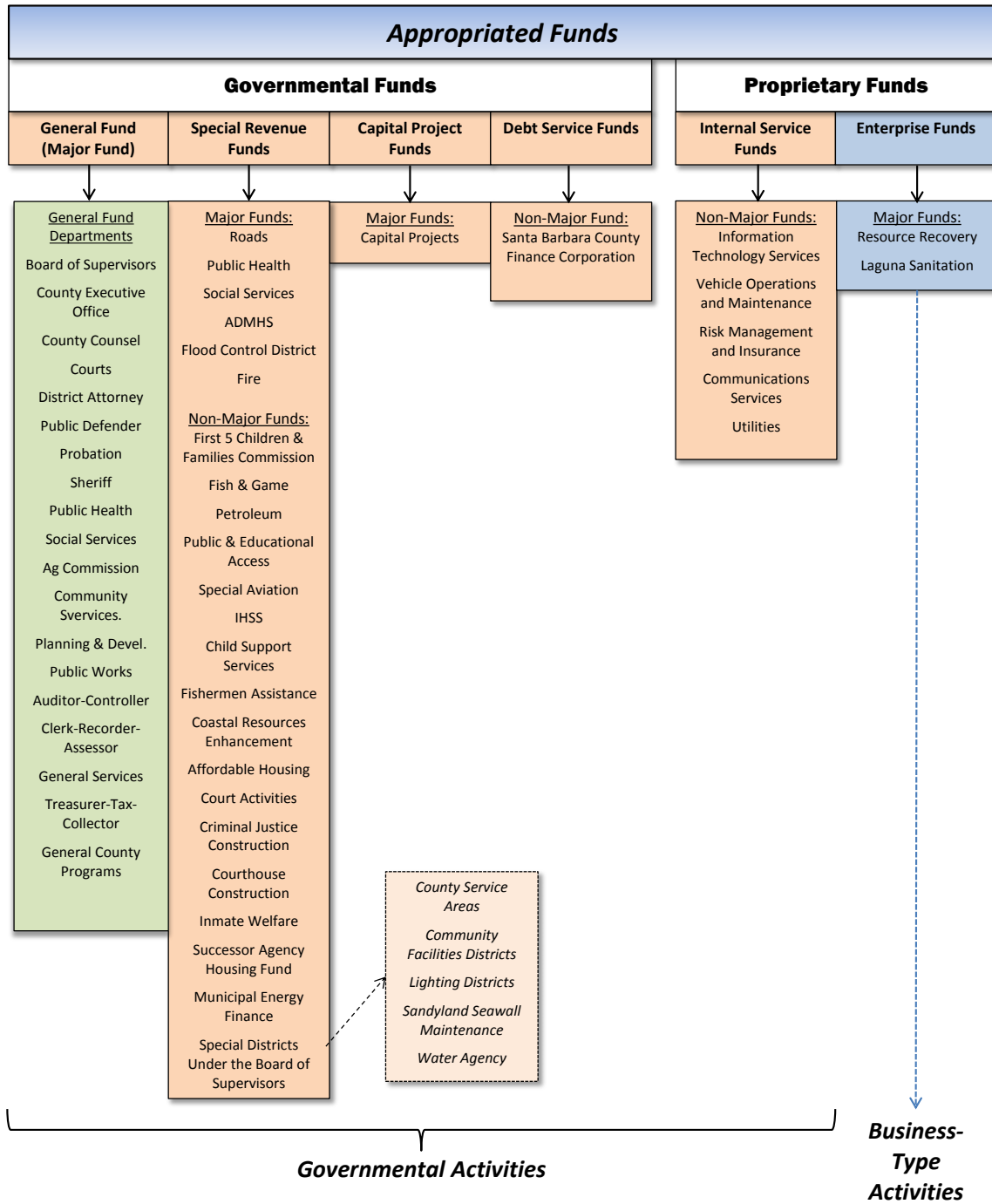
Fund Accounting

Basis of Accounting and Budgeting – Fund Accounting

The accounts of the County are organized on the basis of funds. A fund is an independent fiscal and accounting entity with a self-balanced set of accounts. The minimum number of funds is maintained consistent with legal and managerial requirements. Governmental fund types (i.e., the General Fund, Special Revenue and Debt Service funds) use the modified accrual basis, while Proprietary funds use the full accrual basis. For detailed information on all County funds, please refer to the County's Comprehensive Annual Financial Report online at <http://www.countyofsb.org/auditor/default.aspx?id=1234#cafr>.

Annual Budgetary Processes, Policies & Fund Structure

The following chart depicts the County's budgeted funds and how they fit in the organization for budget and accounting purposes. Please note that Departments listed in the General Fund may also have budget responsibility for other funds.



Section G



County Statistical Profile



County Statistical Profile



County Statistical Profile

Map of Santa Barbara County



County Statistical Profile Breakdown

The County Statistical Profile presents a graphical and statistical view of local demographic, economic, land, environmental, and social factors impacting budget and public policy making.

Sources for the data presented and a list of figures can be found on page G-12



Figure 1: Santa Barbara County Fast Facts

FAST FACTS	
FOUNDED:	February 18, 1850
SIZE:	2,745 square miles ¹
INCORPORATED CITIES:	8
POPULATION:	427,358 ²
UNEMPLOYMENT RATE:	7.6% ¹
PER CAPITA INCOME:	\$45,219 ¹
MEDIAN HOUSEHOLD INCOME:	\$60,505 ³
ASSESSED VALUE OF PROPERTY:	\$63.40 billion ⁴
TAXABLE SALES:	\$6.00 billion in 2012 ⁴

County Statistical Profile

Santa Barbara County Overview

Santa Barbara County is located approximately 100 miles north of Los Angeles and 300 miles south of San Francisco. Eight incorporated cities are located within the County: Santa Barbara, Santa Maria, Lompoc, Goleta, Carpinteria, Guadalupe, Solvang, and Buellton.

The largest employment categories include services, wholesale and retail trade, public administration, and manufacturing. The mild climate, picturesque coastline, scenic mountains, and numerous parks and beaches make the County a popular tourist and recreational area.

Population

When reviewing the County's economic health, financial capacity, or delivery of municipal services to residents of unincorporated areas, the County compares itself with other counties (Benchmark Counties) from year to year.

The eight Benchmark Counties are considered to have common characteristics including, but not limited to, the following: total population of more than 250,000 but less than 500,000; suburban to rural environments; do not contain a large metropolitan city; and are known for their scenic beauty and environmental focus.

Figure 2: Benchmark Counties Population²

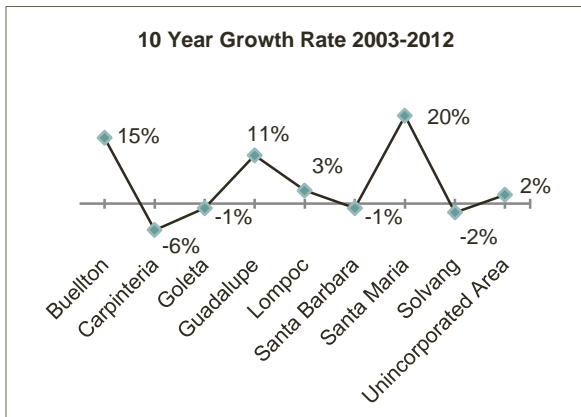
Total Population					Total Population				
Rank	County	7/1/2011	7/1/2012	Change %	Rank	County	7/1/2011	7/1/2012	Change %
1	Los Angeles	9,860,836	9,911,665	0.5%	30	Imperial	177,229	178,659	0.8%
2	San Diego	3,125,321	3,147,220	0.7%	31	Shasta	178,089	178,477	0.2%
3	Orange	3,047,120	3,071,933	0.8%	32	Madera	152,008	151,790	-0.1%
4	Riverside	2,220,502	2,244,399	1.1%	33	Kings	151,655	150,843	-0.5%
5	San Bernardino	2,053,348	2,065,016	0.6%	34	Napa	137,634	138,577	0.7%
6	Santa Clara	1,806,881	1,828,597	1.2%	35	Humboldt	135,218	134,923	-0.2%
7	Alameda	1,526,220	1,540,790	1.0%	36	Nevada	98,593	98,202	-0.4%
8	Sacramento	1,430,884	1,439,874	0.6%	37	Sutter	94,764	95,351	0.6%
9	Contra Costa	1,061,375	1,069,803	0.8%	38	Mendocino	88,071	88,566	0.6%
10	Fresno	939,278	946,823	0.8%	39	Yuba	72,620	73,021	0.6%
11	Kern	848,839	855,522	0.8%	40	Lake	64,419	64,394	0.0%
12	Ventura	830,215	834,109	0.5%	41	Tehama	63,514	63,623	0.2%
13	San Francisco	813,123	820,349	0.9%	42	San Benito	55,950	56,527	1.0%
14	San Mateo	727,980	736,362	1.2%	43	Tuolumne	55,041	54,339	-1.3%
15	San Joaquin	692,862	699,003	0.9%	44	Calaveras	45,143	45,045	-0.2%
16	Stanislaus	518,141	522,651	0.9%	45	Siskiyou	44,875	44,598	-0.6%
17	Sonoma	486,778	489,283	0.5%	46	Amador	37,288	36,899	-1.0%
18	Tulare	447,665	451,627	0.9%	47	Lassen	34,668	33,650	-2.9%
19	Santa Barbara	425,756	427,358	0.4%	48	Del Norte	28,498	28,359	-0.5%
20	Monterey	419,998	422,868	0.7%	49	Glenn	28,255	28,208	-0.2%
21	Solano	414,337	415,913	0.4%	50	Colusa	21,502	21,614	0.5%
22	Placer	356,367	360,680	1.2%	51	Plumas	19,953	19,523	-2.2%
23	San Luis Obispo	270,119	271,021	0.3%	52	Inyo	18,687	18,637	-0.3%
24	Santa Cruz	265,569	267,569	0.8%	53	Mariposa	17,977	17,817	-0.9%
25	Merced	259,289	261,708	0.9%	54	Mono	14,305	14,258	-0.3%
26	Marin	254,359	254,882	0.2%	55	Trinity	13,546	13,470	-0.6%
27	Butte	220,521	221,118	0.3%	56	Modoc	9,565	9,518	-0.5%
28	Yolo	202,630	204,314	0.8%	57	Sierra	3,146	3,089	-1.8%
29	El Dorado	180,663	180,599	0.0%	58	Alpine	1,118	1,127	0.8%
California							<u>37,570,307</u>	<u>37,826,160</u>	<u>0.7%</u>

County Statistical Profile

Cities and Unincorporated Area

As of January 1, 2012, the estimated County population was 427,267². This includes an estimated 134,890 residents living within the unincorporated communities of Burton Mesa, Casmalia, Cuyama, Eastern Goleta Valley, Gaviota, Isla Vista, Los Alamos, Los Olivos, Montecito, Orcutt, Santa Ynez, Summerland, and Vandenberg Village.

Figure 3: 10 Year Growth Rate, Cities and Unincorporated Area²



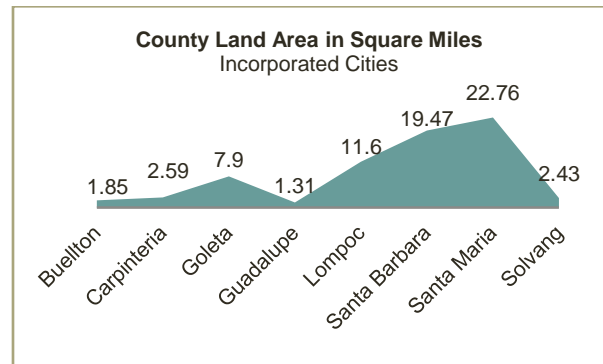
While Santa Barbara and Santa Maria have the largest populations, the areas with the highest growth rate over the past ten years have been Santa Maria and Buellton. The incorporation of the City of Goleta resulted in a decrease in the 10-year growth rate for the overall unincorporated area of the County.

Figure 4: Estimated Population, Incorporated Cities 2012²

Estimated Population Incorporated Cities, 2012	
City	Est. Population (Jan 1, 2012)
Buellton	4,858
Carpinteria	13,076
Goleta	29,930
Guadalupe	7,097
Lompoc	42,854
Santa Barbara	89,082
Santa Maria	100,199
Solvang	5,281

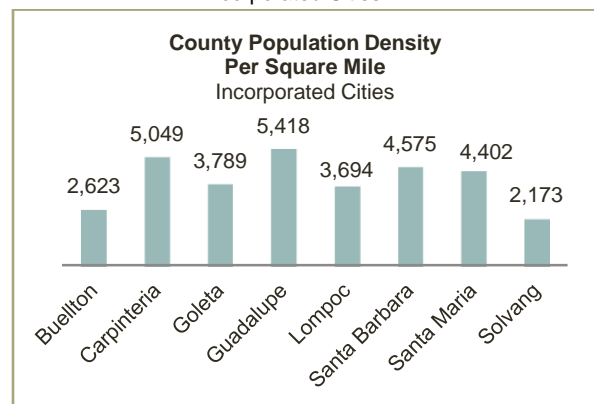
The county spans over 2,700 square miles, of which incorporated cities occupy almost 70 square miles. Each city's respective square mile occupancy is provided in the graph below.

Figure 5: County Land Area in Square Miles, Incorporated Cities³



Although the City of Guadalupe shows the smallest land area at only 1.31 square miles, they have the greatest amount of density of residents within their city according to the chart below.

Figure 6: County Population Density per Square Mile, Incorporated Cities^{2,3}



County Statistical Profile

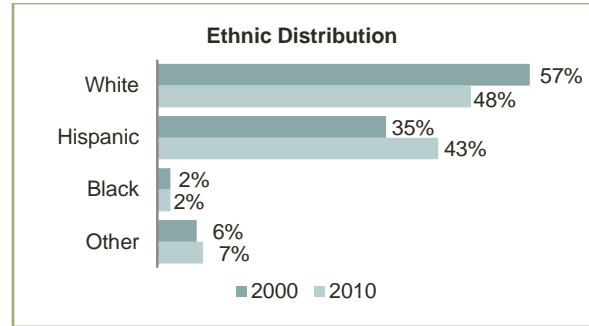
Population by Ethnicity

Changes in Santa Barbara County's ethnicity are illustrated in the graph below.

While the changes are relatively gradual from year-to-year, over a ten-year period ending in 2010, the White population declined by 9% relative to the total population. The Black population remained constant at 2%, and the Hispanic and other ethnic groups increased 8% and 1%, respectively.

Additionally, the graph is showing how in 2010 the Hispanic population at 43% is almost equal to the White population at 48%.

Figure 7: County Ethnic Distribution, 10 Year Comparison²



County Statistical Profile

Employment and Industry

During FY 11-12, the County for the second consecutive year saw positive trends in some economic segments, led by consumer spending and tourism. However, the real estate housing market and labor market have not shown much of a rebound and are still awaiting recovery from the long recession.

The following tables present data on local employment and industry trends.

Figure 8: Average Salary and Growth by Sector, 2011⁵

Average Salary and Growth by Sector Santa Barbara County 2011			
Sector	Salary in 2010	Salary in 2011	Percent Change
Agriculture, Forestry, Fishing and Hunting	23,315	25,054	7.5%
Mining	89,585	93,929	4.8%
Construction	49,498	51,247	3.5%
Manufacturing	65,067	65,762	1.1%
Wholesale Trade	56,016	59,376	6.0%
Retail Trade	30,240	31,294	3.5%
Transportation & Warehouse	40,588	41,014	1.0%
Information	71,914	76,794	6.8%
Finance and Insurance	76,377	78,910	3.3%
Professional and Technical Services	76,153	77,235	1.4%
Real Estate and Rental & Leasing	37,846	38,627	2.1%
Management of Companies and Enterprises	112,149	125,429	11.8%
Education Services	41,909	42,354	1.1%
Healthcare and Social Assistance	48,647	49,258	1.3%
Utilities	67,159	76,127	13.4%
Accommodation and Food Services	18,931	19,534	3.2%
Arts, Entertainment and Recreation	25,738	26,055	1.2%
Other Services, except Public Administration	26,085	25,823	-1.0%
Government			
Federal	61,081	63,904	4.6%
State	55,123	53,213	-3.5%
Local	48,006	49,297	2.7%
All Industry Average	43,988	44,920	2.1%



County Statistical Profile

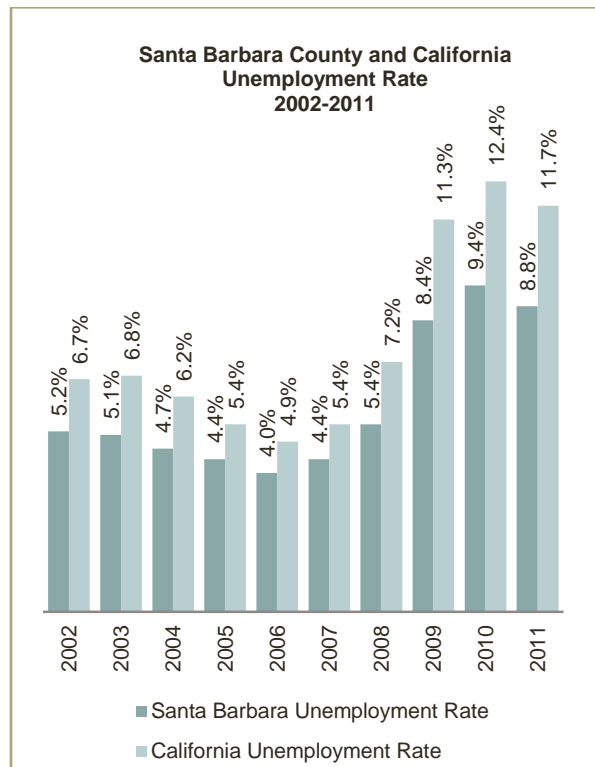
Figure 9: Job Growth by Sector¹

Job Growth by Sector Santa Barbara County				
Sector	Jobs in 2010	Jobs in 2011	Jobs Created	Percent Change
Farm	18,600	18,500	-100	-1%
Mining and Logging	1,000	1,100	100	10%
Construction	7,000	6,700	-300	-4%
Durable Manufacturing	8,500	8,800	300	4%
Non-Durable Manufacturing	2,800	2,900	100	4%
Transportation, Warehousing & Utilities	2,800	2,800	0	0%
Information	3,500	3,600	100	3%
Wholesale Trade	4,000	4,100	100	3%
Retail Trade	17,900	17,300	-600	-3%
Financial Activities	6,400	6,600	200	3%
Other Services	5,300	5,200	-100	-2%
Government	38,200	37,800	-400	-1%
Remaining Sectors	64,400	67,600	3,200	5%
Total, All Industries	180,400	183,000	2,600	1%

Figure 10: Top Employers of Santa Barbara County, 2012⁶

Major Employers in Santa Barbara County, 2012 (Over 1,000 Employees)		
Company	Location	Industry
Vandenberg Air Force Base	Lompoc	Defense
University of California, Santa Barbara	Santa Barbara	Higher Education
County of Santa Barbara	Santa Barbara	Government
Cottage Helath System	Santa Barbara	Healthcare
Santa Barbara City College	Santa Barbara	Education
Santa Barbara Unified School District	Santa Barbara	Education
City of Santa Barbara	Santa Barbara	Government
Santa Maria Bonita School District	Santa Maria	Education
Marian Regional Medical Center	Santa Maria	Healthcare
Raytheon	Goleta	Aerospace and Defense
Lompoc Unified School District	Lompoc	Education
C&D Zodiac	Santa Maria	Aircraft Interiors
Santa Barbara County Education Office	Santa Barbara	Education

Figure 11: Unemployment Rate, 10 Year Comparison Santa Barbara County and California¹



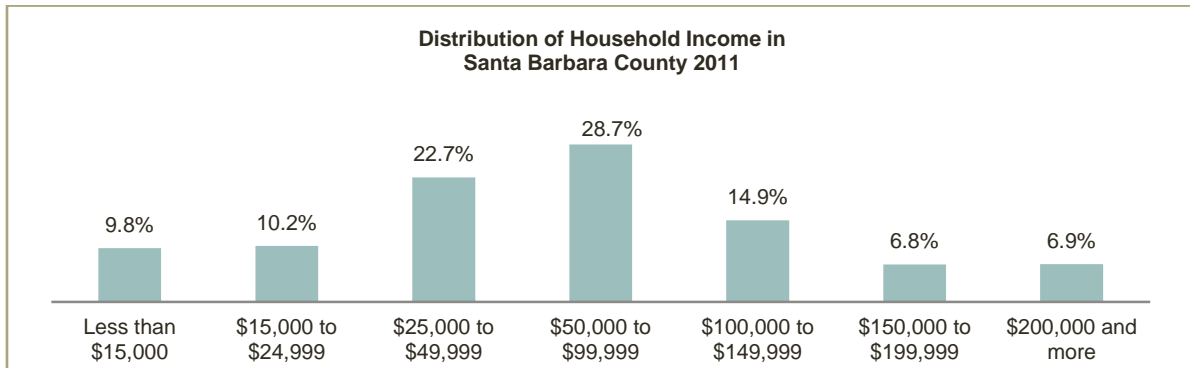
County Statistical Profile

Income and Housing

Income

Income distribution in Santa Barbara County illuminates the diversity of the region, with approximately 43% of households earning below \$49,999 per year, and 29% of households earning \$100,000 per year or more.

Figure 12: Distribution of Household Income, Santa Barbara County 2011³



The County administers local, state, and federal programs to assist eligible needy families and individuals in our community through the Department of Social Services. These programs provide financial and supportive services that strengthen the family unit and promote self-sufficiency.

Figure 13: Families Below Poverty Level, Santa Barbara County 2011³

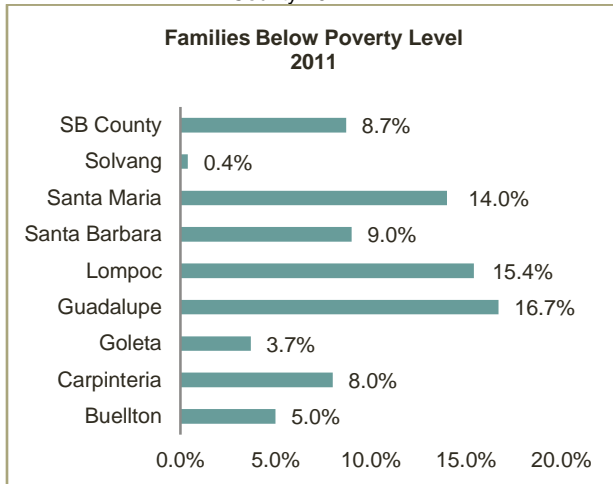
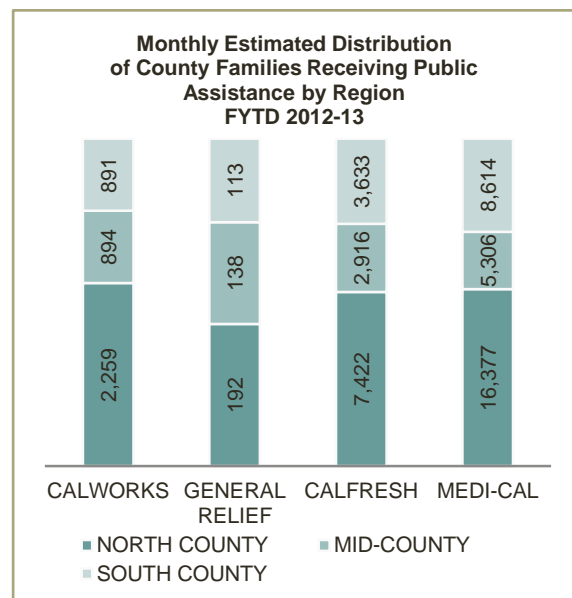


Figure 14: Monthly Estimated Distribution of Families Receiving Public Assistance by Region, FYTD 2012-13⁷

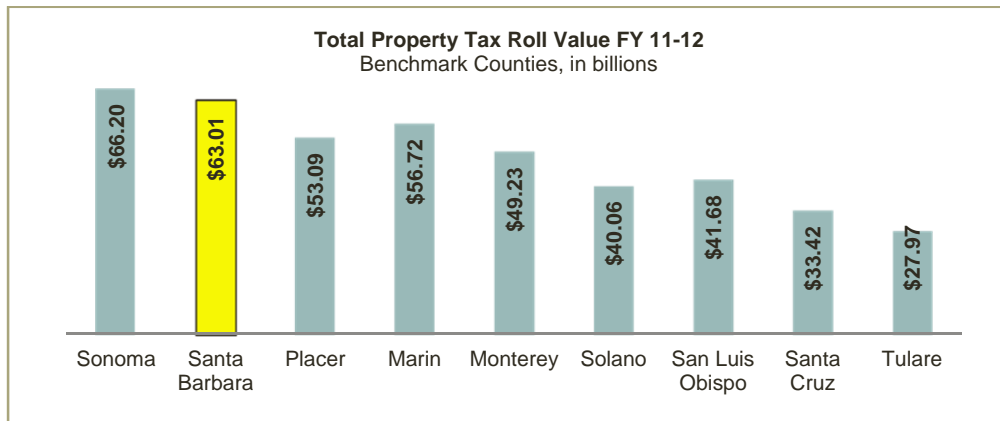


County Statistical Profile

Housing

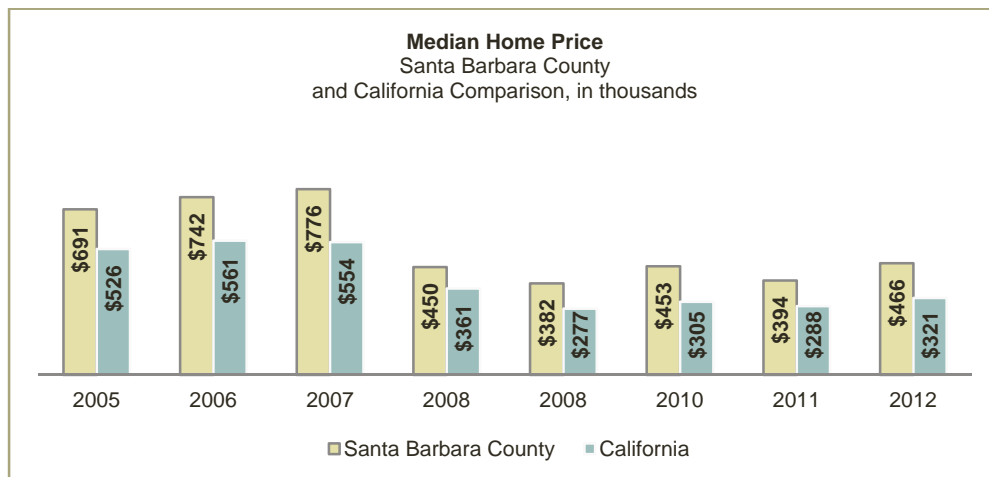
Santa Barbara County's greatest inflow of expendable revenue (for all jurisdictions) comes from collections of property taxes, including secured, unsecured, stated assessed property, and supplemental taxes. The total value of the County's property tax roll in 2011-12 was \$63.01 billion, the second highest value after Sonoma, when compared to benchmark counties.

Figure 15: Benchmark County Property Tax Roll Value FY 11-12⁸



The median home price in Santa Barbara County steadily increased leading up to 2007, but dropped significantly in 2008. Prices have stabilized countywide and show a slight increase over the prior year.

Figure 16: Median Home Price, Santa Barbara County and California⁹



County Statistical Profile

Quality of Life

Health

According to the 2011 Community Health Status Report released by the County of Santa Barbara Public Health Department, as a whole, the residents of Santa Barbara County are somewhat healthier than the average Californian. The residents of Santa Barbara County have lower rates of smoking, lung cancer, diabetes, and other health problems than those reported statewide.

However, Santa Barbara residents are still affected by several preventable health problems such as heart disease, stroke, and liver disease that lead to premature death. While some health problems (e.g. diabetes, liver disease, and higher rates of teen birth) disproportionately impact Latinos, they have lower age-adjusted death rates in most disease categories.

Figure 17: Top 10 Leading Causes of Death, Santa Barbara County 2008¹⁰

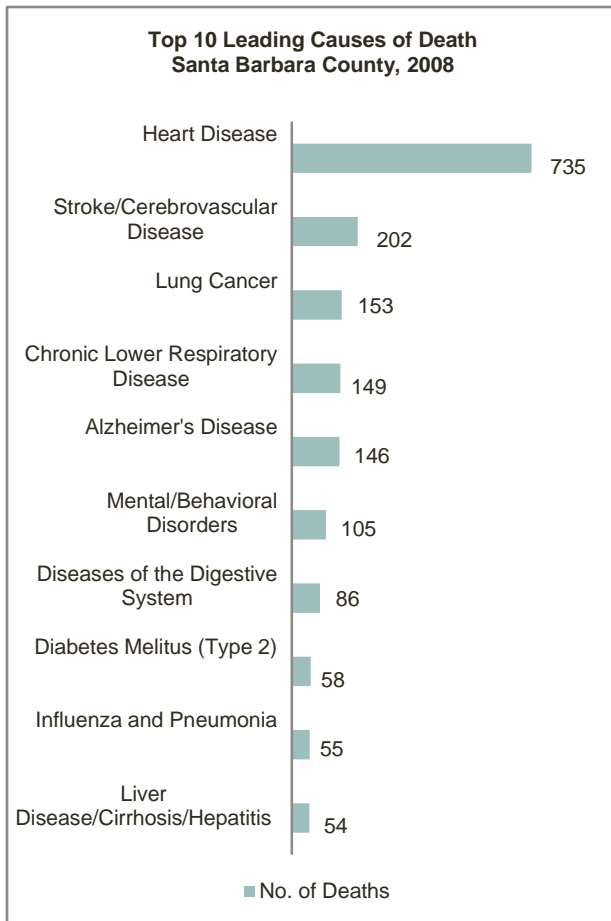
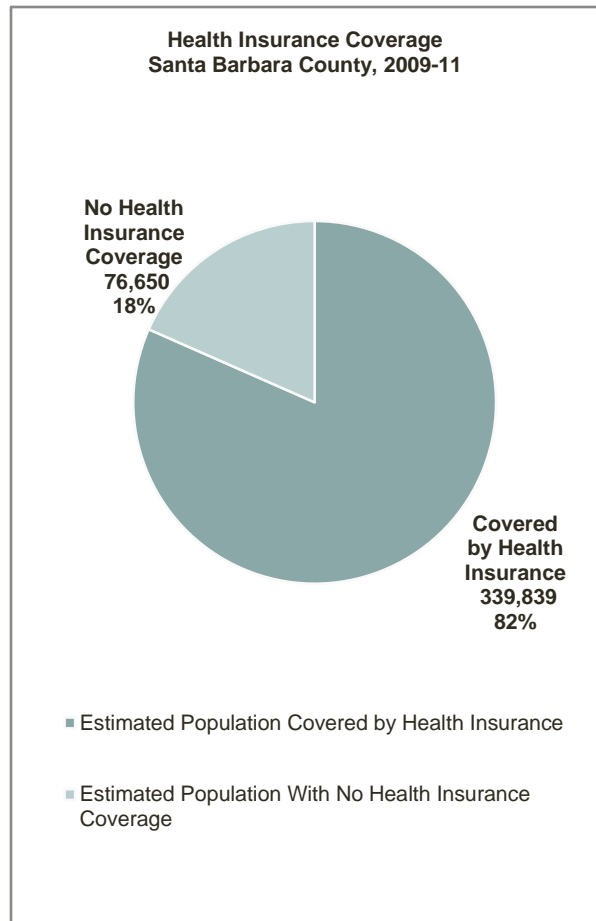


Figure 18: Health Insurance Coverage, Santa Barbara County 2009-11³



County Statistical Profile

Education

The County has 20 K-12 School Districts and two Community College Districts. There were 5,278 high school seniors enrolled in FY 2010-11 with a graduation rate of 85.4%, according to the California Department of Education.

Figure 19: High School Graduates and Bachelor's or Higher, Santa Barbara County and California 2007-2011³

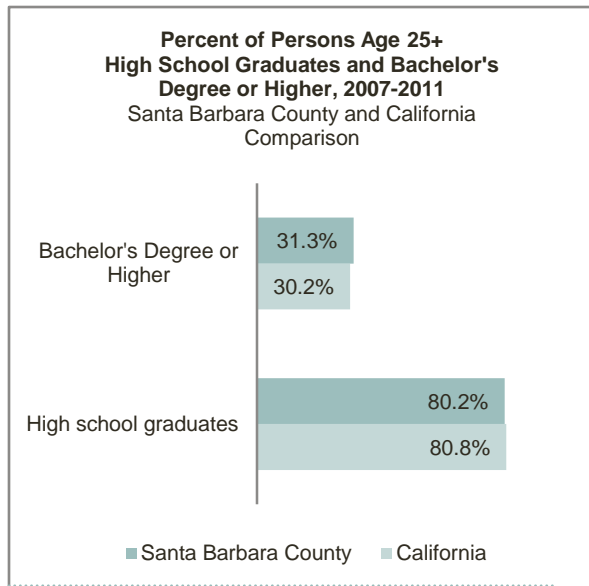


Figure 20: Percentage of Graduates with UC/CSU Courses, 5 Year Comparison Santa Barbara County and California¹¹

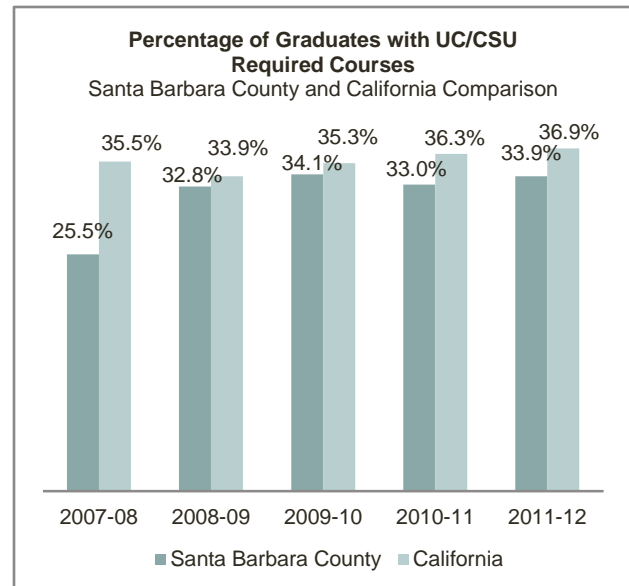
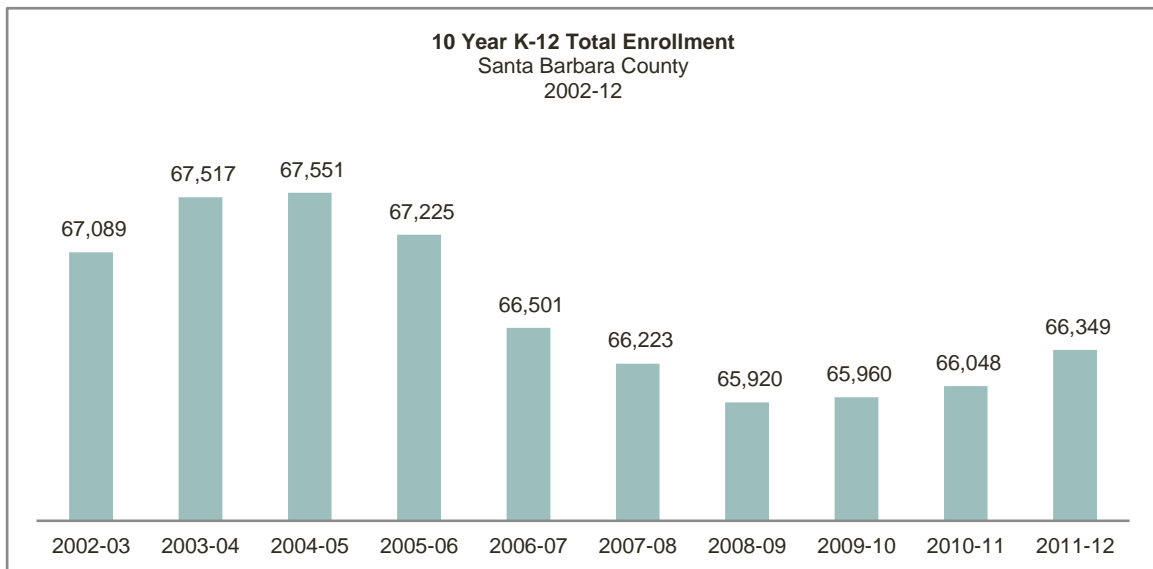


Figure 21: 10 Year K-12 Total Enrollment Count, Santa Barbara County¹¹



County Statistical Profile

List of Sources

1. State of California Employment Development Department
2. California Department of Finance
3. United States Census Bureau
4. County of Santa Barbara, Auditor-Controller's Office
5. The California Economic Forecast
6. Pacific Coast Business Times
7. County of Santa Barbara, Department of Social Services
8. California State Board of Equalization
9. California Association of Realtors
10. County of Santa Barbara, Public Health Department
11. California Department of Education

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Section H



FTE Summary



Department FTE Summary

	2011-12 Actual	2012-13 Adopted	Change From FY12-13 Ado to FY 13-14 Rec	2013-14 Recommended	2014-15 Proposed
Agricultural Commissioner/W&M					
AGRI BIOLOGIST II	4.69	1.00	2.00	3.00	1.00
WGTS-MEASURES INSP III	1.73	2.00	0.00	2.00	2.00
ADMIN OFFICE PRO	4.00	4.00	0.00	4.00	4.00
AGRI BIOLOGIST I	1.54	1.00	(1.00)	0.00	0.00
AGRI BIOLOGIST III	6.00	10.00	(2.00)	8.00	11.00
AGRI BIOLOGIST SUPV	0.15	2.00	0.00	2.00	2.00
AGRI COMMISSIONER-DEPT	2.54	2.00	0.00	2.00	2.00
AGRI PROGRAM SPECIALIST	1.00	1.00	0.00	1.00	1.00
WGTS-MEASURES INSP II	1.00	1.00	0.00	1.00	2.00
DEPUTY DIRECTOR	0.00	0.00	1.00	1.00	1.00
EDP SYS & PROG ANLST II	1.00	1.00	0.00	1.00	1.00
ENTOMOLOGIST	1.00	1.00	0.00	1.00	1.00
EXTRA HELP SPECIAL	0.00	0.00	0.00	0.00	0.00
PLANT PATHOLOGIST	1.00	1.00	0.00	1.00	1.00
WGTS-MEASURES INSP I	0.00	0.00	2.00	2.00	1.00
ASST DIRECTOR	0.00	0.00	1.00	1.00	1.00
AG COMM/SEALER WGTS-MEAS	1.00	1.00	0.00	1.00	1.00
Agricultural Commissioner/W&M Total	<u>26.66</u>	<u>28.00</u>	<u>3.00</u>	<u>31.00</u>	<u>32.00</u>
Alcohol,Drug,&Mental Hlth Svcs					
MEDICAL RECORDS ADMIN	1.00	1.00	0.00	1.00	1.00
MEDICAL DIRECTOR	1.00	0.50	0.50	1.00	1.00
IT MANAGER	1.00	1.00	0.00	1.00	1.00
HR MANAGER	1.00	1.00	0.00	1.00	1.00
FISCAL MANAGER	0.42	2.00	(1.00)	1.00	1.00
FINANCIAL SYS ANALYST I	0.00	0.00	1.00	1.00	1.00
FINANCIAL OFFICE PRO II	0.86	0.00	0.00	0.00	0.00
FINANCIAL OFFICE PRO	2.85	3.50	0.50	4.00	4.00
NUTRITIONIST	0.00	1.00	0.00	1.00	1.00
RECREATIONAL THERAPIST	1.50	1.50	0.00	1.50	1.50
FINANCIAL OFFICE PRO I	0.86	0.00	0.00	0.00	0.00
PATIENTS RIGHTS ADVOCATE	0.98	1.50	(0.50)	1.00	1.00
PROGRAM/BUS LDR-GEN	0.58	0.00	0.00	0.00	0.00
PSYCHIATRIC NURSE I	3.02	2.00	1.00	3.00	3.00
PSYCHIATRIC NURSE II	20.27	20.35	(0.25)	20.10	20.10
PSYCHIATRIC NURSE SR	4.07	4.15	(0.15)	4.00	4.00
PSYCHIATRIC NURSE SUPV	1.00	1.00	0.00	1.00	1.00
PSYCHIATRIST	12.97	15.00	(1.08)	13.93	13.93
EXTRA HELP SPECIAL	0.57	0.00	0.00	0.00	0.00
QUALITY ASSURANCE COORD	1.00	1.00	(1.00)	0.00	0.00
ENTERPRISE LDR-GEN	1.42	0.00	0.00	0.00	0.00
REGIONAL CLINIC MANAGER	3.00	3.00	0.00	3.00	3.00
STAFF PHYSICIAN	0.51	0.65	0.00	0.65	0.65
PSYCHIATRIST II	0.27	0.00	0.00	0.00	0.00
ADMHS PSYCHIATRIC TECH II	28.62	28.63	(1.13)	27.50	27.50
ASST DIRECTOR	0.27	1.00	0.00	1.00	1.00
ALCOHOL & DRUG SERVICE SPEC	10.00	10.00	0.00	10.00	10.00
ADMN OFFICE PRO II	1.82	0.00	0.00	0.00	0.00

Department FTE Summary

	2011-12 Actual	2012-13 Adopted	Change From FY12-13 Ado to FY 13-14 Rec	2013-14 Recommended	2014-15 Proposed
ADMN OFFICE PRO I	0.98	0.00	0.00	0.00	0.00
ADMIN OFFICE PRO	30.25	32.50	(0.50)	32.00	32.00
ADMHS TEAM SUPV-PRACTITIONER	6.00	6.00	1.00	7.00	7.00
ADMHS TEAM SUPV-CLIN PSYCH	2.00	2.00	(1.00)	1.00	1.00
FACILITIES MANAGER	1.00	1.00	0.00	1.00	1.00
ADMHS RECOVERY ASSISTANT	18.21	23.00	(2.25)	20.75	20.75
CLIN PSY POST DOC INTERN	0.69	1.00	0.00	1.00	1.00
ADMHS PSYCHIATRIC TECH I	0.00	0.00	0.50	0.50	0.50
ADMHS PRACTITIONER INTERN	10.91	8.95	2.05	11.00	11.00
ADMHS PRACTITIONER II	33.05	34.65	(2.00)	32.65	32.65
ADMHS PRACTITIONER I	9.51	13.20	(8.20)	5.00	5.00
ADMHS CASE WORKER	18.02	18.65	(0.15)	18.50	18.50
ACCOUNTANT SUPERVISING	1.00	1.00	0.00	1.00	1.00
ACCOUNTANT III	1.00	1.00	0.00	1.00	1.00
ACCOUNTANT II	2.81	3.00	(1.00)	2.00	2.00
ADMHS REHABILITATION SPEC	4.29	4.00	0.00	4.00	4.00
CONTRACT	0.71	2.35	1.82	4.17	4.17
EDP SYS & PROG ANLST SR	2.00	3.00	(1.00)	2.00	2.00
EDP SYS & PROG ANLST II	3.00	2.00	1.00	3.00	3.00
DIVISION CHIEF	2.15	4.00	0.00	4.00	4.00
DIRECTOR	1.00	1.00	0.00	1.00	1.00
DEPUTY DIRECTOR	1.00	1.00	0.00	1.00	1.00
DEPT BUS SPEC II	6.68	7.75	0.25	8.00	8.00
DEPT BUS SPEC I	0.00	0.25	(0.25)	0.00	0.00
COST ANALYST II	1.42	2.00	0.00	2.00	2.00
BUILDING MAINT WORKER	0.76	1.00	0.00	1.00	1.00
CONTRACT-OT EXEMPT	0.92	0.00	0.00	0.00	0.00
CHIEF FINANCIAL OFFICER	1.00	2.00	(1.00)	1.00	1.00
CON W/RETIRE PLAN-OT EXEMPT	1.00	0.00	0.00	0.00	0.00
CON SB CO RETIREE-OT EXEMPT	0.57	0.00	0.00	0.00	0.00
COMPUTER SYSTEMS SPEC SUPV	1.00	1.00	0.00	1.00	1.00
COMPUTER SYSTEMS SPEC II	4.85	5.00	0.00	5.00	5.00
COMPUTER SYSTEMS SPEC I	0.04	0.00	0.00	0.00	0.00
CLIN PSYCHOLOGIST II	5.00	5.00	(2.00)	3.00	3.00
CLIN PSYCHOLOGIST I	1.13	1.15	0.85	2.00	2.00
PROJECT MANAGER	1.00	1.00	0.00	1.00	1.00
COST ANALYST I	1.00	1.00	0.00	1.00	1.00
PROGRAM MANAGER	6.00	7.00	(2.00)	5.00	5.00
Alcohol,Drug,&Mental Hlth Svcs Total	<u>282.81</u>	<u>297.23</u>	<u>(15.98)</u>	<u>281.24</u>	<u>281.24</u>
Auditor-Controller					
COST ANALYST I	0.00	0.00	2.00	2.00	2.00
FINANCIAL SYS ANLYST II-R	2.00	2.00	(2.00)	0.00	0.00
FINANCIAL SYS ANALYST SR-R	4.00	4.00	2.00	6.00	6.00
FINANCIAL SYS ANALYST I	1.31	1.50	0.00	1.50	1.50
FINANCIAL OFFICE PRO I	1.85	0.00	0.00	0.00	0.00
FINANCIAL OFFICE PRO	6.85	7.00	(1.00)	6.00	6.00
FINANCIAL ACCT ANALYST-R	1.00	1.00	0.00	1.00	1.00
FINANCIAL ACCT ANALYST	2.50	3.00	0.00	3.00	3.00
ENTERPRISE LDR-GEN	0.12	0.00	0.00	0.00	0.00

Department FTE Summary

	2011-12 Actual	2012-13 Adopted	Change From FY12-13 Ado to FY 13-14 Rec	2013-14 Recommended	2014-15 Proposed
EDP OFFICE AUTO SPEC II	1.00	1.00	0.00	1.00	1.00
EDP OFFICE AUTO COORD SR	1.00	1.00	0.00	1.00	1.00
FINANCIAL SYS ANLYST I-R	1.00	1.00	0.00	1.00	1.00
COST ANALYST II	2.00	2.00	(1.00)	1.00	1.00
FINANCIAL SYS ANALYST II	1.00	1.00	(0.10)	0.90	0.90
CHIEF DEPUTY CONTROLLER	0.75	0.75	0.00	0.75	0.75
AUDITOR-CONTROLLER	1.00	1.00	0.00	1.00	1.00
AUDIT SUPERVISOR	1.02	1.00	0.00	1.00	1.00
AUDIT MANAGER	1.00	1.00	0.00	1.00	1.00
ASST DIRECTOR	1.00	1.00	0.00	1.00	1.00
ADMN OFFICE PRO I	0.54	0.00	0.00	0.00	0.00
ACCOUNTANT-AUDITOR III	4.08	4.00	(2.00)	2.00	2.00
ACCOUNTANT-AUDITOR II	2.58	3.00	(1.00)	2.00	2.00
ACCOUNTANT-AUDITOR I	1.96	3.00	2.00	5.00	5.00
DIVISION CHIEF	7.50	7.00	1.00	8.00	8.00
FINANCIAL OFFICE PRO III	0.46	0.00	0.00	0.00	0.00
Auditor-Controller Total	<u>47.52</u>	<u>46.25</u>	<u>(0.10)</u>	<u>46.15</u>	<u>46.15</u>
Board of Supervisors					
SUPERVISOR ELECTIVE	5.00	5.00	0.00	5.00	5.00
EXECUTIVE STAFF ASST	1.00	1.00	0.50	1.50	1.50
ENTERPRISE LDR-GEN	4.00	4.00	0.00	4.00	4.00
BOS ADMIN ASST II	7.00	7.00	0.50	7.50	6.50
BOS ADMIN ASST I	2.50	2.50	(1.50)	1.00	2.00
ADMN OFFICE PRO II	0.15	0.00	0.00	0.00	0.00
ADMIN OFFICE PRO	2.00	2.00	0.00	2.00	2.00
Board of Supervisors Total	<u>21.65</u>	<u>21.50</u>	<u>(0.50)</u>	<u>21.00</u>	<u>21.00</u>
Child Support Services					
ASST DIRECTOR	1.00	1.00	0.00	1.00	1.00
CHILD SUPPORT ATTY II	1.00	1.00	0.00	1.00	1.00
CHILD SUPPORT ATTY III	1.00	1.00	0.00	1.00	1.00
CHILD SUPPORT INVEST SPEC	2.00	2.00	0.00	2.00	2.00
CHILD SUPPORT OFFICER I	9.81	8.00	(2.00)	6.00	6.00
CHILD SUPPORT OFFICER II	28.95	31.25	0.00	31.25	31.25
CHILD SUPPORT OFFICER SR	7.13	7.75	(1.00)	6.75	6.75
CHILD SUPPORT OFFICER SUPV	5.00	5.00	0.00	5.00	5.00
COMPUTER SYSTEMS SPEC II	2.00	2.00	0.00	2.00	2.00
BUSINESS MANAGER	1.00	1.00	0.00	1.00	1.00
FINANCIAL OFFICE PRO	7.52	8.00	0.00	8.00	8.00
CHILD SUPPORT ATTY SUPV	1.00	1.00	0.00	1.00	1.00
ADMIN OFFICE PRO	5.42	6.00	(0.25)	5.75	5.75
FINANCIAL OFFICE PRO II	0.31	0.00	0.00	0.00	0.00
LEGAL OFFICE PRO	5.73	6.00	(1.00)	5.00	5.00
DIRECTOR	1.00	1.00	0.00	1.00	1.00
CHILD SUPPORT MANAGER	3.00	3.00	0.00	3.00	3.00
Child Support Services Total	<u>82.88</u>	<u>85.00</u>	<u>(4.25)</u>	<u>80.75</u>	<u>80.75</u>

Clerk-Recorder-Assessor

Department FTE Summary

	2011-12 Actual	2012-13 Adopted	Change From FY12-13 Ado to FY 13-14 Rec	2013-14 Recommended	2014-15 Proposed
AUDITOR-APPRAISER I	0.00	1.00	0.00	1.00	1.00
EDP OFFICE AUTO SPEC I	0.00	0.00	1.00	1.00	1.00
DIVISION MANAGER	5.46	6.00	(1.00)	5.00	5.00
DEPT BUS SPEC II-RES	0.85	0.38	(0.38)	0.00	0.00
DEPT BUS SPEC I	0.01	0.00	0.00	0.00	0.00
COUNTY CLK-REC-ASSESSOR	1.00	1.00	0.00	1.00	1.00
COMPUTER SYSTEMS SPEC II	0.85	1.00	(1.00)	0.00	0.00
AUDITOR-APPRAISER II	4.00	4.00	0.00	4.00	4.00
ASST DIRECTOR	1.00	1.00	1.00	2.00	2.00
ASST DEPT LDR-EXEC	0.68	0.00	0.00	0.00	0.00
ASSESSMENT SUPERVISOR	5.00	5.00	1.00	6.00	6.00
APPRAISER III	3.92	4.00	(1.00)	3.00	3.00
APPRAISER II	12.79	11.75	(3.00)	8.75	8.75
APPRAISER I	1.31	2.00	3.00	5.00	5.00
PROJECT MANAGER	2.00	2.00	0.00	2.00	2.00
FISCAL MANAGER	1.00	1.00	0.00	1.00	1.00
CHIEF APPRAISER	1.00	1.00	0.00	1.00	1.00
ADMN OFFICE PRO II	0.95	0.00	0.00	0.00	0.00
HR MANAGER	1.00	1.00	(1.00)	0.00	0.00
MAPPING/GIS ANALYST	3.00	3.00	0.00	3.00	3.00
PROGRAM MANAGER	0.00	0.00	1.00	1.00	1.00
FINANCIAL SYS ANALYST SR	2.00	2.00	0.00	2.00	2.00
FINANCIAL OFFICE PRO	2.00	2.00	0.00	2.00	2.00
EDP OFFICE AUTO SPEC II	1.00	1.00	0.00	1.00	1.00
EDP SYS & PROG ANLST SR	3.00	3.00	0.00	3.00	3.00
EDP SYS & PROG ANLST II	2.00	2.00	0.00	2.00	2.00
ADMIN OFFICE PRO	36.51	36.63	2.00	38.63	38.63
ADMN OFFICE PRO I	4.89	0.00	0.00	0.00	0.00
MAPPING/GIS ANALYST SUPV	1.00	1.00	0.00	1.00	1.00
Clerk-Recorder-Assessor Total	<u>98.21</u>	<u>92.76</u>	<u>1.62</u>	<u>94.38</u>	<u>94.38</u>
Community Services					
DEPUTY DIRECTOR	0.00	1.00	(1.00)	0.00	0.00
DIRECTOR	0.54	1.00	0.00	1.00	1.00
ADMIN OFFICE PRO	5.26	4.00	0.00	4.00	4.00
COST ANALYST I	0.00	1.00	(1.00)	0.00	0.00
DEPT/CORP LDR-EXEC	0.54	0.00	0.00	0.00	0.00
DEPT BUS SPEC II	1.81	2.80	0.20	3.00	3.00
DEPT BUS SPEC I	0.01	0.00	0.07	0.07	0.07
COST ANALYST II	1.00	1.00	1.00	2.00	2.00
CIV ENGINEERING ASSOC III	0.31	0.00	0.00	0.00	0.00
CHIEF FINANCIAL OFFICER	0.31	1.00	0.00	1.00	1.00
ASST NATURALIST	1.00	1.00	0.00	1.00	1.00
ASST DIRECTOR	1.00	1.00	1.00	2.00	2.00
ASST DEPT LDR-EXEC	0.85	0.00	0.00	0.00	0.00
ADMIN PROFESSIONAL	0.54	0.00	0.00	0.00	0.00
HOUSING PROGRAM SPEC SR	0.92	2.00	1.00	3.00	3.00
DIVISION MANAGER	0.96	1.00	0.00	1.00	1.00
ADMN OFFICE PRO I	0.46	0.00	0.00	0.00	0.00
WTR & SEWAGE PLANT OPER II	1.00	1.00	0.00	1.00	1.00

Department FTE Summary

	2011-12 Actual	2012-13 Adopted	Change From FY12-13 Ado to FY 13-14 Rec	2013-14 Recommended	2014-15 Proposed
ENTERPRISE LDR-GEN	0.54	0.00	0.00	0.00	0.00
HOUSING PROGRAM SPEC I	0.88	0.00	0.00	0.00	0.00
PARK RANGER II	17.96	17.00	(1.00)	16.00	16.00
PARK RANGER III	5.88	5.00	1.00	6.00	6.00
PARK RANGER TRAINEE	12.06	0.00	0.00	0.00	0.00
PLANNER III	1.00	1.00	0.00	1.00	1.00
PROGRAM MANAGER	0.77	0.00	1.00	1.00	1.00
PROGRAM/BUS LDR-GEN	1.00	0.00	0.00	0.00	0.00
VISUAL ARTS COORDINATOR	1.00	1.00	0.00	1.00	1.00
PARK RANGER I	2.15	0.00	2.00	2.00	2.00
PARK MAINTENANCE WORKER	6.42	7.00	(1.00)	6.00	6.00
OPERATIONS MANAGER	2.88	4.00	(1.00)	3.00	3.00
FINANCIAL OFFICE PRO	0.69	1.00	0.00	1.00	1.00
EXEC DIR-ARTS COMM	1.00	1.00	0.00	1.00	1.00
EXECUTIVE SECRETARY	0.46	1.00	0.00	1.00	1.00
PROJECT MANAGER	0.85	1.00	0.00	1.00	1.00
EXTRA HELP SPECIAL	5.62	0.00	0.00	0.00	0.00
NATURALIST	1.00	1.00	0.00	1.00	1.00
HOUSING PROGRAM SPEC II	2.15	4.00	(1.00)	3.00	3.00
WTR/SEW PLANT OPER CHIEF	1.00	1.00	0.00	1.00	1.00
INTERN PAID	0.17	0.00	0.00	0.00	0.00
MAINTENANCE LEADER	2.00	2.00	0.00	2.00	2.00
MAINTENANCE PLUMBER	2.00	2.00	0.00	2.00	2.00
MAINTENANCE SUPV	1.00	1.00	0.00	1.00	1.00
MECHANIC/WELDER	1.00	1.00	0.00	1.00	1.00
EXTRA HELP	0.00	25.99	(1.10)	24.89	24.89
Community Services Total	<u>88.00</u>	<u>94.79</u>	<u>0.17</u>	<u>94.96</u>	<u>94.96</u>
County Counsel					
COUNTY COUNSEL	1.00	1.00	0.00	1.00	1.00
DEPUTY COUNTY COUNSEL IV	7.79	6.60	(3.00)	3.60	3.60
PROGRAM MANAGER	0.23	0.00	0.00	0.00	0.00
PROG/BUS LDR-ATTY	0.65	0.00	0.00	0.00	0.00
PARALEGAL-RES	4.60	5.60	0.00	5.60	5.60
DEPUTY COUNTY COUNSEL SR	10.10	10.00	1.00	11.00	11.00
DEPUTY COUNTY COUNSEL III	0.08	1.00	0.00	1.00	1.00
DEPUTY COUNTY COUNSEL II	1.96	1.00	3.00	4.00	4.00
DEPUTY COUNTY COUNSEL I	1.14	2.00	(2.00)	0.00	0.00
ADMIN OFFICE PRO	0.45	1.00	(0.40)	0.60	0.60
COMPUTER SYSTEMS SPEC I-R	0.04	0.00	1.00	1.00	1.00
COMPUTER SYSTEMS SPEC I	0.66	1.00	(1.00)	0.00	0.00
CHIEF DEPUTY COUNTY COUNSEL	1.38	2.00	(1.00)	1.00	1.00
CHIEF DEPUTY	0.00	1.00	0.00	1.00	1.00
CHIEF ASST COUNTY COUNSEL	1.35	1.00	0.00	1.00	1.00
BUSINESS MANAGER	1.00	1.00	0.00	1.00	1.00
ADMN OFFICE PRO I	0.42	0.00	0.00	0.00	0.00
LEGAL OFFICE PRO	4.00	4.00	0.00	4.00	4.00
CONTRACT	0.65	0.00	0.00	0.00	0.00
County Counsel Total	<u>37.51</u>	<u>38.20</u>	<u>(2.40)</u>	<u>35.80</u>	<u>35.80</u>

Department FTE Summary

	2011-12 Actual	2012-13 Adopted	Change From FY12-13 Ado to FY 13-14 Rec	2013-14 Recommended	2014-15 Proposed
County Executive Office					
EXECUTIVE SECRETARY	2.00	2.00	0.00	2.00	2.00
EXTRA HELP SPECIAL	0.32	0.00	0.00	0.00	0.00
FINANCIAL OFFICE PRO	0.88	1.00	(1.00)	0.00	0.00
FISCAL & POLICY ANALYST	1.81	2.00	1.00	3.00	3.00
ENTERPRISE LDR-GEN	3.48	0.00	0.00	0.00	0.00
FISCAL MANAGER	1.00	1.00	0.25	1.25	1.25
EDP SYS & PROG ANLST II	1.00	1.00	0.00	1.00	1.00
ADMIN OFFICE PRO	10.01	8.25	0.50	8.75	8.75
EMERGENCY OPERATIONS CHIEF	1.00	1.00	0.00	1.00	1.00
ELECTRONICS SYSTEMS TECH	1.00	1.00	0.00	1.00	1.00
HR ANALYST	2.00	2.00	0.00	2.00	2.00
EDP SYS & PROG ANLST II-R	1.00	1.00	0.00	1.00	1.00
ACCOUNTANT II	1.00	1.00	0.00	1.00	1.00
DIVISION MANAGER	0.58	3.00	0.00	3.00	3.00
DIVISION CHIEF	1.00	1.00	0.00	1.00	1.00
DEPUTY DIRECTOR	0.46	1.00	0.00	1.00	1.00
DEPT BUS SPEC I-RES	2.27	3.00	(3.00)	0.00	0.00
EEO/AA OFFICER	0.00	0.00	1.00	1.00	1.00
ASST DEPT LDR-EXEC	0.42	0.00	0.00	0.00	0.00
TEAM/PROJECT LDR-GEN	1.33	1.00	(1.00)	0.00	0.00
CSBTVMANAGER	0.00	0.75	0.00	0.75	0.75
SAFETY OFFICER	1.00	1.00	0.00	1.00	1.00
COUNTY EXECUTIVE OFFICER	1.00	1.00	0.00	1.00	1.00
CHIEF FINANCIAL OFFICER	0.00	1.00	(1.00)	0.00	0.00
CHF DEP CLK OF BD OF SUPV	1.00	1.00	0.00	1.00	1.00
CABLE TV STAFF ASSISTANT	0.01	0.00	0.00	0.00	0.00
RISK ADMINISTRATOR	0.00	1.00	(0.75)	0.25	0.25
ASST DIRECTOR	3.00	3.00	0.00	3.00	3.00
HR MANAGER	2.00	2.00	1.00	3.00	3.00
ADMN OFFICE PRO I-RES	0.10	0.00	0.00	0.00	0.00
DEPT BUS SPEC II-RES	1.19	1.00	3.00	4.00	4.00
ADMINISTRATIVE LDR-GEN	0.00	0.00	1.00	1.00	1.00
RISK ANALYST	3.23	3.00	0.00	3.00	3.00
PROJECT MANAGER	1.00	2.00	0.00	2.00	2.00
PROGRAM/BUS LDR-GEN	1.47	1.00	0.00	1.00	1.00
PROGRAM MANAGER	6.00	7.00	(1.00)	6.00	6.00
BUSINESS MANAGER	1.00	1.00	0.00	1.00	1.00
ADMN OFFICE PRO EXPERT	0.46	0.00	0.00	0.00	0.00
County Executive Office Total	<u>55.04</u>	<u>56.00</u>	<u>0.00</u>	<u>56.00</u>	<u>56.00</u>
District Attorney					
CONTRACT W/RETIRE PLAN	1.08	0.00	0.00	0.00	0.00
DEPUTY DISTRICT ATTY I	11.42	6.00	0.00	6.00	6.00
DEPT BUS SPEC I	0.00	0.00	1.00	1.00	1.00
DA INVESTIGATOR SUPV	3.00	3.00	0.00	3.00	3.00
DA INVESTIGATOR III	1.00	1.00	2.00	3.00	3.00
DA INVESTIGATOR II	8.38	8.00	(2.00)	6.00	6.00
ADMN OFFICE PRO II	0.24	0.00	0.00	0.00	0.00

Department FTE Summary

	2011-12 Actual	2012-13 Adopted	Change From FY12-13 Ado to FY 13-14 Rec	2013-14 Recommended	2014-15 Proposed
DA INVESTIGATOR CHIEF	1.00	1.00	0.00	1.00	1.00
DEPUTY DISTRICT ATTY IV	8.00	10.00	0.00	10.00	10.00
COMPUTER SYSTEMS SPEC II	1.00	1.00	0.00	1.00	1.00
CHIEF DEPUTY	3.88	4.00	0.00	4.00	4.00
BUSINESS MANAGER	1.00	1.00	0.00	1.00	1.00
ASST DISTRICT ATTORNEY	0.12	0.00	0.00	0.00	0.00
ASST DIRECTOR	2.00	1.00	0.00	1.00	1.00
DA INVESTIGATOR I	5.14	4.00	0.00	4.00	4.00
DEPUTY DISTRICT ATTY III	6.50	4.00	(2.00)	2.00	2.00
LEGAL OFFICE PRO	30.46	34.00	1.00	35.00	35.00
DEPUTY DISTRICT ATTY SR	14.19	15.00	0.00	15.00	15.00
DISTRICT ATTORNEY	1.00	1.00	0.00	1.00	1.00
EDP SYS & PROG ANLST SR	1.00	1.00	0.00	1.00	1.00
EXECUTIVE SECRETARY	1.00	1.00	0.00	1.00	1.00
EXTRA HELP SPECIAL	0.01	0.00	0.00	0.00	0.00
IT MANAGER	1.00	1.00	0.00	1.00	1.00
LEGAL OFFICE PRO I	0.89	0.00	0.00	0.00	0.00
LEGAL OFFICE PRO III	0.65	0.00	0.00	0.00	0.00
PARALEGAL	1.00	1.00	0.00	1.00	1.00
PROGRAM MANAGER	1.00	1.00	0.00	1.00	1.00
VICTIM WITNESS PROG ASST II	8.76	8.60	(0.10)	8.50	8.50
VICTIM WITNESS PROG SUPV	1.00	1.00	0.00	1.00	1.00
DEPUTY DISTRICT ATTY II	1.35	8.00	2.00	10.00	10.00
LEGAL OFFICE PRO II	2.36	1.00	0.00	1.00	1.00
ADMIN OFFICE PRO	4.62	4.50	(1.00)	3.50	3.50
ADMN OFFICE PRO I	0.48	0.00	0.00	0.00	0.00
District Attorney Total	<u>124.52</u>	<u>122.10</u>	<u>0.90</u>	<u>123.00</u>	<u>123.00</u>

Fire

COMPUTER SYSTEMS SPEC II	1.00	1.00	0.00	1.00	1.00
COMPUTER SYSTEMS SPEC SUPV	0.92	1.00	0.00	1.00	1.00
DEPUTY CHIEF	1.00	1.00	0.00	1.00	1.00
DIVISION CHIEF	3.00	3.00	0.00	3.00	3.00
EXECUTIVE SECRETARY	1.00	1.00	0.00	1.00	1.00
EXTRA HELP	0.00	4.00	0.00	4.00	4.00
EXTRA HELP SPECIAL	4.20	0.00	0.00	0.00	0.00
STOREKEEPER	1.00	1.00	0.00	1.00	1.00
FIRE CAPTAIN SHIFT	50.58	53.00	(2.00)	51.00	51.00
SAFETY & STANDARDS COORD	0.05	0.00	0.00	0.00	0.00
FIRE CAPTAIN STAFF	12.94	11.00	0.00	11.00	11.00
FIRE CHIEF	1.00	1.00	0.00	1.00	1.00
FIRE ENG INSPECTOR SHIFT	53.42	53.00	0.00	53.00	53.00
FIRE ENG INSPECTOR STAFF	3.08	6.00	(3.00)	3.00	3.00
FIRE EQUIPMENT OPER	2.92	3.00	0.00	3.00	3.00
FIRE EQUIPMENT OPER ASST	1.00	1.00	0.00	1.00	1.00
AIRCRAFT MECHANIC	0.90	0.00	0.00	0.00	0.00
FINANCIAL OFFICE PRO	4.80	5.50	0.00	5.50	5.50
HAZ MATERIALS SPEC I	1.46	3.00	(3.00)	0.00	0.00
ADMN OFFICE PRO III	1.55	0.00	0.00	0.00	0.00
ADMN OFFICE PRO I	0.50	0.00	0.00	0.00	0.00

Department FTE Summary

	2011-12 Actual	2012-13 Adopted	Change From FY12-13 Ado to FY 13-14 Rec	2013-14 Recommended	2014-15 Proposed
ADMIN OFFICE PRO	8.98	9.50	(4.00)	5.50	5.50
ACCOUNTANT III	1.00	1.00	0.00	1.00	1.00
ACCOUNTANT II	1.00	1.00	0.00	1.00	1.00
FIREFIGHTER SHIFT	58.65	74.00	(5.00)	69.00	69.00
FIREFIGHTER STAFF	1.19	0.00	0.00	0.00	0.00
FIREFIGHTER TRAINEE	1.69	0.00	0.00	0.00	0.00
BATTALION CHIEF	7.88	8.00	0.00	8.00	8.00
GEOLOGIST REGISTERED	1.00	0.00	0.00	0.00	0.00
FINANCIAL OFFICE PRO II	0.39	0.00	0.00	0.00	0.00
HAZ MATERIALS SPEC II	2.00	3.00	(3.00)	0.00	0.00
HAZ MATERIALS SPEC SR	3.12	3.00	(3.00)	0.00	0.00
HAZARD MATERIALS SUPV	1.88	3.00	(3.00)	0.00	0.00
HELICOPTER PILOT	5.23	0.00	0.00	0.00	0.00
MAPPING/GIS TECH	0.46	1.00	0.00	1.00	1.00
PROGRAM MANAGER	1.00	1.00	0.00	1.00	1.00
PROGRAM/BUS LDR-DIV CHIEF	0.16	0.00	0.00	0.00	0.00
PROGRAM/BUS LDR-GEN	0.04	0.00	0.00	0.00	0.00
FISCAL MANAGER	1.00	1.00	0.00	1.00	1.00
FIRE EQUIPMENT OPER SUPV	1.00	1.00	0.00	1.00	1.00
Fire Total	<u>244.02</u>	<u>255.00</u>	<u>(26.00)</u>	<u>229.00</u>	<u>229.00</u>

First 5, Children & Families

FINANCIAL OFFICE PRO	0.27	1.00	0.00	1.00	1.00
ADMIN OFFICE PRO	5.04	5.00	0.00	5.00	5.00
PROJECT MANAGER	1.00	1.00	0.00	1.00	1.00
FIRST 5 PROGRAM SPECIALIST	2.81	3.00	0.00	3.00	3.00
EXTRA HELP SPECIAL	0.67	0.00	0.00	0.00	0.00
EXTRA HELP	0.00	1.00	(1.00)	0.00	0.00
DEPT BUS SPEC I	0.19	0.00	0.00	0.00	0.00
CONTRACT	0.00	0.00	1.00	1.00	1.00
CHILDREN & FAMILY SVCS DIR	1.00	1.00	0.00	1.00	1.00
BUSINESS MANAGER	1.00	1.00	0.00	1.00	1.00
ADMN OFFICE PRO III	0.38	0.00	0.00	0.00	0.00
PROGRAM MANAGER	1.00	1.00	0.00	1.00	1.00
First 5, Children & Families Total	<u>13.36</u>	<u>14.00</u>	<u>0.00</u>	<u>14.00</u>	<u>14.00</u>

General Services

COMM EQUIP TECH SR	3.00	3.00	0.00	3.00	3.00
EDP SYS & PROG ANLST II	0.00	0.00	0.00	0.00	1.00
ENGINEERING TECH II	1.00	1.00	0.00	1.00	1.00
ENERGY MANAGER	0.00	1.00	0.00	1.00	1.00
ELECTRONICS SYSTEMS TECH	1.00	1.00	0.00	1.00	1.00
EDP SYS & PROG ANLST SR	2.00	2.00	0.00	2.00	2.00
EDP SYS & PROG ANLST I	1.00	1.00	0.00	1.00	0.00
EDP OFFICE AUTO SPEC II	10.81	11.00	0.00	11.00	12.00
BUSINESS MANAGER	1.00	2.00	(1.00)	1.00	1.00
BUYER I	1.00	1.00	0.00	1.00	0.00
EXECUTIVE SECRETARY	1.00	1.00	0.00	1.00	1.00
COMM SYSTEMS SUPV	1.00	1.00	0.00	1.00	1.00

Department FTE Summary

	2011-12 Actual	2012-13 Adopted	Change From FY12-13 Ado to FY 13-14 Rec	2013-14 Recommended	2014-15 Proposed
CAPITAL PROJECTS COORD	1.88	2.00	0.00	2.00	2.00
MAINTENANCE CARPENTER	2.38	2.00	0.00	2.00	2.00
TEAM/PROJECT LDR-GEN	1.58	0.00	0.00	0.00	0.00
SHOP SUPERVISOR	2.00	2.00	0.00	2.00	2.00
RISK ANALYST	0.00	2.00	(2.00)	0.00	0.00
RISK ADMINISTRATOR	0.00	2.00	(2.00)	0.00	0.00
REAL PROPERTY AGENT III	2.12	2.63	0.38	3.00	3.00
REAL PROPERTY AGENT II	0.15	0.00	0.00	0.00	0.00
PURCHASING MANAGER	0.00	1.00	(1.00)	0.00	0.00
PROJECT MANAGER	2.00	4.00	0.00	4.00	4.00
PROGRAM/BUS LDR-GEN	0.01	0.00	0.00	0.00	0.00
PROGRAM MANAGER	0.00	0.00	2.00	2.00	2.00
EQUIPMENT MECHANIC I	0.00	0.00	1.00	1.00	0.00
MAINTENANCE PLUMBER	3.00	3.00	0.00	3.00	3.00
EQUIPMENT MECHANIC II	5.00	5.00	(1.00)	4.00	5.00
MAINT ELECTRICIAN	1.00	1.00	0.00	1.00	1.00
MAIL CENTER WORKER	2.47	2.00	0.00	2.00	2.00
MAIL CENTER SUPERVISOR	1.00	1.00	0.00	1.00	1.00
HVAC SPECIALIST	3.00	3.00	0.00	3.00	3.00
FLEET MANAGER	1.00	1.00	0.00	1.00	1.00
FINANCIAL OFFICE PRO III	0.81	0.00	0.00	0.00	0.00
FINANCIAL OFFICE PRO	2.12	3.00	0.00	3.00	3.00
FACILITIES SUPERVISOR	1.00	1.00	0.00	1.00	1.00
FACILITIES MANAGER	0.96	1.00	0.00	1.00	1.00
COMM EQUIP TECH II	2.00	2.00	0.00	2.00	2.00
MOTOR POOL DISPATCH	3.17	3.00	(0.50)	2.50	2.50
ARCHITECT	1.00	1.00	0.00	1.00	1.00
EDP OFFICE AUTO SPEC I	1.00	1.00	0.00	1.00	0.00
BUILDING MAINT WORKER	11.56	11.00	0.00	11.00	11.00
BUILDING MAINT SUPV	3.00	3.00	0.00	3.00	3.00
AUTOMOTIVE MECHANIC II	7.00	7.00	(1.00)	6.00	7.00
AUTOMOTIVE MECHANIC I	0.00	0.00	1.00	1.00	0.00
EDP OFFICE AUTO COORD	1.00	1.00	0.00	1.00	1.00
ASST DEPT LDR-EXEC	1.00	0.00	0.00	0.00	0.00
ADMN OFFICE PRO III	2.20	0.00	0.00	0.00	0.00
COMMUNICATIONS MANAGER	1.00	1.00	0.00	1.00	1.00
ADMN OFFICE PRO II	1.00	0.00	0.00	0.00	0.00
BUYER II	2.00	2.00	0.00	2.00	3.00
ADMIN OFFICE PRO	2.02	5.72	(0.22)	5.50	5.50
ACCOUNTANT III	1.00	1.00	0.00	1.00	2.00
ACCOUNTANT II	1.00	1.00	0.00	1.00	0.00
ASST DIRECTOR	1.00	3.00	0.00	3.00	3.00
DIRECTOR	1.00	1.00	0.00	1.00	1.00
ADMN OFFICE PRO I	0.35	0.00	0.00	0.00	0.00
EDP NETWORK TECH III	3.00	4.00	(1.00)	3.00	5.00
COMPUTER SYSTEMS SPEC II	1.00	1.00	0.00	1.00	1.00
CONTRACT	0.00	1.00	(1.00)	0.00	0.00
CONTRACT W/RETIRE PLAN	1.42	0.00	0.00	0.00	0.00
DEPT BUS SPEC II	2.81	3.00	(1.00)	2.00	2.00
DIVISION MANAGER	2.00	3.00	(1.00)	2.00	2.00

Department FTE Summary

	2011-12 Actual	2012-13 Adopted	Change From FY12-13 Ado to FY 13-14 Rec	2013-14 Recommended	2014-15 Proposed
EDP NETWORK TECH II	2.00	1.00	1.00	2.00	0.00
EDP NETWORK TECH I	1.00	1.00	(1.00)	0.00	0.00
General Services Total	<u>112.82</u>	<u>121.35</u>	<u>(8.35)</u>	<u>113.00</u>	<u>113.00</u>
Planning & Development					
PLAN CHECK ENGINEER	2.00	2.00	(1.00)	1.00	1.00
PETROLEUM SPECIALIST	2.00	2.00	0.00	2.00	2.00
BLDG ENGR INSPECTOR III	4.00	4.00	(1.00)	3.00	3.00
BLDG ENGR INSPECTOR SPEC	0.54	1.00	0.00	1.00	1.00
BLDG ENGR INSPECTOR SUPV	4.00	4.00	0.00	4.00	4.00
ENERGY SPECIALIST	1.00	1.00	0.00	1.00	1.00
BUSINESS MANAGER	0.77	0.80	0.00	0.80	0.80
BUILDING PERMIT TECH II	3.00	2.00	0.00	2.00	2.00
DIVISION CHIEF	0.23	0.00	0.00	0.00	0.00
PLANNER I	1.00	0.50	(0.50)	0.00	0.00
EDP SYS & PROG ANLST I	0.00	0.00	1.00	1.00	1.00
REDEVELOPMENT SPECIALIST II	0.96	0.00	0.00	0.00	0.00
COMPUTER SYSTEMS SPEC I	1.00	0.00	0.00	0.00	0.00
COMPUTER SYSTEMS SPEC II	1.00	1.00	0.00	1.00	1.00
CONTRACT	0.00	0.05	0.00	0.05	0.05
DEPUTY DIRECTOR	3.77	4.00	0.00	4.00	4.00
DIRECTOR	1.00	1.00	0.00	1.00	1.00
EDP SYS & PROG ANLST SR	1.00	1.00	0.00	1.00	1.00
ADMIN OFFICE PRO	11.49	10.80	0.00	10.80	10.80
EXTRA HELP SPECIAL	0.44	0.00	0.00	0.00	0.00
ENTERPRISE LDR-GEN	0.15	0.00	0.00	0.00	0.00
BLDG ENGR INSPECTOR I	1.00	1.00	0.00	1.00	1.00
ASST PLAN CHECKER	2.00	2.00	0.00	2.00	2.00
ASST DIRECTOR	1.00	1.00	0.00	1.00	1.00
BLDG ENGR INSPECTOR II	3.00	3.00	0.00	3.00	3.00
PROGRAM MANAGER	2.00	2.00	(1.00)	1.00	1.00
FINANCIAL OFFICE PRO	3.04	3.00	0.00	3.00	3.00
PLANNER II	14.73	13.75	(1.19)	12.56	12.56
ACCOUNTANT III	0.50	1.00	0.00	1.00	1.00
MAPPING/GIS ANALYST SUPV	1.00	0.00	0.00	0.00	0.00
GRADING INSPECTOR SR	2.50	2.00	0.00	2.00	2.00
MAPPING/GIS ANALYST	1.00	1.00	0.00	1.00	1.00
PROJECT MANAGER	1.00	1.00	0.00	1.00	1.00
PLANNER SUPERVISING	5.85	6.00	0.00	6.00	6.00
PLANNER III	15.86	14.25	1.05	15.30	15.30
Planning & Development Total	<u>93.83</u>	<u>86.15</u>	<u>(2.64)</u>	<u>83.51</u>	<u>83.51</u>
Probation					
COOK	3.36	3.00	0.00	3.00	3.00
EXECUTIVE SECRETARY	1.00	1.00	0.00	1.00	1.00
ACCOUNTANT I	1.00	1.00	0.00	1.00	1.00
ADMIN OFFICE PRO	60.85	66.00	0.50	66.50	66.50
ADMN OFFICE PRO I	0.96	0.00	0.00	0.00	0.00
ASST DEPT LDR-PROB/SAFETY	0.04	0.00	0.00	0.00	0.00

Department FTE Summary

	2011-12 Actual	2012-13 Adopted	Change From FY12-13 Ado to FY 13-14 Rec	2013-14 Recommended	2014-15 Proposed
CHIEF FINANCIAL OFFICER	1.00	1.00	0.00	1.00	1.00
CHIEF PROBATION OFFICER	1.04	1.00	0.00	1.00	1.00
COMPUTER SYSTEMS SPEC II	2.00	2.00	0.00	2.00	2.00
COST ANALYST II	1.00	1.00	0.00	1.00	1.00
DEP PROBATION OFFICER	64.91	73.00	1.50	74.50	74.50
DEP PROBATION OFFICER SR	46.05	51.00	(2.00)	49.00	49.00
DEP PROBATION OFFICER SUP	15.85	19.00	(2.00)	17.00	17.00
DEP CHIEF PROBATION OFFCR	1.69	3.00	0.00	3.00	3.00
EDP SYS & PROG ANLST II	1.00	1.00	0.00	1.00	1.00
JUV INST OFCR/EXTRA HELP	17.97	12.75	0.00	12.75	12.75
PROJECT MANAGER	1.00	1.47	(0.22)	1.25	1.25
PROGRAM/BUS LDR-GEN	1.01	1.00	0.00	1.00	1.00
PROBATION MANAGER	6.77	7.00	1.00	8.00	8.00
PROBATION ASSISTANT	13.27	14.00	0.00	14.00	14.00
JUVENILE INST OFFICER SR	23.34	23.00	(2.00)	21.00	21.00
EDP SYS & PROG ANLST I	2.00	2.00	0.00	2.00	2.00
JUVENILE INST OFFICER	62.31	70.00	(5.00)	65.00	65.00
UTILITY WORKER, INSTITUTIONS	1.00	1.00	0.00	1.00	1.00
FOOD SERVICES WORKER	2.78	2.50	0.00	2.50	2.50
FOOD SERVICES SUPERVISOR	0.46	1.00	0.00	1.00	1.00
FISCAL MANAGER	1.00	1.00	0.00	1.00	1.00
FINANCIAL OFFICE PRO I	0.84	0.00	0.00	0.00	0.00
FINANCIAL OFFICE PRO	0.00	1.00	0.00	1.00	1.00
EXTRA HELP SPECIAL	0.58	0.00	0.00	0.00	0.00
Probation Total	<u>336.06</u>	<u>360.72</u>	<u>(8.22)</u>	<u>352.50</u>	<u>352.50</u>
Public Defender					
DEP PUBLIC DEFENDER II	2.00	2.00	2.00	4.00	4.00
DEP PUBLIC DEFENDER I	9.70	9.00	(2.00)	7.00	7.00
PUBLIC DEFENDER INVEST I	7.00	6.00	2.00	8.00	8.00
DEP PUBLIC DEFENDER IV	5.00	5.00	4.00	9.00	9.00
ASST PUBLIC DEFENDER	2.00	2.00	1.00	3.00	3.00
BUSINESS MANAGER	1.00	1.00	0.00	1.00	1.00
COMPUTER SYSTEMS SPEC II	0.77	1.00	0.00	1.00	1.00
DEP PUBLIC DEFENDER III	9.85	10.00	(3.00)	7.00	7.00
DEP PUBLIC DEFENDER SR	6.69	7.00	(2.00)	5.00	5.00
LEGAL OFFICE PRO III	1.84	0.00	0.00	0.00	0.00
FINANCIAL OFFICE PRO	1.00	1.00	0.00	1.00	1.00
LEGAL OFFICE PRO	12.77	14.50	0.50	15.00	15.00
PUBLIC DEFENDER	1.00	1.00	0.00	1.00	1.00
LEGAL OFFICE PRO I	0.18	0.00	0.00	0.00	0.00
LEGAL OFFICE PRO II	1.76	1.00	0.00	1.00	1.00
EXECUTIVE SECRETARY	1.00	1.00	0.00	1.00	1.00
PD INVESTIGATOR	1.00	1.00	0.00	1.00	1.00
Public Defender Total	<u>64.56</u>	<u>62.50</u>	<u>2.50</u>	<u>65.00</u>	<u>65.00</u>
Public Health					
CONTRACT	0.00	2.00	0.00	2.00	2.00
COMPUTER SYSTEMS SPEC SUPV	0.58	1.00	(1.00)	0.00	0.00

Department FTE Summary

	2011-12 Actual	2012-13 Adopted	Change From FY12-13 Ado to FY 13-14 Rec	2013-14 Recommended	2014-15 Proposed
COMPUTER SYSTEMS SPEC II	5.04	5.00	1.00	6.00	6.00
CLINICAL LAB SCIENTIST SR	4.54	4.30	(0.30)	4.00	4.00
COMM OUTRCH CRD ANML HLTH	2.00	2.00	(1.00)	1.00	1.00
CONTRACT W/RETIRE PLAN	2.00	0.00	0.00	0.00	0.00
EDP SYS & PROG ANLST II	3.97	4.00	0.00	4.00	4.00
COMMUNITY HEALTH NURSE	0.51	0.53	0.07	0.60	0.60
CONTRACT-OT EXEMPT	0.02	0.00	0.00	0.00	0.00
COST ANALYST II	5.00	5.00	(0.15)	4.85	4.85
DEPT BUS SPEC I	2.50	2.00	1.00	3.00	3.00
DEPT BUS SPEC II	3.00	3.00	0.75	3.75	3.75
DEPUTY DIRECTOR	3.00	3.00	0.00	3.00	3.00
EDP OFFICE AUTO SPEC I	1.00	1.00	0.00	1.00	1.00
CLINICAL LAB SCIENTIST	1.29	1.25	(0.25)	1.00	1.00
EDP SYS & PROG ANLST I	0.31	0.00	0.00	0.00	0.00
ANIMAL CONTROL OFF SUPV	4.00	4.00	0.00	4.00	4.00
EDP SYS & PROG ANLST SR	1.00	1.00	0.00	1.00	1.00
EDP OFFICE AUTO SPEC II	2.00	2.00	0.00	2.00	2.00
ANIMAL CONTROL OFF I	1.58	2.00	(1.00)	1.00	1.00
ENVIRON HEALTH SPEC TR	0.08	0.00	0.00	0.00	0.00
ACCOUNTANT I	1.00	1.00	0.00	1.00	1.00
ACCOUNTANT II	1.00	1.00	0.00	1.00	1.00
ACCOUNTANT III	1.00	1.00	0.00	1.00	1.00
ADMIN OFFICE PRO	82.18	78.14	(7.54)	70.60	70.60
ADMINISTRATIVE LDR-GEN	0.58	1.00	(1.00)	0.00	0.00
ADMN OFFICE PRO I	11.19	0.00	0.00	0.00	0.00
ANIMAL SHELTER ATTENDANT	10.31	7.00	1.00	8.00	8.00
ADMN OFFICE PRO III	0.35	0.00	0.00	0.00	0.00
CHIEF FINANCIAL OFFICER	1.00	1.00	0.00	1.00	1.00
ANIMAL CONTROL OFF II	6.42	6.00	1.00	7.00	7.00
ANIMAL HEALTH & REG DIR	1.00	1.00	0.00	1.00	1.00
BUILDING MAINT WORKER	1.00	1.00	0.00	1.00	1.00
CCS CASEWORKER	5.43	6.00	(0.54)	5.46	5.46
CCS OCC/PHYS THER ASST	0.08	0.00	0.00	0.00	0.00
CCS OCC/PHYS THERAPIST I	0.00	0.50	(0.50)	0.00	0.00
CCS OCC/PHYS THERAPIST II	10.49	10.40	(2.65)	7.75	7.75
CCS SUPERVISING THERAPIST	4.00	4.00	0.00	4.00	4.00
ADMN OFFICE PRO II	0.03	0.00	0.00	0.00	0.00
TEAM/PROJECT LDR-GEN	1.19	0.00	0.00	0.00	0.00
SR SERVICES SUPERVISOR	1.00	1.00	(0.50)	0.50	0.50
STAFF NURSE	22.08	21.38	(4.13)	17.25	17.25
STAFF NURSE SR	2.05	2.42	(0.42)	2.00	2.00
STAFF NURSE SUPV	7.76	8.02	(0.02)	8.00	8.00
STAFF PHYSICIAN	16.95	16.95	(1.26)	15.69	15.69
STAFF PHYSICIAN I	2.00	2.00	0.00	2.00	2.00
NUTRITION SITE SUPV	4.01	4.00	0.00	4.00	4.00
STOREKEEPER	1.00	0.96	0.04	1.00	1.00
RADIOLOGICAL TECH SUPV	1.00	0.00	0.00	0.00	0.00
THERAPY ATTENDANT	2.32	2.50	0.00	2.50	2.50
UTILITY CLERK-DEPT	1.85	2.00	0.00	2.00	2.00
ENVIRON HEALTH SPEC	9.46	10.00	0.00	10.00	10.00

Department FTE Summary

	2011-12 Actual	2012-13 Adopted	Change From FY12-13 Ado to FY 13-14 Rec	2013-14 Recommended	2014-15 Proposed
PH PROGRAM COORDINATOR	0.90	0.87	2.03	2.90	2.90
PH PERFORM IMPROVE COORD	3.19	3.60	0.00	3.60	3.60
NUTRITIONIST	6.19	5.98	1.02	7.00	7.00
STAFF PHYSICIAN SUPV	3.23	3.50	0.00	3.50	3.50
PUBLIC HEALTH MICROB	2.00	2.00	0.00	2.00	2.00
PHARMACIST SUPV	1.30	1.00	0.00	1.00	1.00
PHARMACIST-IN-CHARGE	3.17	3.15	0.05	3.20	3.20
PHARMACY TECHNICIAN	8.86	8.15	0.45	8.60	8.60
PROGRAM MANAGER	7.69	8.68	(1.68)	7.00	7.00
PROGRAM/BUS LDR-GEN	0.58	0.00	0.00	0.00	0.00
PROJECT MANAGER	3.00	3.00	0.00	3.00	3.00
REGISTERED VET TECH	1.00	1.00	0.00	1.00	1.00
PUBLIC HEALTH LAB SUPV	1.00	1.00	0.00	1.00	1.00
REGIONAL CLINIC MANAGER	3.00	3.00	1.00	4.00	4.00
PUBLIC HEALTH MICROB SR	2.02	2.00	0.00	2.00	2.00
PUBLIC HEALTH NURSE	22.18	22.13	0.12	22.25	22.25
PUBLIC HEALTH NURSE SUPV	4.00	4.00	0.00	4.00	4.00
PUBLIC HLTH DIR/HLTH OFFCR	1.00	1.00	0.00	1.00	1.00
PUBLIC INFO ASSISTANT	0.00	0.00	1.00	1.00	1.00
RADIOLOGICAL TECH	2.00	0.00	0.00	0.00	0.00
ENVIRON HEALTH SPEC SR	6.46	6.00	0.00	6.00	6.00
PUB HLTH PROGRAM ADMN	5.00	5.00	(1.00)	4.00	4.00
GEOLOGIST REGISTERED	0.00	0.00	1.00	1.00	1.00
HEALTH SERVICES AIDE	1.00	1.00	0.00	1.00	1.00
HEALTH EDUCATOR	4.31	4.46	(0.96)	3.50	3.50
HEALTH EDUCATION ASST SR	6.00	6.00	0.00	6.00	6.00
HEALTH EDUCATION ASST	11.77	12.38	0.62	13.00	13.00
HEALTH EDUC ASSOC	3.79	3.57	1.50	5.07	5.07
NUTRITION SERVICES SUPV	1.00	1.00	0.00	1.00	1.00
HAZARD MATERIALS SUPV	0.00	0.00	2.00	2.00	2.00
HEALTH SERVICES AIDE SR	6.78	7.00	(0.50)	6.50	6.50
HAZ MATERIALS SPEC I	0.00	0.00	3.00	3.00	3.00
HEALTH CARE PRACTITIONER	9.05	10.00	(1.05)	8.95	8.95
FINANCIAL OFFICE PRO II	1.00	0.00	0.00	0.00	0.00
FINANCIAL OFFICE PRO I	2.17	0.00	0.00	0.00	0.00
FINANCIAL OFFICE PRO	47.65	51.96	(4.15)	47.81	47.81
EPIDEMIOLOGIST/BIOSTAT	1.00	1.00	0.00	1.00	1.00
EPIDEMIOLOGIST SR	1.00	0.50	0.00	0.50	0.50
ENVIRONMENTAL HEALTH TECH	0.00	0.33	(0.33)	0.00	0.00
ENVIRON HEALTH SPEC SUPV	2.81	3.00	0.00	3.00	3.00
HAZ MATERIALS SPEC II	0.00	0.00	2.00	2.00	2.00
MEDICAL SOC SVC PRACT	2.25	2.22	(0.47)	1.75	1.75
MEDICAL SOCIAL SERV SUPV	1.00	1.00	(0.50)	0.50	0.50
HAZ MATERIALS SPEC SR	0.00	0.00	4.00	4.00	4.00
MEDICAL SOC SVC WKR SR	1.00	1.00	(0.50)	0.50	0.50
HEALTH SERVICES LAB SUPV	1.00	1.00	0.00	1.00	1.00
MEDICAL SERVICES REP	5.00	5.00	(2.50)	2.50	2.50
MEDICAL DIRECTOR	1.00	1.00	0.00	1.00	1.00
LABORATORY ASSISTANT	8.58	8.31	(0.31)	8.00	8.00
LICENSED VOCATIONAL NURSE	2.00	2.00	0.00	2.00	2.00

Department FTE Summary

	2011-12 Actual	2012-13 Adopted	Change From FY12-13 Ado to FY 13-14 Rec	2013-14 Recommended	2014-15 Proposed
LACTATION CONSULTANT	1.83	2.10	0.38	2.48	2.48
MEDICAL ASSISTANT	55.93	53.25	(0.88)	52.38	52.38
HR MANAGER	0.42	0.96	(0.96)	0.00	0.00
INTERN PAID	0.04	0.00	0.00	0.00	0.00
IT MANAGER	1.00	1.00	0.00	1.00	1.00
Public Health Total	<u>521.28</u>	<u>499.47</u>	<u>(13.05)</u>	<u>486.43</u>	<u>486.43</u>

Public Works

FINANCIAL OFFICE PRO	5.00	5.00	1.00	6.00	6.00
EXECUTIVE SECRETARY	1.00	1.00	0.00	1.00	1.00
EQUIPMENT MECHANIC II	4.09	4.00	0.00	4.00	4.00
GEOLOGIST REGISTERED	1.00	1.00	0.00	1.00	1.00
ENGINEERING TECH SPEC	7.99	10.00	(1.00)	9.00	9.00
ENGINEERING TECH II	5.65	4.50	1.50	6.00	6.00
ENGINEERING TECH I	1.50	4.00	(2.00)	2.00	2.00
ENGINEERING GEOLOGIST	1.12	1.00	0.00	1.00	1.00
ENG ENVIRON PLANNER SR.	3.85	4.00	0.00	4.00	4.00
ENGINEERING TECH SUPV	1.00	1.00	0.00	1.00	1.00
HEAVY EQUIP OPERATOR	22.96	23.00	1.00	24.00	24.00
MAINT WORKER APPRENTICE	3.46	5.00	(1.00)	4.00	3.00
HYDROLOGIST SENIOR	2.00	2.00	0.00	2.00	2.00
MAINTENANCE LEADER	18.96	18.00	(1.00)	17.00	17.00
MAINT WELDER-MECHANIC	1.00	1.00	0.00	1.00	1.00
MAINT SUPERINTENDENT	4.00	4.00	0.00	4.00	4.00
IT MANAGER	1.00	1.00	0.00	1.00	1.00
SAFETY OFFICER-DEPT	1.00	1.00	0.00	1.00	1.00
ENG ENVIRON PLANNER	0.15	0.00	0.00	0.00	0.00
INTERN PAID	0.35	0.00	0.00	0.00	0.00
HEAVY TRUCK DRIVER	12.75	11.00	0.00	11.00	11.00
ALTERNATIVE TRANSPORT MANAGER	1.00	0.00	0.00	0.00	0.00
REFUSE SUPERVISOR	2.92	3.00	0.00	3.00	3.00
TRAFFIC SIGNAL TECHNICIAN I	1.00	1.00	0.00	1.00	1.00
TRANSPORTATION PLANNER SUPV	1.00	1.00	0.00	1.00	1.00
URBAN FORESTRY INSP	1.00	1.00	0.00	1.00	1.00
URBAN FORESTRY SUPV	1.00	1.00	0.00	1.00	1.00
WASTEWTR PLANT OPER CHIEF	1.00	1.00	0.00	1.00	1.00
WASTEWTR PLANT OPER II	3.19	3.00	0.00	3.00	3.00
WASTEWTR PLANT OPER III	5.81	6.00	0.00	6.00	6.00
WASTEWTR PLANT OPER SUPV	1.00	1.00	0.00	1.00	1.00
WATER AGENCY MANAGER	1.00	1.00	0.00	1.00	1.00
SURVEY SUPERVISOR	0.00	0.00	1.00	1.00	1.00
ADMN OFFICE PRO II	1.00	0.00	0.00	0.00	0.00
SURVEY SPECIALIST	2.73	2.00	1.00	3.00	3.00
ASST DIRECTOR	0.00	1.00	0.00	1.00	1.00
CIV ENGINEERING ASSOC I	3.19	3.00	2.00	5.00	5.00
CIV ENGINEERING ASSOC II	2.27	2.00	0.00	2.00	2.00
CIV ENGINEERING ASSOC III	5.50	6.00	1.00	7.00	7.00
CIVIL ENGINEER	5.47	6.00	0.00	6.00	6.00
CIVIL ENGINEER SPECIALIST	4.19	5.00	(1.00)	4.00	4.00
CIVIL ENGINEERING MANAGER	3.92	6.00	(1.00)	5.00	5.00

Department FTE Summary

	2011-12 Actual	2012-13 Adopted	Change From FY12-13 Ado to FY 13-14 Rec	2013-14 Recommended	2014-15 Proposed
COMPUTER SYSTEMS SPEC I	0.19	0.00	0.00	0.00	0.00
COMPUTER SYSTEMS SPEC II	0.81	1.00	0.00	1.00	1.00
COST ANALYST I	0.00	1.00	(1.00)	0.00	0.00
COST ANALYST II	2.00	2.00	(1.00)	1.00	1.00
ADMIN OFFICE PRO	18.54	18.90	(1.00)	17.90	17.90
REFUSE CHECKER	9.02	8.50	0.00	8.50	8.50
EDP SYS & PROG ANLST II	1.00	1.00	0.00	1.00	1.00
DIVISION MANAGER	0.80	0.80	1.00	1.80	1.80
DIRECTOR	1.00	1.00	0.00	1.00	1.00
DEPUTY DIRECTOR	3.96	3.00	0.00	3.00	3.00
DEPUTY COUNTY SURVEYOR	0.77	1.00	(1.00)	0.00	0.00
ACCOUNTANT II	1.00	1.00	0.00	1.00	1.00
ACCOUNTANT III	3.81	2.00	1.00	3.00	3.00
PUBLIC WORKS PRGM SPEC II	3.44	2.75	1.00	3.75	3.75
PUBLIC WORKS PRGM SPEC SR	3.00	3.00	0.00	3.00	3.00
REAL PROPERTY AGENT III	1.00	1.00	0.00	1.00	1.00
TEAM/PROJECT LDR-GEN	0.00	0.00	2.00	2.00	2.00
RECYCLE WORKER LEADER	0.08	0.00	0.00	0.00	0.00
EDP SYS & PROG ANLST SR	1.00	1.00	0.00	1.00	1.00
REFUSE CHECKER SUPERVISOR	1.00	1.00	0.00	1.00	1.00
REFUSE INSPECTOR	2.00	2.00	0.00	2.00	2.00
REFUSE LEADER	5.00	5.00	0.00	5.00	5.00
MAINTENANCE SUPV	5.00	5.00	0.00	5.00	5.00
ROAD MAINT MANAGER	1.00	1.00	0.00	1.00	1.00
PUBLIC WORKS PRGM SPEC I	0.81	2.00	(1.00)	1.00	1.00
SAFETY OFFICER-DIVISIONAL	1.00	1.00	0.00	1.00	1.00
SHOP SUPERVISOR	1.00	1.00	0.00	1.00	1.00
STAFF ANALYST	1.31	1.00	0.00	1.00	1.00
STOREKEEPER	1.00	1.00	0.00	1.00	1.00
SURVEY PARTY CHIEF	2.58	2.00	1.00	3.00	3.00
RECYCLE WORKER II	2.00	2.00	0.00	2.00	2.00
PROGRAM/BUS LDR-ENG	1.35	0.00	0.00	0.00	0.00
MAINTENANCE WORKER I	8.41	9.00	0.00	9.00	10.00
PROJECT MANAGER	3.45	3.00	(1.00)	2.00	2.00
PROGRAM MANAGER	1.46	4.00	0.00	4.00	4.00
PESTICIDE SPECIALIST	0.04	1.00	0.00	1.00	1.00
OPERATIONS MANAGER	2.00	2.00	0.00	2.00	2.00
COUNTY SURVEYOR	0.88	1.00	0.00	1.00	1.00
MAPPING/GIS ANALYST	1.00	1.00	(1.00)	0.00	0.00
MAINTENANCE WORKER II	35.15	35.00	1.00	36.00	36.00
PERMITTING-ENGINEERING MANAGER	1.00	1.00	0.00	1.00	1.00
Public Works Total	<u>277.88</u>	<u>281.45</u>	<u>1.50</u>	<u>282.95</u>	<u>282.95</u>
Sheriff					
EXTRA HELP SPECIAL	1.35	0.00	0.00	0.00	0.00
CUSTODY COMMANDER	1.00	1.00	0.00	1.00	1.00
CUSTODY DEPUTY	116.63	133.00	2.00	135.00	135.00
CUSTODY DEPUTY S/DUTY	28.96	32.25	(2.25)	30.00	30.00
CUSTODY LIEUTENANT	6.77	7.00	0.00	7.00	7.00
CUSTODY SERGEANT	15.40	16.00	0.00	16.00	16.00

Department FTE Summary

	2011-12 Actual	2012-13 Adopted	Change From FY12-13 Ado to FY 13-14 Rec	2013-14 Recommended	2014-15 Proposed
EDP OFFICE AUTO SPEC I	2.19	2.00	1.00	3.00	3.00
FINANCIAL OFFICE PRO	2.73	4.00	0.00	4.00	4.00
EXECUTIVE SECRETARY	2.00	2.00	0.00	2.00	2.00
CUSTODIAN	2.00	2.00	0.00	2.00	2.00
COMMUNICATIONS DISP I	9.62	10.00	2.00	12.00	12.00
FOOD SERVICES SUPERVISOR	0.97	1.00	0.00	1.00	1.00
EDP OFFICE AUTO SPEC II	1.42	2.00	(1.00)	1.00	1.00
COOK SHERIFFS INSTITUTIONS	7.04	7.00	0.00	7.00	7.00
COMPUTER SYSTEMS SPEC SUPV	1.00	1.00	0.00	1.00	1.00
COMPUTER SYSTEMS SPEC II	2.75	3.00	0.00	3.00	3.00
COMPUTER SYSTEMS SPEC I	1.38	1.00	0.00	1.00	1.00
FORENSIC PATHOLOGIST	1.00	1.00	0.00	1.00	1.00
COMMUNICATIONS DISP II	13.79	14.00	(2.00)	12.00	12.00
LEGAL OFFICE PRO	4.08	5.00	0.00	5.00	5.00
COMMUNICATION DISP MANAGER	1.00	1.00	0.00	1.00	1.00
CHIEF FINANCIAL OFFICER	1.00	1.00	0.00	1.00	1.00
CHIEF DEPUTY SHERIFF	2.00	2.00	0.00	2.00	2.00
ALC/DRUG COUN SUP-COR FAC	1.00	1.00	0.00	1.00	1.00
ALC/DRUG COUN II-CORR FAC	4.00	4.00	0.00	4.00	4.00
ALC/DRUG COUN I-CORR FAC	0.30	0.00	0.00	0.00	0.00
COMMUNICATIONS DISP SUPV	6.00	6.00	0.00	6.00	6.00
SHERIFF PRNTSHP CSTDY SUP	1.00	1.00	0.00	1.00	1.00
UTILITY WORKER, INSTITUTIONS	9.84	10.50	0.50	11.00	11.00
UNDERSHERIFF	1.00	1.00	0.00	1.00	1.00
STOREKEEPER	2.00	2.00	0.00	2.00	2.00
SOCIAL SERVICES WORKER	0.00	2.00	0.00	2.00	2.00
SHERIFFS SERGEANT	37.65	38.00	(1.65)	36.35	36.35
SHERIFFS LIEUTENANT	13.12	13.00	(1.00)	12.00	12.00
SHERIFFS DEPUTY-M	1.54	1.00	0.00	1.00	1.00
SHERIFFS DEPUTY TR	0.00	3.00	8.00	11.00	11.00
SHERIFFS DEPUTY S/DUTY-M	2.15	2.00	(1.00)	1.00	1.00
SHERIFFS DEPUTY S/DUTY	72.53	78.00	(5.00)	73.00	73.00
SHERIFFS DEPUTY	128.22	124.00	(1.00)	123.00	123.00
SHERIFFS CORR OFFICER	1.05	0.00	0.00	0.00	0.00
IT MANAGER	1.00	1.00	0.00	1.00	1.00
SHERIFF-CORONER	1.00	1.00	0.00	1.00	1.00
FORENSIC TECHNICIAN I	0.00	0.00	1.00	1.00	1.00
PUBLIC INFO ASSISTANT	0.08	0.00	0.00	0.00	0.00
PROGRAM MANAGER	1.00	1.00	0.00	1.00	1.00
POLYGRAPH EXAMINER	1.25	1.00	0.00	1.00	1.00
PARKING ENFORCEMENT OFFCR	1.00	1.00	0.00	1.00	1.00
PARK RANGER I, GROUNDS	1.12	1.00	0.00	1.00	1.00
MAPPING/GIS TECH	1.00	1.00	0.00	1.00	1.00
MAINTENANCE PAINTER	1.00	1.00	0.00	1.00	1.00
LEGAL OFFICE PRO II	1.27	0.00	0.00	0.00	0.00
ADMIN OFFICE PRO	76.88	80.75	(2.00)	78.75	78.75
LAUNDRY COORDINATOR	2.00	2.00	0.00	2.00	2.00
AIRCRAFT MECHANIC	1.67	2.00	0.00	2.00	2.00
HELICOPTER PILOT	0.00	2.00	0.00	2.00	2.00
FORENSIC TECHNICIAN SR	4.00	4.00	(1.00)	3.00	3.00

Department FTE Summary

	2011-12 Actual	2012-13 Adopted	Change From FY12-13 Ado to FY 13-14 Rec	2013-14 Recommended	2014-15 Proposed
SHERIFFS COMMANDER	4.43	4.00	1.00	5.00	5.00
ADMN OFFICE PRO III	0.89	0.00	0.00	0.00	0.00
ADMN OFFICE PRO II	1.21	0.00	0.00	0.00	0.00
ADMN OFFICE PRO I	0.85	0.00	0.00	0.00	0.00
ADMINISTRATIVE LDR-GEN	0.00	0.00	1.00	1.00	1.00
ACCOUNTANT I	2.00	2.00	0.00	2.00	2.00
ACCOUNTANT III	1.00	1.00	0.00	1.00	1.00
ACCOUNTANT SUPERVISING	1.00	1.00	0.00	1.00	1.00
Sheriff Total	<u>613.13</u>	<u>641.50</u>	<u>(1.40)</u>	<u>640.10</u>	<u>640.10</u>

Social Services

CAREER EMP SPECIALIST SUPV	10.77	11.00	0.00	11.00	11.00
CHIEF FINANCIAL OFFICER	0.96	1.00	(1.00)	0.00	0.00
COMPUTER SYSTEMS SPEC I	1.00	1.00	0.00	1.00	1.00
COMPUTER SYSTEMS SPEC II	9.00	9.00	0.00	9.00	9.00
CONTRACT	0.00	1.00	0.00	1.00	1.00
CONTRACT W/RETIRE PLAN	1.00	0.00	0.00	0.00	0.00
CAREER EMP SPECIALIST SR	30.71	32.25	(3.50)	28.75	28.75
DEPT BUS SPEC I	23.48	25.00	2.00	27.00	27.00
ADMN OFFICE PRO III	0.04	0.00	0.00	0.00	0.00
DEPT BUS SPEC II	11.96	12.00	1.00	13.00	13.00
COST ANALYST II	4.00	4.00	0.00	4.00	4.00
CAREER EMP SPECIALIST	7.21	7.00	5.50	12.50	12.50
BUILDING MAINT SUPV	2.00	2.00	0.00	2.00	2.00
DEPUTY DIRECTOR	3.00	4.00	0.00	4.00	4.00
ARRA EXH SPECIAL I	4.56	0.00	0.00	0.00	0.00
EDP OFFICE AUTO SPEC II	1.00	1.00	0.00	1.00	1.00
ADMN OFFICE PRO II	2.27	0.00	0.00	0.00	0.00
ADMN OFFICE PRO I	2.35	0.00	0.00	0.00	0.00
ADMIN OFFICE PRO	125.27	130.00	6.00	136.00	136.00
ACCOUNTANT SUPERVISING	1.00	1.00	0.00	1.00	1.00
ACCOUNTANT III	6.08	7.00	0.00	7.00	7.00
ACCOUNTANT II	2.15	2.00	1.00	3.00	3.00
ACCOUNTANT I	0.81	1.00	(1.00)	0.00	0.00
ARRA EXH SPECIAL II	0.08	0.00	0.00	0.00	0.00
FINANCIAL OFFICE PRO	13.73	14.00	0.00	14.00	14.00
TEAM/PROJECT LDR-GEN	1.00	0.00	0.00	0.00	0.00
SOCIAL SVCS WORKER SR	1.00	1.00	0.00	1.00	1.00
SOCIAL SVCS PRACTITIONER	15.38	19.50	3.50	23.00	23.00
SOCIAL SERVICES WORKER	18.48	19.50	(0.50)	19.00	19.00
SOCIAL SERVICES SUPV II	11.98	13.50	1.00	14.50	14.50
SOCIAL SERVICES SUPV I	1.85	2.00	1.00	3.00	3.00
SOCIAL SERVICES CASE AIDE	8.96	8.00	0.00	8.00	8.00
SOC SVCS WORKER SR PS/L	38.56	38.50	(2.00)	36.50	36.50
PUBLIC HEALTH NURSE	1.00	1.00	0.00	1.00	1.00
PROGRAM MANAGER	1.27	3.00	0.00	3.00	3.00
DIRECTOR	1.00	1.00	0.00	1.00	1.00
IT MANAGER	1.00	1.00	0.00	1.00	1.00
UTILITY CLERK-DEPT	8.53	8.00	0.00	8.00	8.00
EXTRA HELP SPECIAL	5.48	0.00	0.00	0.00	0.00

Department FTE Summary

	2011-12 Actual	2012-13 Adopted	Change From FY12-13 Ado to FY 13-14 Rec	2013-14 Recommended	2014-15 Proposed
EXECUTIVE STAFF ASST	1.00	2.00	0.00	2.00	2.00
EXECUTIVE SECRETARY	2.00	2.00	0.00	2.00	2.00
ENTERPRISE LDR-GEN	1.98	1.00	0.00	1.00	1.00
ELIGIBILITY WORKER III	56.31	59.00	3.00	62.00	62.00
ELIGIBILITY WORKER II	145.69	143.00	(3.00)	140.00	140.00
ELIGIBILITY WORKER I	30.83	39.00	24.69	63.69	66.00
ELIGIBILITY SUPERVISOR	26.69	27.00	2.00	29.00	29.00
EDP SYS & PROG ANLST SR	4.08	4.00	0.00	4.00	4.00
EDP SYS & PROG ANLST II	2.23	2.00	0.00	2.00	2.00
EDP SYS & PROG ANLST I	0.00	2.00	1.00	3.00	3.00
DIVISION CHIEF	14.15	14.00	1.00	15.00	15.00
OPERATIONS MANAGER	0.00	1.00	0.00	1.00	1.00
Social Services Total	<u>664.88</u>	<u>677.25</u>	<u>41.69</u>	<u>718.94</u>	<u>721.25</u>
Treasurer-Tax Collector-Public					
PUBLIC ADM/CONSERVATOR I	0.00	0.00	1.00	1.00	1.00
FINANCE CHIEF	1.00	1.00	0.00	1.00	1.00
ACCOUNTANT I	0.04	0.00	0.00	0.00	0.00
ACCOUNTANT II	1.96	2.00	(1.00)	1.00	1.00
ACCOUNTANT III	2.00	2.00	1.00	3.00	3.00
ADMIN OFFICE PRO	2.00	3.00	0.00	3.00	3.00
ASST DIRECTOR	0.77	1.00	0.00	1.00	1.00
BUSINESS MANAGER	1.00	1.00	0.00	1.00	1.00
EDP COMPUTER OPER III	0.44	0.50	(0.25)	0.25	0.00
PUBLIC ADMIN/CONS VETS MANAGER	1.00	1.00	0.00	1.00	1.00
EXECUTIVE SECRETARY	1.00	1.00	0.00	1.00	1.00
TREAS/TAX COLL/PUB ADMIN	1.00	1.00	0.00	1.00	1.00
FINANCIAL OFFICE PRO	14.04	14.00	0.00	14.00	14.00
FINANCIAL SYS ANALYST II	2.65	4.00	(2.00)	2.00	2.00
INVESTMENT MANAGER	1.00	1.00	0.00	1.00	1.00
IT MANAGER	0.00	0.00	1.00	1.00	1.00
OPERATIONS MANAGER	0.58	1.00	0.00	1.00	1.00
PROJECT MANAGER	0.00	0.00	0.25	0.25	0.00
PUBLIC ADM/CON VETS SUPV	1.88	2.00	0.00	2.00	2.00
PUBLIC ADM/CONSERVATOR II	5.88	6.00	(1.00)	5.00	5.00
EDP SYS PROGRAMMER III	1.00	1.00	0.00	1.00	1.00
Treasurer-Tax Collector-Public Total	<u>39.25</u>	<u>42.50</u>	<u>(1.00)</u>	<u>41.50</u>	<u>41.00</u>
Grand Total	<u><u>3,845.86</u></u>	<u><u>3,923.71</u></u>	<u><u>(32.51)</u></u>	<u><u>3,891.20</u></u>	<u><u>3,894.01</u></u>

Section I



Glossary



Glossary of Terms

- A -

AB

An acronym referring to a California State “Assembly Bill”.

ACCRUAL BASIS (of Accounting)

The accrual basis accounting matches revenues to the time period in which they are earned (and measurable), and matches expenses to the time period in which they are incurred as set forth by generally accepted accounting principles (GAAP). Accrual accounting is also referred to as “full-accrual” accounting. See also “Basis (of Accounting)”, “Modified Accrual Basis (of Accounting)”, “Cash Basis (of Accounting)”, and “Budgetary Basis (of Accounting)”.

ACTIVITY

A specific and distinguishable service performed by one or more organizational components of a government to accomplish a function for which the government is responsible (ex. law enforcement is an activity within the public safety function).

ADOPTED BUDGET

The operating and financial plan approved by resolution of the Board of Supervisors.

APPROPRIATION

The legal authorization granted by the Board of Supervisors to make expenditures and to incur obligations for specific purposes. An appropriation usually is limited in amount and time it may be expended.

ASSESSMENT ROLL

The public record containing the legal description of each parcel of property in a taxing jurisdiction and its assessed value.

ASSET

Tangible or intangible items owned by the County having probable economic benefits.

ASSIGNED FUND BALANCE

The portion of fund balance that reflects the County’s intended use of resources. The intent can be established by the County Board of Supervisors (BOS), or by a body or an official designated by the BOS for that purpose. This is also the classification for residual funds in the County’s special revenue funds.

AVAILABLE FINANCING

The dollar amount available for appropriations. Available amounts can be from revenues, fund balances, or other sources.

- B -

BALANCED BUDGET

A financial plan demonstrating that funding sources are equal to appropriations.

BASIS (of Accounting)

The “Basis” of accounting refers to the time frame in which revenues and expenses are recorded and reported. See also “Accrual Basis (of Accounting)”, “Modified Accrual Basis (of Accounting)”, “Cash Basis (of Accounting)”, and “Budgetary Basis (of Accounting)”.

“BONDED” INDEBTEDNESS

Normally, this term refers to the amount of debt associated with “bonds” that the County is liable for. However, in this document, the term refers to the amount of all debt held by the County that may include certificates of participation, capital leases, and notes.

BUDGET

A financial plan consisting of an estimate of expenditures, their purpose for a given period of time, and the expected means of financing them.

Glossary of Terms

BUDGET DEPARTMENT

A budget department is the organizational budget entity for which budgets are presented in the annual operating plan. For the most part, a single budget department follows the County's department leadership and organizational structure.

BUDGET PROGRAM

A budget program is a specific activity within a budget department that requires appropriations to accomplish its purpose and is ongoing in nature.

BUDGETARY ACCOUNTS

Accounts used to enter the formally adopted annual operating budget into the general ledger as part of the management control technique of formal budgetary integration.

BUDGETARY BASIS (of Accounting)

The "Budgetary Basis" of accounting refers to the time frame in which revenues and expenses are recorded and reported *for the budget*. For the County, the budgetary basis equals each fund types' accounting basis. See also "Accrual Basis (of Accounting)", "Modified Accrual Basis (of Accounting)", "Cash Basis (of Accounting)", and "Basis (of Accounting)".

BUDGETARY CONTROL

Controlling and monitoring financial transactions through the establishment of a formalized budget in order to keep expenditures within the limitations of available appropriations and available revenues.

- C -

CAFR

Comprehensive Annual Financial Report. The official annual financial report of the County that follows the presentation standards set forth by the Government Finance Officers Association.

CAPITAL ASSETS

Land, improvements to land, easements, buildings, building improvements, vehicles, machinery, equipment, works of art and historical treasures, infrastructure, and all other tangible or intangible assets that are used in operations and that have initial useful lives extending beyond a single reporting period and that meet policy valuation thresholds.

CAPITAL BUDGET

A plan of proposed capital outlays and the means of financing them.

CAPITAL EXPENDITURES

Expenditures resulting in the acquisition of or addition to the County's general capital assets. Normally, these expenditures are one-time in nature and are for large dollar amounts.

CAPITAL IMPROVEMENT PROGRAM (CIP)

The CIP is a compilation of capital projects intended to implement various plans, including community plans, facilities plans, and the County Comprehensive (General) Plan. Projects in the CIP indicate current and future capital needs.

CAPITAL LEASE

An agreement that conveys the right to use property, plant or equipment, usually for a stated period of time.

CAPITAL PROJECT

A capital project is usually a long-term, one-time investment project requiring relatively large sums to acquire, develop, improve, and/or maintain a capital asset. Capital projects include land acquisition, buildings, facilities construction, major equipment, major improvements to existing buildings and facilities, transportation projects, water resources projects (ex. storm drains), resource recovery and waste management projects (ex. landfills), and major maintenance. Capital projects may also include the acquisition of technology systems, including both hardware and software.

Glossary of Terms

CAPITAL PROJECTS FUND

A fund created to account for financial resources to be used for the acquisition or construction of major capital facilities (other than those financed by proprietary funds and trust funds).

CAPITALIZATION POLICY

The criteria used by the County to determine which outlays should be reported as capital assets (versus normal operating expenditures) in the County's accounting records.

CASH

Term that includes currency on hand, and demand deposits with banks or other financial institutions.

CASH BASIS (of Accounting)

An accounting method in which revenue is recorded when cash is received, and expenses are recorded when cash is paid out. See also "Accrual Basis (of Accounting)", "Modified Accrual Basis (of Accounting)", and "Basis (of Accounting)".

CERTIFICATES OF PARTICIPATION (COP)

A type of security issued when the County enters into an agreement with another party to lease an asset over a specified period of time at a predetermined annual cost.

COMMITTED FUND BALANCE

The portion of fund balance that can only be used for specific purposes determined by formal action of the County's highest level of decision-making authority (the Board of Supervisors) and that remain binding unless removed in the same manner. The underlying action that imposed the limitation needs to occur no later than the close of the reporting period.

COMMUNITY FACILITIES DISTRICT

A special financing entity through which a local government is empowered to levy special taxes and issue bonds when authorized by a 2/3 vote generally to finance infrastructure.

CONTINGENCY

An amount of money appropriated for unforeseen expenditures. By County policy, it is limited to not more than 15% of the appropriations in any fund.

CONTRACTOR-ON-PAYROLL

An employee who is paid through the payroll system but whose employment relationship with the County is based on a contract rather than being covered by civil service system rules or pay scales.

COPS

Community Oriented Policing Services. A component of the Department of Justice that awards grants to state and local community policing professions to acquire and deploy cutting edge crime-fighting technologies and develop and test innovative policing strategies.

COST ALLOCATION PLAN (CAP)

A State of California approved methodology for identifying and allocating overhead (indirect) costs incurred by central services functions to direct cost programs.

COUNTYWIDE PROGRAMS

Programs that provide services to all areas of the County, both within and outside city boundaries. (ex. Court Services, Health Care, Social Services, and the County Jail).

COUNTY SERVICE AREAS

A method of providing extended governmental services by the County to distinct geographical areas within unincorporated County for services such as street lighting, local open space maintenance, enhanced library services, sewer systems, and road maintenance.

Glossary of Terms

- D -

DEBT

An obligation resulting from the borrowing of money or from the purchase of goods and services. Debts of governments include bonds, time warrants and notes.

DEBT SERVICE FUND

A fund established to account for the accumulation of resources for, and the payment of, general long-term debt principal and interest.

DEFICIT

(1) The excess of the liabilities of a fund over its assets. (2) The excess of expenditures over revenues during an accounting period or, in the case of proprietary funds, the excess of expenses over revenues during an accounting period.

DEPRECIATION

(1) Expiration in the service life of capital assets, other than wasting assets, attributable to wear and tear, deterioration, action of the physical elements, inadequacy and obsolescence. (2) The portion of the cost of a capital asset, other than a wasting asset, charged as an expense during a particular period. In accounting for depreciation, the cost of a capital asset, less any salvage value, is prorated over the estimated service life of such an asset, and each period is charged with a portion of such cost. Through this process, the entire cost of the asset is ultimately charged off as an expense.

- E -

EMPLOYEE BENEFITS

Monetary or non-monetary compensation provided to employees in addition to salaries which may include; medical and dental insurance; cafeteria plan options such as health care and dependent care; flexible spending accounts; and term life, long-term disability and accident insurance. Varies by employee bargaining unit.

ENCUMBRANCES

Commitments related to unperformed (executory) contracts for goods or services. Used in budgeting, encumbrances are not expenditures or liabilities, but represent the estimated amount of expenditures ultimately to result if unperformed contracts in process are completed. Please note that the County does not use encumbrances.

ENTERPRISE FUND

(1) A fund established to account for operations financed and operated in a manner similar to private business enterprises (ex. water, gas and electric utilities; airports; parking garages; or transit systems). In this case the governing body intends that costs (ex. expenses, including depreciation) of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges. (2) A fund established because the governing body has decided that periodic determination of revenues earned, expenses incurred and or net income is appropriate for capital maintenance, public policy, management control, accountability or other purposes.

ENVIRONMENTAL IMPACT REPORT (EIR)

An assessment or the possible impact, positive or negative, that a proposed project may have on the environment, together consisting of the natural, social and economic aspects. The purpose of the assessment is to ensure that decision makers consider the ensuing environmental impacts to decide whether to proceed with a project.

ERAF

Education Revenue Augmentation Fund. Property tax allocated from cities, counties and special districts to fund school districts.

EXPENDITURES

The use of appropriations in a governmental fund type to purchase goods and services (including services of employees) necessary to carry out the responsibilities of a department or organization. Expenditures are decreases in net financial resources.

Glossary of Terms

EXPENSES

Outflows or other using up of assets or incurrences of liabilities (or a combination of both) from delivering or producing goods, rendering services or carrying out other activities that constitute the entity's ongoing major or central operations, within a proprietary fund type.

EXTRA HELP POSITION

A non-regular, temporary position created to meet a peak workload or other unusual work situation; can include seasonal or recurrent intermittent employment.

- F -

FIDUCIARY FUND TYPE

The trust and agency funds used to account for assets held by a government unit in a trustee capacity or as an agent for individuals, private organizations, other government units and/or other funds. Funds held in this capacity are not available for appropriation by the County.

FIN

FIN (financial accounting network) is the County's financial and budgetary accounting system.

FIN DEPARTMENT

A FIN department is a section of the County's account coding that supports the County's financial and budgetary accounting system for purposes of financial reporting.

FIN PROGRAM

A FIN program is an accounting unit within a FIN department that is used to track tasks for management and financial reporting purposes.

FINAL BUDGET

The County budget for a fiscal year that is adopted by the Board of Supervisors by resolution following the close of Budget Hearings.

FISCAL ACCOUNTABILITY

The responsibility of governments to justify that their actions have complied with public decisions concerning the raising and spending of public monies.

FISCAL YEAR

A twelve-month period used for budgeting and accounting purposes. For Santa Barbara County, the fiscal year is from July 1 to June 30.

FULL TIME EQUIVALENT (FTE)

For all positions and employee types, FTE equals the number of total hours worked divided by the maximum number of compensable hours in a work year as defined by law. An FTE equates to 2,080 hours of employment, where 1.0 FTE means that the position is equivalent to a full-time worker, while an FTE of 0.5 signals that the position is half-time.

FUNCTION

A group of services aimed at accomplishing a major governmental purpose. Functions are prescribed by the State Controller for reporting uniformity.

FUND

An independent fiscal and accounting entity with a self-balancing set of accounts recording cash and other financial resources that are classified under a specific Fund Type category (see Fund Type). Examples are the General Fund, Road Fund, Capital Outlay Fund, and Public Health fund.

FUND BALANCE

The difference between assets and liabilities reported in a fund.

FUND TYPE

Categories into which all funds used in governmental accounting are classified. Fund types are: Governmental Fund Types consisting of a General Fund, Special Revenue Funds, Capital Project Funds and Debt Service Funds; Proprietary Fund Types consisting of Enterprise Funds and Internal Service Funds; Fiduciary Funds consisting of Trust Funds and Agency Funds.

Glossary of Terms

- G -

GENERAL FUND

The general fund is one of five governmental fund types and typically serves as the chief operating fund of the government. The general fund is used to account for all financial resources except those required to be accounted for in another fund.

GENERAL FUND CONTRIBUTION

The use of local discretionary revenue (predominately property, retail sales and transient occupancy taxes) given as a subsidy to enable the receiving fund to carry out its function. The difference, for General Fund budgets, between budgeted appropriations and departmental revenue.

GENERALLY ACCEPTED ACCOUNTING PRINCIPLES (GAAP)

Uniform minimum standards and guidelines for financial accounting and reporting. They govern the form and content of the financial statements of an entity. GAAP encompass the conventions, rules and procedures necessary to define accepted accounting practice at a particular time. They include not only broad guidelines of general application, but also detailed practices and procedures. GAAP provide a standard by which to measure financial presentations. The primary authoritative body on the application of GAAP to state and local governments is the Governmental Accounting Standards Board (GASB).

GOVERNMENTAL ACCOUNTING

The composite activity of analyzing, recording, summarizing, reporting and interpreting the financial transactions of governments.

GOVERNMENTAL ACCOUNTING STANDARDS BOARD (GASB)

The authoritative accounting and financial reporting standard-setting body for State and Local government entities.

GRANT

A contribution or gift of cash or other assets from another governmental unit to be used or expended for a specified purpose, activity or facility.

- H -

- I -

IHSS

In Home Supportive Services. A State program that pays for support services so that recipients (blind, disabled, or over 65 years of age) may safely remain in their homes.

INTERFUND TRANSFER

A transfer of monies between two different funds.

INTERNAL SERVICE FUND

A fund used to account for the financing of goods or services provided by one department or agency to other departments or agencies of a government, or to other governments, on a cost-reimbursement basis.

INTRAFUND TRANSFER

A transfer of monies between departments in the same fund.

- J -

- K -

- L -

LAPSE

The non-carryover of any remaining appropriations at the end of a budget or fiscal period.

Glossary of Terms

LEGAL LEVEL OF BUDGETARY CONTROL

The level at which spending in excess of budgeted amounts would be a violation of law. For the County, the legal level of budgetary control is maintained at the fund, FIN department, and object level, with more stringent control over capital assets, and fund balance accounts which are maintained at the line-item level.

LIABILITIES

Probable future sacrifices of economic benefits, arising from present obligations of a particular entity to transfer assets or provide services to other entities in the future as a result of past transactions or events.

LINE-ITEM

A separate line or account itemized for specific identification purposes that may or may not have its own appropriation.

LOCAL TAX REVENUES

Discretionary, general-purpose revenues derived from local sources received by the General Fund. The largest components of local tax revenue for the County are property tax revenue, sales tax revenue, and motor vehicle fees collected by the State and distributed to counties in lieu of local property taxes.

LOST TIME

The proportion of total employee hours spent on sick leave, workers' compensation or unauthorized absence without pay.

M -

MAINTENANCE OF EFFORT (MOE)

A Federal and/or State requirement that the County provide a certain level of financial support for a program from the County's own discretionary revenues. The amount of support is referred to as the Maintenance of Effort (MOE) level.

MANDATE

Legislative enactment or administrative regulation that imposes an enforceable duty, such as a new program or higher level of service, on state or local government. In California, the costs of mandates are required by the California Constitution to be reimbursed to local governments, often referred to as SB90 reimbursable costs.

MODIFIED ACCRUAL BASIS (of Accounting)

The modified accrual basis of accounting is a mixture of the cash and accrual basis. Under the modified accrual basis, in order for revenue to be recognized, it has to meet accrual criteria of being earned and measurable, plus actually be "available". Expenditures are still recognized when the liability is incurred (the same as the accrual basis). See also "Accrual Basis (of Accounting)", "Cash Basis (of Accounting)", and "Basis (of Accounting)".

- N -

NONSPENDABLE FUND BALANCE

The portion of fund balance that cannot be spent because they are either (a) not spendable in form, or (b) legally or contractually required to be maintained intact.

- O -

OBJECT (LEVEL)

A term used in connection with the classification of expenditures (ex. Salaries and Benefits, Services and Supplies).

OPERATING TRANSFERS

All interfund transfers other than residual equity transfers (ex. legally authorized transfers from a fund receiving revenue to the fund through which the resources are to be expended).

Glossary of Terms

OTHER FINANCING SOURCES

An increase in current financial resources that is reported separately from revenues to avoid distorting revenue trends. The use of the other financing sources category is limited to items so classified by GAAP.

OTHER FINANCING USES

A decrease in current financial resources that is reported separately from expenditures to avoid distorting expenditure trends. The use of the other financing uses category is limited to items so classified by GAAP.

- P -

PERFORMANCE MEASUREMENT

The process in which an organization establishes the parameters within which programs are reaching the desired results. The process of measuring performance requires the use of statistical evidence to determine progress toward specific defined organizational objectives.

PROGRAM BUDGET

A budget wherein expenditures are based primarily on programs of work and secondarily on character, object class, and performance.

PROGRAMS

Desired output-oriented accomplishments, which can be measured and achieved within a given time frame. Achievements of the programs advance the project and organization toward a corresponding solution to a need or problem.

PROPOSED BUDGET

The County's second or "out-year" budget for a fiscal year as presented by the County Executive Officer to the Board of Supervisors. The second year budget is only informational when presented with the recommended budget.

PROPRIETARY FUND TYPES

Sometimes referred to as income determination or commercial type funds, the classification used to account for a government's ongoing organizations and activities that are similar to those often found in the private sector (ex. enterprise and internal service funds). All assets, liabilities, equities, revenues, expenses, and transfers relating to the government's business and quasi-business activities are accounted for through proprietary funds. The GAAP used are generally those applicable to similar businesses in the private sector and the measurement focus is on determination of net income, financial position and changes in financial position. However, where the GASB has issued pronouncements applicable to those entities and activities, they should be guided by these pronouncements.

- Q -

- R -

REASSESSMENT

Assessment is the procedure whereby property is valued and listed on a roll for property taxation purposes. Reassessment would be another assessment of a property, typically caused by some event which may result in a changed assessed value.

RECOMMENDED BUDGET

The County budget for a fiscal year as recommended by the County Executive Officer to the Board of Supervisors (BOS), based on County department requests. Unlike the proposed budget, the recommended budget is the official annual budget being considered for adoption when presented to the BOS.

REGULAR POSITION

Any permanent position in the classified service that is required to be filled through certification, or by provisional appointment.

Glossary of Terms

RENDERING DEPARTMENT

A department that provides services, for a fee, to another County department and is reimbursed through intra or inter-fund transfers.

RESTRICTED FUND BALANCE

The portion of fund balance with constraints placed on their use that are either (a) externally imposed by creditors, grantors, contributors, or laws or regulations of other governments; or (b) imposed by law through constitutional provisions or enabling legislation.

RETAINED EARNINGS

The accumulated earnings of an enterprise or internal service fund.

REVENUE

Income from taxes, fees, and other charges, Federal or State government, excluding interfund transfers, fund balance, or debt issuance proceeds.

- S -

SB

An acronym referring to a California State "Senate Bill".

SELF-INSURANCE

A term often used to describe the retention by an entity of a risk of loss arising out of the ownership of property or from some other cause, instead of transferring that risk to an independent third party through the purchase of an insurance policy. It is sometimes accompanied by the setting aside of assets to fund any related losses.

SINGLE AUDIT

An audit performed in accordance with the Single Audit Act of 1997 and Office of Management and Budget's (OMB) Circular A-133, Audits of State and Local Governments and Non-Profit Organizations. The Single Audit Act allows or requires governments (depending on the amount of federal assistance received) to have one audit performed to meet the needs of all federal agencies.

SPECIAL DISTRICT

An independent unit of local government organized to perform a single government function or a restricted number of related functions. Special districts usually have the power to incur debt and levy taxes; however, certain types of special districts are entirely dependent upon enterprise earnings and cannot impose taxes. Examples of special districts are water districts, drainage districts, flood control districts, hospital districts, fire protection districts, transit authorities, port authorities and electric power authorities.

SPECIAL REVENUE FUND

A fund used to account for the proceeds of specific revenue sources (other than expendable trusts or major capital projects) that are legally restricted to expenditure for specified purposes. GAAP only requires the use of special revenue funds when legally mandated.

STATUTE

An enacted bill, which is chaptered by the Secretary of State in the order in which it became law.

STRATEGIC RESERVE

Money set aside by County policy that is to be approximately equal to about 30 days of working capital within the general Fund.

- T -

TAX AND REVENUE ANTICIPATION NOTES (TRAN)

Notes issued in anticipation of the collection of taxes and revenues, usually retireable only from tax collections, and frequently only from the proceeds of the tax and revenues levy whose collection they anticipate.

TAXING AUTHORITY

A generic term for any governmental or quasi-governmental agency with the power to tax. This would relate to all forms of taxation.

Glossary of Terms

TEETER PLAN

An alternative property tax procedure that allows participating agencies to receive the entire current year property tax levy without regard to delinquencies. Under the Teeter Plan, the County pays all delinquent taxes to the agencies in exchange for the penalties and interest collected on the delinquent taxes when they are eventually paid. Historically, this plan provided agencies with timely receipt of their full proportionate share of property taxes and the County managed the delinquencies and eventually collected all properly taxes due.

TEMPORARY POSITION

See Extra Help.

TRUST AND AGENCY FUND

One of the seven fund types in governmental accounting.

TRUST (and AGENCY) FUNDS

Funds used to account for assets held by a government in a trustee capacity for individuals, private organizations, other governments and/or other funds.

- U -

UNASSIGNED FUND BALANCE

The portion of fund balance or the residual classification for the County's General Fund that includes amounts not contained in the other classifications. In other funds, the unassigned classification is used only if expenditures incurred for specific purposes exceed the amounts restricted, committed, or assigned to those purposes.

UNINCORPORATED AREA

Those geographic portions of Santa Barbara County that are not within incorporated cities.

USER DEPARTMENT

A department that receives services, which it pays for, from another County department, with payment made through intra or inter-fund transfers.

- V -

VEHICLE LICENSE FEE (VLF)

The VLF is an annual fee on the ownership of a registered vehicle in California, in place of taxing vehicles as personal property.

- W -

WIA

Workforce Investment Act. Purpose is to consolidate, coordinate, and improve employment, training, literacy, and vocational rehabilitation programs in the United States.

- X -

- Y -

- Z -





Navigating Towards a Stable Future

Recommended Operational Plan - Fiscal Years 2013-14 & 2014-15