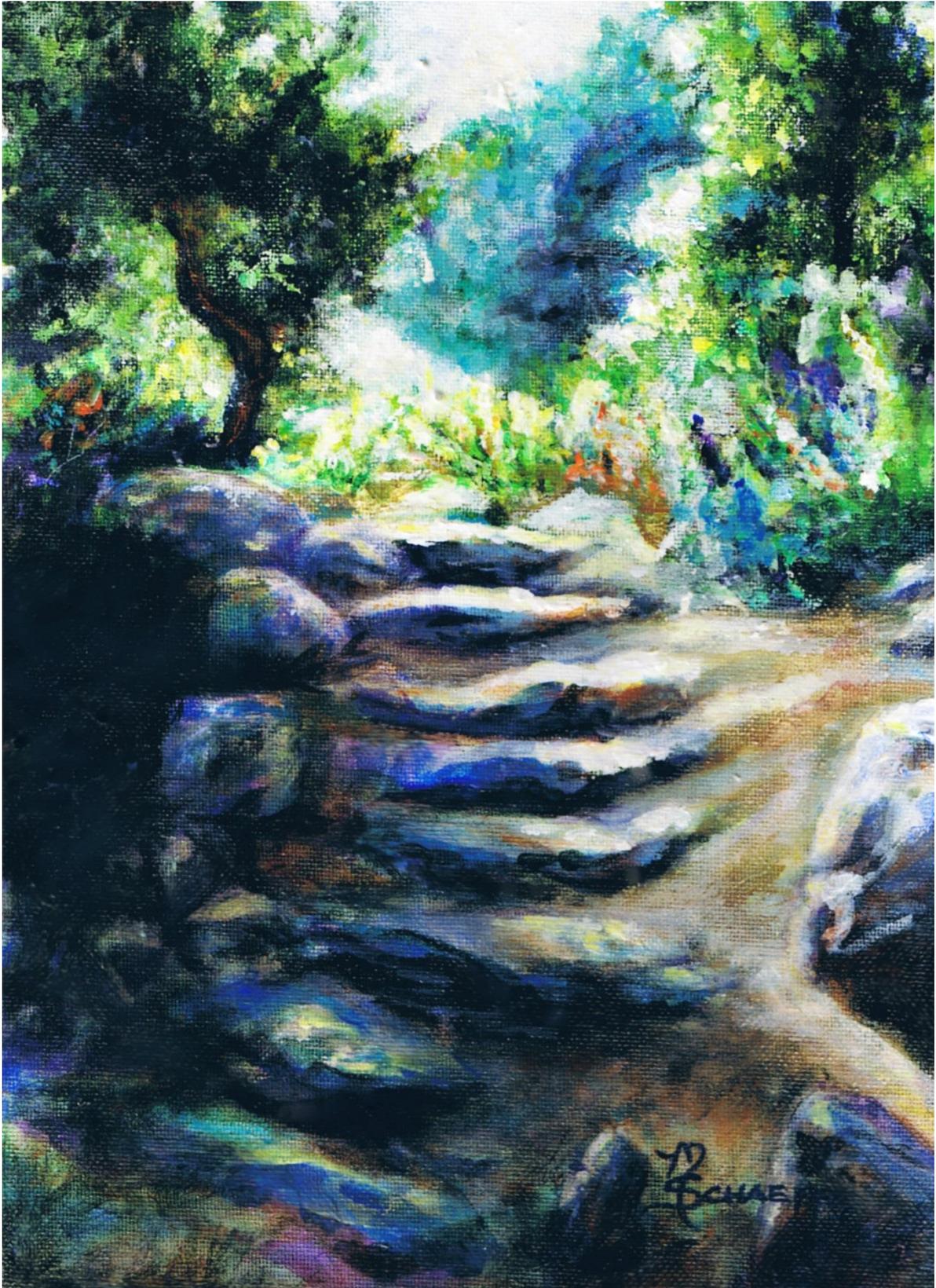


Santa Barbara County

- Fiscal Years 2014-15 & 2015-16

Recommended Operational Plan



• *Steps to Stability* •

Front Cover:

Autumn Toward the Light - At Santa Barbara Botanical Gardens shadows of mystery guide our steps gently upward toward the light. I love the pathway images as they are like mandalas leading us toward a more enlightened place.

Copyright of the artist, Michelle Schaefer.

Her art can be found at: <http://m-schaefer.artistwebsites.com/>

COUNTY OF SANTA BARBARA
OPERATIONAL PLAN
FISCAL YEAR 2014-15 RECOMMENDED BUDGET
FISCAL YEAR 2015-16 PROPOSED BUDGET

Presented in June 2014 to the

BOARD OF SUPERVISORS

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

First District
Second District
Third District
Fourth District
Fifth District

By

Mona Miyasato
County Executive Officer

Robert W. Geis, CPA
Auditor-Controller



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

Santa Barbara County

For the Fiscal Year Beginning

July 1, 2013

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, 2013. 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 sixteenth 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 2014-15 RECOMMENDED BUDGET

FISCAL YEAR 2015-2016 PROPOSED BUDGET

Acknowledgements:

County Executive Office

Tom Alvarez
Budget Director

Jette Christiansson
Richard Morgantini

John Jayasinghe
Joseph Toney

Dennis Bozanich

Auditor-Controller

Betsy Schaffer
Financial Reporting Division Chief

Robert Geis
Jacky Lares
Rochelle Zanini

Juan Izquierdo
Stephen Williams
Adriana Zidek

Human Resources

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Directory of Elected & Appointed County Officials

First District

Salud Carbajal, Supervisor

www.countyofsb.org/bos/carbajal

Second District

Janet Wolf, Supervisor, Vice Chair

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, Chair

www.countyofsb.org/bos/lavagnino

Agricultural Commissioner/ 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

Renee Bahl, Interim Director

www.sbparks.org

www.countyofsb.org/housing

County Executive Officer – Clerk of the Board

Mona Miyasato, County Executive Officer

www.countyofsb.org/ceo

County Clerk-Recorder-Assessor

Joseph E. Holland, CPFO (Elected)

www.sbcassessor.com

County Counsel

Michael C. Ghizzoni

www.countyofsb.org/counsel

Court Special Services

Darrel Parker, 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 P. Pontes, Director

www.countyofsb.org/gs

Planning and Development

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 Department

Dr. Takashi M. Wada, MD, MPH, Director

www.sbcphd.org

Public Works/Flood Control

Scott McGolpin, Director

www.countyofsb.org/pwd

Sheriff - Coroner

William F. Brown (Elected)

www.sbsheriff.org

Social Services

Daniel Nielson, Director

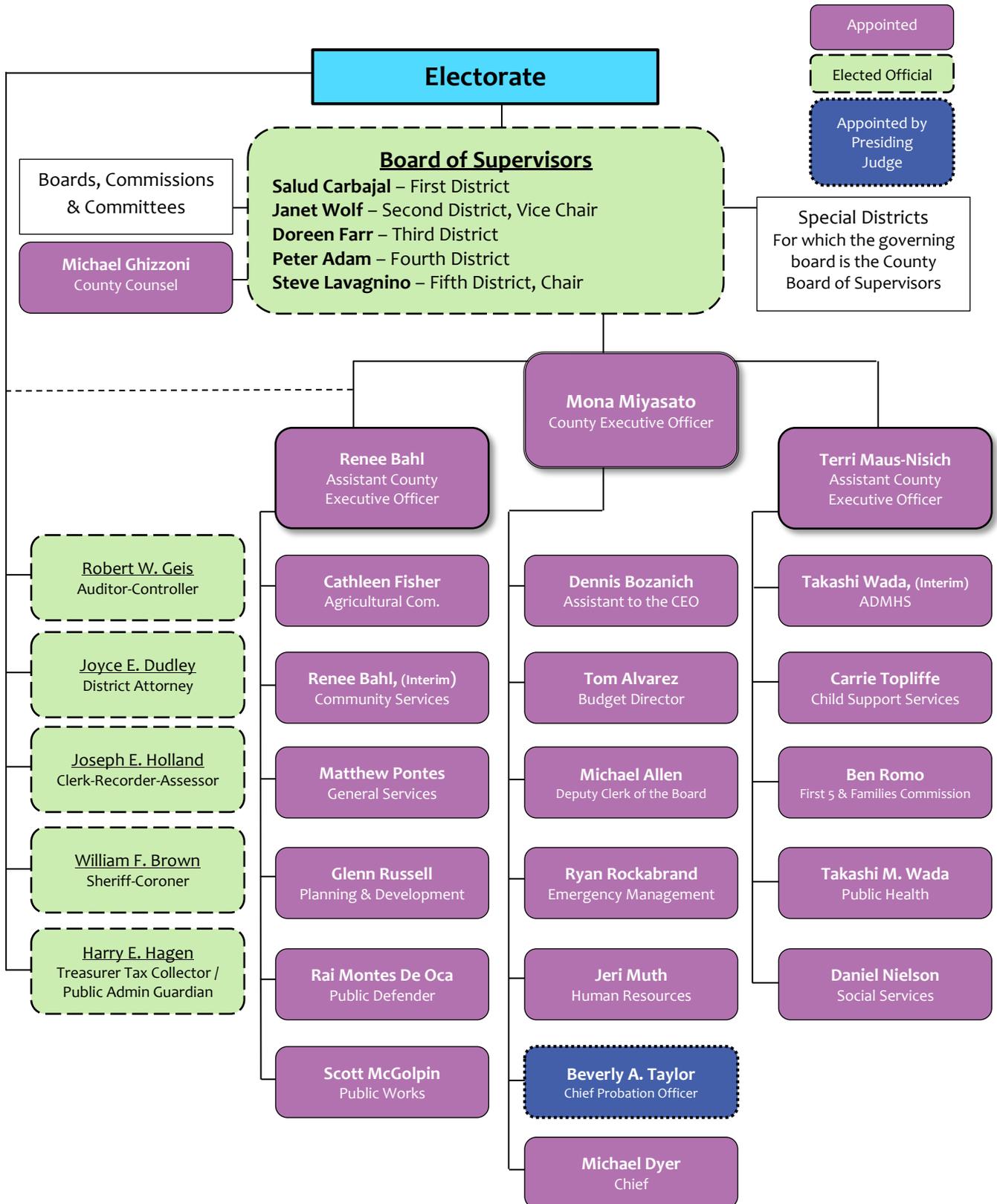
www.countyofsb.org/social_services

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



Mona Miyasato
County Executive Officer

105 East Anapamu Street, Room 406
Santa Barbara, California 93101
805-568-3400 • Fax 805-568-3414
www.countyofsb.org

Executive Office

May 9, 2014

The Honorable Board of Supervisors
County of Santa Barbara
105 East Anapamu Street, Room 406
Santa Barbara, CA 93101

Chair Lavagnino and Board Members:

The Recommended Fiscal Year (FY) 2014-15 County of Santa Barbara Operating Plan is submitted for your consideration, possible amendment and eventual adoption. This Operating Plan, which includes a balanced Recommended Budget, is the result of a thorough development process involving participation from all departments and adherence to budget policies, 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) and Santa Barbara County Code (Chapter 2, Article X, Section 2-71 k), I am submitting to you the recommended operating and capital budgets for FY 2014-15 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.

I welcome the public to participate in the discussions and decisions that affect the County's spending priorities. Public hearings on the Recommended Fiscal Year 2014-15 Operating Plan are scheduled for June 9, 2014 and will continue if necessary, through Friday June 20, 2014, with specific hearings scheduled for Monday, June 9, 2014 and only if needed Wednesday, June 11, 2014. 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 Board Hearing Room, Joseph Centeno Betteravia Government Center, 511 East Lakeside Parkway in Santa Maria.

I want to thank the Board of Supervisors for your leadership and support, as well as all County employees for their collaboration, service to the public and dedication to our organization. In particular, I would like to express my appreciation to the Auditor-Controller's Office and the County Executive Office staff for their efforts in preparing this document and ongoing commitment to a financially sound and vibrant organization.

Sincerely,

Mona Miyasato
County Executive Officer



Section B



Executive Summary



Executive Summary

Steps to Stability

Chair Lavagnino and Board Members,

The coming fiscal year marks the first time since the recession that the County of Santa Barbara's immediate fiscal outlook is positive and improving. Over the last several years, your Board, with assistance from our workforce and community, navigated the County towards greater stability through an unprecedented economic recession resulting in budget shortfalls, an uncertain Federal and State fiscal climate, and significant organizational change. The CEO Recommended Operational Plan for Fiscal Years (FY) 2014-15 and 2015-16 (Plan), which includes the Recommended Budget, continues to move the organization on a path of stability and recovery, delivering on core services and maintaining the Board's commitment to public safety, the well-being of families and children, and healthy and livable communities.

As the economy recovers, the County is in a better position than in prior years but still faces difficult choices. After six years of reductions, eliminating over 580 positions, and approximately \$60 million of ongoing expenditures, County departments have continued to provide core services and meet mandates but express that they are not at optimal levels. For some departments, structural budget issues continue, with ongoing expenditures exceeding available ongoing revenues, either requiring use of one-time funds for critical needs, resulting in deficits when funds are depleted, or requiring service level reductions, although these reductions are fewer than in previous years. Departments continue to evaluate their processes and demand for services to produce efficiencies, be innovative in their approaches, and create savings where possible.

As our fiscal situation stabilizes, expectations will need to be managed and tempered so that the County can continue financially prudent choices and focus on priorities. In the upcoming year, the County will continue to take steps to address critical infrastructure and maintenance needs; further transform mental health services for the community; ensure public safety by reestablishing the fire fuels crew program and continuing progress on the Northern Branch Jail; rebuild our reserves; and reenergize the organization to better innovate, manage and mitigate risk, serve our communities, and prepare for the future. Achieving structural balance in the future will ensure the County prepares for and adapts to unanticipated issues, such as the possibility of enduring drought, natural disasters, reductions to State or Federal funding, or emerging community needs or changes. As we look to FY 2014-15 and FY 15-16, the County remains cautiously optimistic, continuing its commitment to high-quality service to the public, financial stability, and an engaged and accountable workforce.

Executive Summary

Fiscal Year 2014-15 At-A-Glance

The CEO Recommended Operational Plan for Fiscal Years 2014-15 and 2015-16 presents a balanced budget, with FY 2014-15 Operating Expenditures of \$903.2 million and Operating Revenues of \$905.0 million resulting in an operating surplus of \$1.8 million. This is the first year since FY 2009-10 that overall Recommended Operating Revenues exceed Recommended Operating Expenditures and points to an improving financial position. Balance was achieved through improving revenues, up \$53.8 million (6.2%), combined with controlled expenditure growth of \$41.1 million (4.8%).

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 Total Operating Revenues and Total Operating Expenditures is projected to improve to a positive \$11.2 million in the FY 2015-16 Proposed Budget, as other costs, primarily employee benefits, stabilize and revenues improve. Additionally, capital expenditures of \$40.9 million are funded by Other Financing Sources and/or use of Fund Balance (Figure 1).

Staffing levels are proposed to increase by 115.3 Full Time Equivalents (FTEs) from 4,003.9 in the FY 2013-14 Adopted Budget, to 4,119.2 FTEs in the FY 2014-15 Plan. The increase in FTE's are to support requirements of the Affordable Care Act, with increases of 65.3 FTE's in Social Services and 56.9 FTE's in Alcohol, Drug and Mental Health Services. A 10 year history of Countywide FTE's can be found in Section C.

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 2014-16 Recommended and Proposed Budgets at a Glance
(in millions)

	FY 2012-13 Actual	FY 2013-14 Adopted	FY 2014-15 Recommended	FY 2015-16 Proposed
Total Operating Revenues	\$ 851.6	\$ 851.2	\$ 905.0	\$ 926.2
Total Operating Expenditures	807.8	862.0	903.2	915.0
Net Operating Impact *	<u>\$ 43.7</u>	<u>\$ (10.9)</u>	<u>\$ 1.8</u>	<u>\$ 11.2</u>
Staffing FTE's	3,879.1	4,003.9	4,119.2	4,102.4

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

Executive Summary

Policy Issues Facing the County - Fiscal Year 2014-15

Significant Countywide trends and issues were considered and are reflected in the Plan; they are highlighted below:

Slowly Improving Revenue Trend and Expenditure Growth

Overall revenues are improving but at a modest pace of 6.2%. The County's largest discretionary revenue source, property taxes, is projected to increase from 2.3% growth to 3.5% growth in FY 2018-19. This is relatively modest compared to the rates experienced in the early 2000s yet significantly higher than the increases experienced in the last four years during the recession.

The County is also proposing an increase in its Transient Occupancy Tax (TOT) on the November 2014 ballot, which would raise the rate from 10% to 12.5%. If approved by voters, the increase would become effective January 2015.

Operating Expenditures are growing at a modest pace of 4.8%, slower than revenue growth. However, after six years of reductions, eliminating over 580 positions and \$60 million in ongoing expenditures, service levels have been restrained, and some level of restoration will need to occur in some areas. In short, while the revenue picture is improving and outpacing expenditure growth, the County will need to be cautious and temper expectations in the near future.

Retirement Funding Stabilizing (see Figure 19)

Since the Great Recession, increases in pension costs have exceeded the growth in County revenues and this has been the main cause of recent budget gaps. The increases in pension contributions in FY 2014-15 and FY 2015-16 are projected to level off. Although contribution rates are stabilizing, the County's unfunded pension liability was \$818 million as of June 30, 2013. The unfunded liability is currently being amortized over a 17 year timeframe. See further detail of issue on B-24.

Debt Obligations

The County's debt obligations are comprised of short-term debt for cash flow financing, and long-term obligations including:

- Certificates of Participation and Capital bonds for financing capital assets,
- leases for equipment and minor capital projects,
- pension liabilities,
- other post-employment benefit (OPEB) obligations,
- liabilities related to self-insurance claims,
- compensated absences liabilities, and
- landfill closure and post closure liabilities.

We describe the funding status of these liabilities in our Debt Management and Obligations section of this book on pages D299-D312. The County has no General Obligation Bonds outstanding and has never issued Pension Obligation Bonds.

The County has long-term budgetary plans in place to fund all the short-term and long-term obligations of the County within current and on-going resources. The County maintains a Standard & Poor's SP-1+ rating for short-

Executive Summary

term notes and both a Standard & Poor's AA+ and a Moody's A1 for its long-term certificates of participation. These are among the highest ratings for counties in California. Overall, the County has low debt levels when compared to other counties in California.

Effects of the Affordable Care Act (ACA) Implementation

The FY 14-15 Plan reflects expansions in Social Services (65.3 FTEs) and Alcohol Drug and Mental Health Services (ADMHS) (19.0 FTEs) due to expanded funding related to the Affordable Care Act (ACA) implementation. Social Services' operating revenues have significantly increased over the past two years (+\$21.5 million, 16%) primarily related to eligibility and enrollment activities for the ACA. Implementation was accomplished in the past year, and initial member enrollments in Public Health and in Alcohol, Drug and Mental Health Services are exceeding initial expectations in FY 2013-14. ACA implementation has resulted in expanded funding and services in Behavioral Health at Alcohol, Drug and Mental Health Services. However, the revenue picture for Public Health remains uncertain. The Department has responded to the reduction in 1991 Realignment funding through aggressive outreach to potential Medi-Cal clients and cost containment. While FY 2014-15 appears stable, fiscal challenges remain for the next several years.

Service Transformation of Alcohol, Drug and Mental Health Services

The provision of behavioral health services through the Alcohol, Drug and Mental Health Services department (ADMHS) has been one of the more significant challenges of the County in recent times. In 2013, the County and community stakeholders embarked on a transformation of its programs, processes, staffing, protocols and culture in an effort to provide evidence-based, customer/family oriented services. Improvement in the ADMHS budget is closely tied to additional funding provided by the Mental Health Services Act (MHSA) and increased Medi-Cal eligibility and Federal reimbursement rates related to the ACA. Additionally, the department has recently been successful in obtaining grants valued at approximately \$11.0 million. The system overhaul will reconfigure and improve customer service and ultimately add 72 employees for the establishment of crisis facilities, outpatient clinic transformation, and forensic services.

Maintenance Needs for County Roads, Buildings and Parks

As with many public agencies, the County has not been able to fund maintenance for roads and buildings at optimal levels in the past and particularly during the recession, resulting in a deferred maintenance backlog. Regional, State, and Federal funding, once relied on for road maintenance, has also been reduced in the recent past. The backlog of deferred maintenance for roads is \$114.0 million and \$83.6 million for County buildings and parks.

The FY14-15 Recommended Budget includes proposed spending from the General Fund and special revenue funds for deferred road maintenance of \$3.6 million, corrective road maintenance of \$10.4 million and \$14.0 million for facility maintenance (including parks). In addition, \$2 million more in General Fund for roads is recommended and/or allocated in FY 2014-15 (\$1.1 million as a CEO-recommended expansion and \$910,000 previously allocated from General Fund Contingency to be spent in 2014-15). Further, the County was able to obtain a Federal grant of \$3.7 million for road resurfacing to better access Federal lands. Finally, an additional \$1.4 million for facility and park maintenance is included as a CEO-recommended expansion.

To begin addressing this long-term need regarding County facilities, the Board commissioned an assessment to detail the condition and maintenance needs of County buildings. The Facility Condition Assessment will be finalized this spring and be the basis for developing a long-term implementation and funding plan. The implementation plan, or Asset Management Plan, scheduled for completion in the third quarter of the 2014

Executive Summary

calendar year, will consider disposal or mothballing County facilities that are, or near, functional obsolescence and recommend strategies to address priority areas. Preliminary funding options were presented to the Board in April and included phased-in approaches utilizing projected, unallocated revenue over a 10-year time period. Further discussion on the long-term funding plan will occur in concert with development of the Asset Management Plan. See further detail of this issue in the Deferred and Renewal Maintenance area of this section.

Should Measure M on the June 2014 ballot be approved by voters, staff will return to the Board of Supervisors in late summer and early fall for decisions on accelerated funding strategies, including reducing existing programs to redirect greater revenue toward maintenance.

Northern Branch Jail Operations Funding

The Northern Branch Jail, scheduled for operations in 2018, is currently in design and on track. The combined annual costs to operate the new Northern Branch Jail (AB-900 and SB-1022) are projected to be approximately \$17.3 million. To fund the operations of the project, the Board of Supervisors adopted a Budget Policy in FY 2011-12 to establish an incrementally increasing annual General Fund Contribution that would be earmarked for jail operations. The funding plan has been followed to date and this budget continues the plan's required allocation. Further discussion of this issue is explained later in this section.

Workforce Planning to Anticipate Our Future

The County is in a unique time regarding its workforce, given the likelihood of retirements in the near future. In the next three to five years, 24% of non-safety and 25% of safety employees are *likely* to retire. Those percentages increase to 48% for general and 37% for safety employees who are *eligible* to retire. At the same time, as the economy recovers and more public agencies and private sector companies begin rehiring, the County faces competition for its existing and future workforce. As a result, starting next year the organization will evaluate how to best retain and attract employees, while ensuring the organization has the right skills and jobs to meet our future business needs. Human Resources in concert with departments and a cross-section of employees, will begin a workforce planning effort in FY 2014-15 to evaluate how the County can “get and retain the right people, with the right skills, in the right jobs, at the right time.”

Service Level Reductions

Service Level Reductions are fewer this year than in recent years. The Budget Development and General Fund Allocation Policies adopted by the Board were closely followed during the development of the FY 2014-16 Recommended Operational Plan. Policy-based budgeting provides an increased level of transparency for the public and consistency throughout the organization. The policy requires that: each department's General Fund Contribution (GFC) be the prior year adopted contribution, reduced by one-time allocations; departments must use all non-General Fund revenues before GFC amounts are allocated; and in general, base GFC are increased proportional to the impact of approved wage and employee benefit adjustments not otherwise funded.

Any other expenditure increases must be funded by non-General Fund revenues, department fund balance or redirection of other program revenue. If these can't be achieved, reductions are proposed. Application of Board-approved budget policies resulted in some departments proposing Service Level Reductions (SLRs) to balance their budgets, which were presented to the Board at the April budget workshops.

Executive Summary

These SLRs are summarized in Figure 2. To balance their budgets, these departments propose reducing service levels by \$1.7 million which includes an impact to 11.2 full time equivalent (FTE) positions. In the preparation of the FY 2014-15 Plan, emphasis was placed on addressing departmental structural balance by developing plans for their ultimate resolution. Restoration of any ongoing service level reductions with one-time General Fund dollars will further widen the funding gap for the 2015-16 fiscal year. Restoration for some of these reductions is possible with unassigned General Fund discretionary revenue that remained after GFC funds were distributed to departments. These are shown in greater detail in Figure 2.

Figure 2: FY 2014-15 Service Level Reduction Summary

Department	Amount	FTE	Description
County Counsel	\$ 130,000	1.00	Reduce Senior Deputy County Counsel, decreasing legal service to General Fund Departments.
Probation	472,266	2.00	Reductions in AB109 funding: i) 1 Deputy Probation Officer, ii) eliminate 1 AOP, iii) downgrade DPO Sr. to DPO, iv) eliminate contracts.
	201,688	1.00	Reduce School Based Officer, funded by Juvenile Justice Crime Prevention Act funds, decreasing Probation presence in high schools in the Santa Maria valley.
Child Support Services	210,000	2.20	Reduce Child Support caseworkers (scheduled for retirement) and convert Legal Office Professional position to part time increasing caseload among fewer caseworkers and legal staff.
Planning and Development (TOTAL \$310,688)	92,444	0.86	Reduce Planner for the Gaviota Coast Plan EIR delaying progress on completing the plan.
	83,276	0.25	Reduce Planner in Long Range Planning eliminating work on the Hollister Avenue Streetscape Plan in FY 2014-15 and reduce support for the Hollister Avenue Improvement Plan.
	14,022	0.10	Reduce Planner eliminating the County's match for the for the Coastal Resiliency Project Grant.
	16,688	0.17	Reduce Planner eliminating the County's required match for Alternative Fuels Readiness Plan Program.
	104,258	0.92	Reduce Planner in Long Range Planning eliminating the addition of new programs to the FY 2014-15 Work Program.
Public Works	133,800	1.00	Reduce Survey Specialist in Surveyor's office significantly increasing the number of days required to review development plans.
Community Services (TOTAL \$218,000)	53,000	1.67	Reduce Extra Help Rangers reducing service to customers, janitorial services, and maintenance at parks.
	165,000		Reduce Shelter Services General Fund Contribution resulting in the reduction of bed nights available and supportive service for clients in emergency shelter providers with the potential to close one or more shelters in the County.
Total	\$ 1,676,442	11.17	

Executive Summary

Efficiency Changes

Departments have also proposed efficiency changes, which are reductions that are not expected to result in significant service level impacts. These changes are often the result of reduced demand for a particular service, or greater efficiency changes in a department’s operations. As such, restoration of these reductions are not proposed.

Figure 3: FY 2014-15 Efficiencies Summary

Department	Amount	FTE	Description
Probation	\$ 1,598,869	12.00	Reduce 12.0 FTEs staffed capacity at the Los Prietos Boys Academy/Los Prietos Boys Camp (LPBA/LPBC) programs due to consolidation of the LPBA as a result of reduced Average Daily Attendance (ADA) population.
	125,000	1.00	Reduce 1.0 Deputy Probation Officer Sr, funded by Youthful Offender Block Grant (YOBG) due to reduction in workload.
	33,520	0.25	Reduce 0.25 FTE (0.10 Psychiatrist and 0.15 Psych Tech) due to reduced Average Daily Attendance (ADA) at Los Prietos Boys Academy/Los Prietos Boys Camp (LPBA/LPBC).
Public Health	60,000	0.50	Reduce Epidemiology Program due to workload reductions and business efficiencies.
Public Works	509,300	3.00	Eliminate the Public Works Field Survey section.
	130,100	1.00	Eliminate Real Property Agent position due to lack of work.
Total	\$ 2,456,789	17.75	

CEO Recommended Budget Expansions and Restorations:

After the departmental General Fund Allocations were made, unallocated General Fund discretionary “ongoing” and “one-time revenue” remained. These funds are available for appropriation in the FY 2014-15 Plan.

At the March 2014 Budget Working Session, the CEO presented a list of criteria for evaluating expansion requests: 1) avoids cost or reduces risk ; 2) generates revenue; 3) provides an investment in the future; 4) makes progress on key initiatives; and 5) is significant but can be prioritized next year.

The CEO recommendations are based on these criteria and evaluation of the departments’ requests for restoration or expansion; Board discussion at the March and April workshops; and consideration of overall Board priorities, County-adopted goals and organizational needs. These recommendations are submitted with the Recommended Operating Plan for the Board’s consideration, amendment, and adoption.

A list of the CEO Recommended expansions and restorations is shown in the following Table (Figure 4).

Executive Summary

Figure 4: CEO FY 2014-15 Recommended Expansions

Department	Description	FTE	GFC		Non-GFC
			Ongoing	One-time	
County Counsel	*Restore one position which will provide legal support to General Fund departments, and Public Health with their implementation of the Affordable Care Act.	1.00	\$ 130,000		
Fire	Expansions for (i) Safety & Standards Coordinator/Nurse for Training/EMS Section, (ii) the Fire Fuels Crew Program by funding 17 FTEs: 15 Extra Help crew members, 1 Captain & 1 Battalion Chief (BC). The BC replaces the former Safety & Standards Coordinator position and will also have collateral duties, (iii) Extra Help Dozer Operator Assistant 0.50 FTE, (iv) EDP Systems & Programming Analyst Sr (1.0 FTE) to the IT Section.	19.50			1,443,000
Sheriff	Expansion for the Santa Maria Branch Jail to a 24/7 facility with the ability to handle bookings of prisoners and house 28 inmates. The Board approved the first phase in December 2013; this is the second phase of implementation. One-time funding for two years (\$552,000 each year).	3.00		904,000	
Public Health	Expansion to add position to cover kennel activities and front desk in Santa Barbara to serve public customers and animals in care. Position is 50% covered by existing department funds.	1.00	31,000		31,000
ADMHS	Expansion all funded by MHS Grants, Medi-Cal, and/or 1991 Realignment: i) Crisis System of Care adding 29.5 clinical staff, ii) Temporary Homeless Housing: double board and care beds, and homeless shelter beds dedicated to homeless clients with severe mental illness, iii) Minimum Resources for Outpatient Clinics Transformation, iv) Direct specialty mental health services provided to the homeless with 0.75 extra-help and increased CBO contract amounts, v) create an adequate mental health Forensic System of Care for the County, vi) Administrative Support Costs (9.0 FTE) to support the Department's financial, Quality Assurance operations per the Tri-West report, vii) 18.5 Extra Help for Outpatient Clinics System Change Transformation for the regional teams.	71.70			10,478,000
Social Services	Expansion to increase staffing by 11.5 FTEs to ensure the safety net for vulnerable children and adults, 2.0 FTEs for specialized training with Welfare to Work, and 0.5 FTE for community outreach and enrollment efforts. Does not require local county match.	13.50			1,271,000
Planning & Development	*Restore Long Range Planning staffing. As a result of lost grant revenue and other one-time funding sources, staffing reductions would be necessary to meet the GFC budget target. (Funded with departmental FY 2013-14 savings). Restoration of one-time funds will allow resumption of projects in process and some new projects.	2.30			311,000
Public Works	Expansion will provide one-time funds to augment Road maintenance funds.			1,100,000	
	*Restore a Survey Specialist and allow Surveyor's Office to meet mandates to return reviews of Records of Survey and Corner Records within 20 business days. Will also improve timing of developments which generate additional tax revenues.	1.00	134,000		

*Service Level Reduction Restoration

Executive Summary

Figure 4: CEO FY 2014-15 Recommended Expansions (continued)

Department	Description	FTE	GFC		Non-GFC
			Ongoing	One-time	
Community Services	*Restore 1.6 extra help Ranger positions. These positions will serve the public in our Day Use Parks and will attend to customer service and maintenance needs.	1.60	53,000		
	Expansion will add funding for a Cost Analyst. This position will assist in maintaining appropriate financial records as required by HUD and will be key to reducing risk to the County. 50% funded by Low/Moderate Income Housing Fund.	1.00	73,000		73,000
	Expansion for Consulting Services to assist the Housing & Community Development Division in development of the 5 Year Consolidated plan for HOME, CDBG, ESG, CoC as well as Point in Time Count for the Homeless Program.			90,000	
	Expansion for a Housing Specialist that will assist in the Continuum of Care program and assist agencies with HMIS software program implementation.	1.00	137,000		
	*Restore \$165,000 for homeless shelter operations and services, for a total budget of \$345,000. Department to apply for Human Services grant funding in FY 2015-16.			165,000	
Auditor - Controller	Expansion provides one-time funding (\$90,000) for two years to hire one entry-level Accountant to enter into Auditor Training and Development program.	1.00		180,000	
General Services	Expansion provides additional one-time funding for maintenance of facilities in Parks and General Services. Half funded with unallocated General Fund (\$700,000) and half funded with (\$700,000) release from Maintenance GF Fund balance account, for a total of \$1,400,000.			700,000	700,000
	Expansion to provide accounting services for the North Branch Jail project to ensure payment of timely invoices, provide monthly project expenditure reports and assist in assuring compliance with State grant requirements; one-time funds (\$128,834) will be allocated for 4 years.	1.00		515,000	
	Expansion request provides for event coordination/management for the SB Vets, Lompoc Vets, and SB Courthouse locations. CEO recommends the BOS approve the coordinator.		115,000		
Outside Agencies	Request by local regional chambers for Economic Development will use \$150,000 to start an Economic Vitality Team (EVT).			150,000	
	Request by the Courthouse Legacy Foundation to fund the 2014 restoration plan of the Mural Room. Agency needs \$250,000 remaining on a \$600,000 project, will leverage the \$40,000 and raise additional \$210,000.			40,000	
Strategic Reserve	Additional \$1,000,000 to the \$1,000,000 already appropriated for FY 2014-15. This would provide a total of \$26,500,000 (\$28,300,000 would be fully funded).			\$ 1,000,000	
Total		118.60	\$ 673,000	\$ 4,844,000	\$ 14,307,000

*Service Level Reduction Restoration

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Fiscal Year 2014-15 Recommended Budget

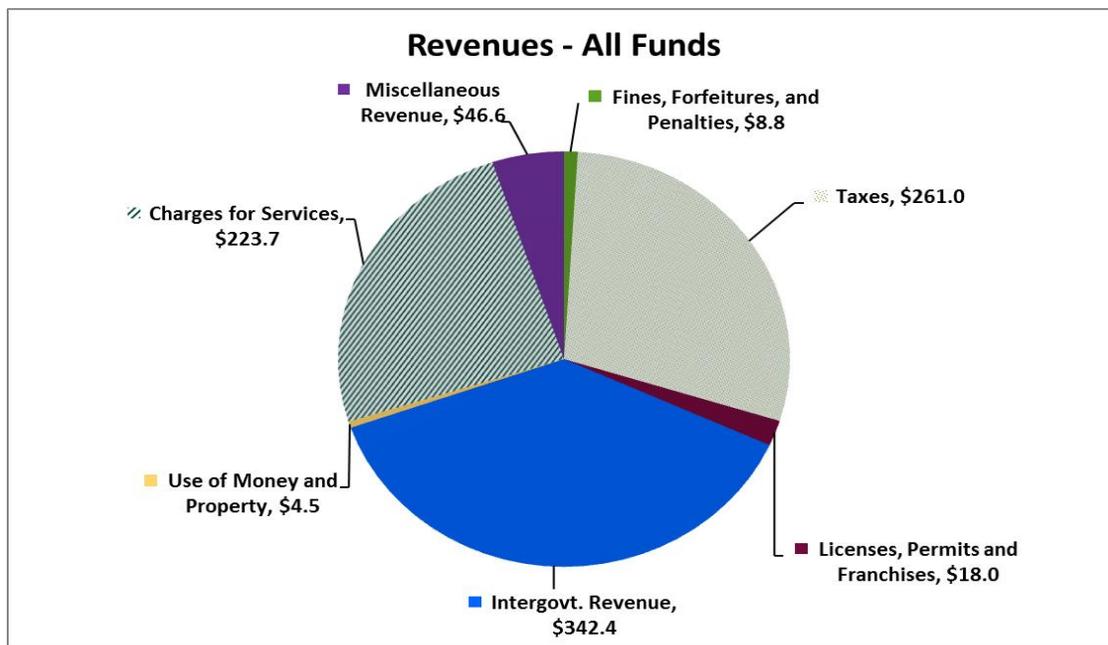
Operating Revenues: All Funds

Figure 5: All Funds – Revenue by Category

Budget By Categories of Revenues	Actual FY 12-13	Adopted FY 13-14	Change from FY13-14 Ado to FY14-15 Rec	Recommended FY 14-15	Proposed FY 15-16
Taxes	\$ 249,410,727	\$ 244,701,574	\$ 16,293,033	\$ 260,994,607	\$ 270,459,107
Licenses, Permits and Franchises	17,073,465	16,301,870	1,653,868	17,955,738	18,134,032
Fines, Forfeitures, and Penalties	9,584,730	9,165,620	(331,319)	8,834,301	8,176,872
Use of Money and Property	2,538,152	4,579,159	(55,381)	4,523,778	4,633,834
Intergovernmental Revenue	326,229,351	330,842,901	11,603,976	342,446,877	353,854,565
Charges for Services	196,060,080	198,376,922	25,320,475	223,697,397	226,624,377
Miscellaneous Revenue	50,690,985	47,227,752	(652,381)	46,575,371	44,315,566
Total Operating Revenues	\$ 851,587,490	\$ 851,195,798	\$ 53,832,271	\$ 905,028,069	\$ 926,198,353

The All Funds Operating Revenue total of \$905.0 million is an increase of \$53.8 million or 6.3% from the FY 2013-14 Adopted Budget.

Figure 6: Operating Revenue - All Funds \$905.0 million
(Dollars in millions)



Revenues by Category - Significant Areas of Revenue Change

Revenues from Taxes are projected to increase by \$16.3 million or 6.7% from FY 2013-14 Adopted for total Recommended revenue of \$261.0 million, and as a percent of all revenues is 28.8%. The primary drivers of the increase are Property Taxes from Secured, In-Lieu of Vehicle License Fee (VLF) and Current Supplemental

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Taxes. Secured Property Taxes are projected to increase by \$8.1 million or 4.1% and is the largest source of the tax category. The growth reflects an improvement in the local real estate market. In-Lieu of VLF is projected to increase by 5.5% or \$2.4 million and Current Supplemental Taxes should increase by \$944 thousand or 35.6% from the FY 2013-14 Adopted Budget.

Intergovernmental revenue is composed of State, Federal and other governmental sources. Intergovernmental sources are projected to increase by \$11.6 million or 3.5% to \$342.4 million. The increase is mainly in State and Federal grants, specifically in Medi-Cal administration, an increase of \$5.7 million over the prior fiscal year.

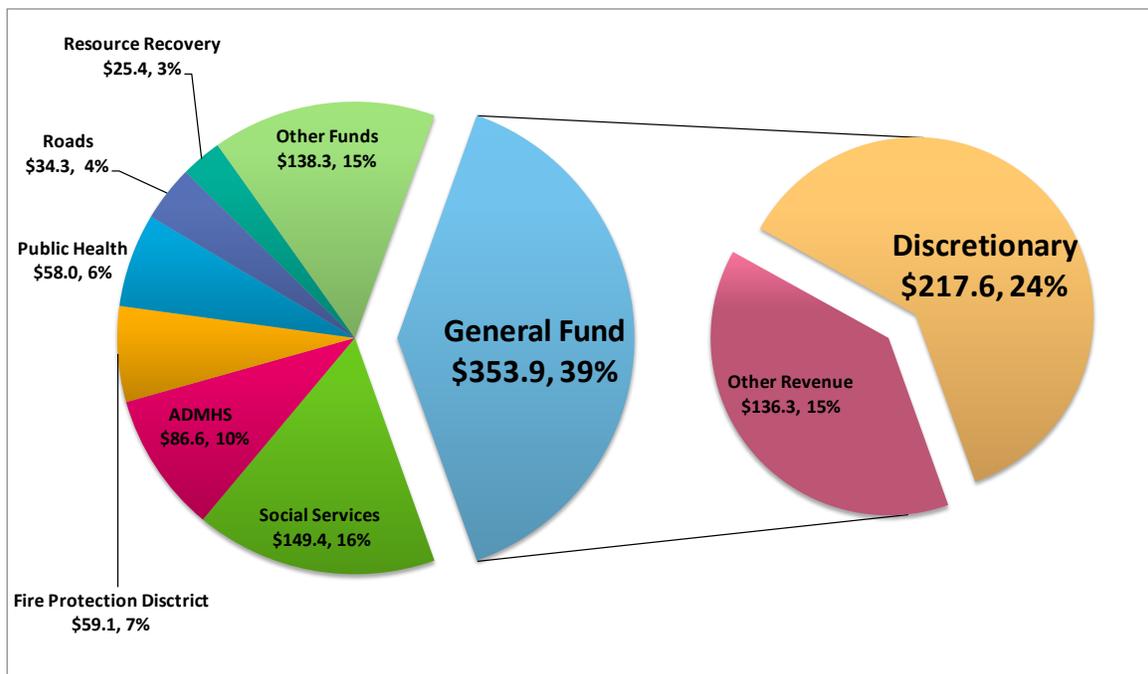
Charges for Services are anticipated to experience the largest growth, \$25.3 million or 12.8% over FY 2013-14 Adopted. Total Medi-Cal related revenues account for \$7.4 million of the growth and \$31.7 million of the \$223.7 million Recommended Budget in this category. State Federally Qualified Health Centers (FGHC) represent an increase of \$3.4 million or 19.9% and Sanitation Services are increasing by \$3.3 million or 12.7%.

Revenues by Fund

Countywide revenues can also be viewed by fund. The majority of revenues are derived in the General Fund and Special Revenue Funds. The General Fund is the chief operating fund of the County and Special Revenue Funds are typically used when revenues are provided for a specific purpose, such as gasoline tax for road maintenance or specific funding for food stamp programs. A description of Government Funds can be found in Section F, Annual Budgetary Processes, Policies and Fund Structure.

The table below displays the Recommended Revenues for FY 2014-15 by major funds, the largest of which is the General Fund. The General Fund can be further broken down into Discretionary General Revenues and Other Revenues.

Figure 7: Operating Revenues by Fund
(in millions)



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Local Discretionary Revenues

The Fiscal Year 2014-15 Recommended All Funds Operating Revenues are \$905.0 million. Of these total revenues, the locally elected Board of Supervisors has some discretion over the allocation of about 24% or \$217.6 million. This latter revenue figure, predominately from local taxes, is called local discretionary revenue.

The table below summarizes the General Fund discretionary revenues available in FY 2014-15 and compares them with prior fiscal periods. Property taxes, retail sales taxes, and Transient Occupancy Taxes (TOT) are the three major local sources of revenue generated from the performance of the local economy. Significant property taxes (including secured, unsecured, In-Lieu of Vehicle License Fees, and property transfer taxes) make up 82.6% of total discretionary revenues or 84.8% if RDA proceeds are included.

In the Recommended Fiscal Year 2014-15 budget, local discretionary revenues increased \$5.1 million from the Fiscal Year 2013-14 estimated revenues, for a total of \$217.6 million. This increase is most notably from property taxes, sales tax, and TOT. Cost Allocation Services are also an important revenue source, but these funds fluctuate considerably from year to year and are being considered one-time.

Figure 8: FY 2012-13 through FY 2015-16 Discretionary Revenue
(in millions)

Source	FY 2012-13 Actual	FY 2013-14 Estimated	FY 2014-15 Recommend	FY 2015-16 Proposed
Significant Property Taxes	\$ 168.4	\$ 175.7	\$ 179.7	\$ 185.4
RDA Dissolution Proceeds - One time	6.0	-	-	-
RDA Prop. Tax - Ongoing	4.2	4.8	4.9	5.0
Subtotal Property Taxes	\$ 178.6	\$ 180.5	\$ 184.6	\$ 190.4
Cost Allocation Services	8.0	7.3	9.4	8.4
Local Sales Tax	6.9	7.0	7.3	7.6
Transient Occupancy Tax	7.0	7.1	7.4	7.8
Payments in Lieu of Tax	1.7	1.7	-	-
All Other (Franchise, interest, misc State)	10.3	8.9	8.9	8.8
Total Discretionary Revenues	\$ 212.5	\$ 212.5	\$ 217.6	\$ 223.0
Growth Year over Year		\$ (0.0)	\$ 5.1	\$ 5.4
Rate of Growth		0.0%	2.4%	2.5%

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

Property Tax Growth

Substantial growth in property taxes is expected and is an important indicator of the local economy. It is anticipated that the housing market and home values will continue to rise. Property taxes are the largest source of funds for the County's budget. The FY 2013-14 budget is estimated to close with a 4.3% (\$7.3 million) growth over FY 2012-13. The FY 2014-15 Recommended and FY 2015-16 Proposed budgets are expected to have a 2.3% (\$4.0 million) and 3.2% (\$5.7 million) growth, respectively, over the prior year. The cumulative growth is \$17.0 million or 10.0% since FY 2012-13. Additional detail of significant property tax components are shown in Figure 9, below.

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Dissolved Redevelopment Agencies (RDA)

The County General Fund will receive \$4.8 million in FY 2013-14 and \$4.9 million in FY 2014-15 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 ultimately expected to grow to approximately \$9.0 million dollars in annual taxes for the County's General Fund, once all outstanding RDA debt obligations of the dissolved agencies are paid.

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 represent 3.4% of total discretionary revenues and are currently estimated to have a small increase of \$0.1 million (1.4%) in FY 2013-14 over FY 2012-13. However, these revenues are expected to rise in FY 2014-15 by \$0.3 million over the Estimated and the same increase in the Proposed over the Recommended budget

Transient Occupancy Tax (TOT)

This source of revenue is highly dependent on tourism and the quantity of lodging in the unincorporated County. TOT, much like Sales Tax, is only estimated to increase by \$0.1 million (1.4%) in FY 2013-14 over FY 2012-13. A strong economy typically has meaningful consumer spending and large amounts of tourism that should bolster TOT revenue as there is continued economic expansion. Thus, FY 2014-15 anticipates 4.4% growth and an additional 4.0% in FY 2015-16. The County will be placing a measure on the November 2014 ballot asking voters to approve an increase in the TOT rate from 10% to 12.5%. If passed by voters, the measure would bring an estimated \$1.85 million annually in revenue, which is not included in the FY 2014-15 and 2015-16 Operating Plans.

Payments In-Lieu of Tax (PILT)

PILT are Federal payments to local governments that help offset losses in property taxes due to non-taxable Federal lands within their boundaries. In FY 2013-14, these funds weren't included in the Federal budget and therefore were not included in the County's Adopted budget. We have recently learned that approximately \$1.7 million will be received in FY 2013-14 and this has been added to the Estimated amount in the Figure 8 table. Based on the recent funding uncertainty, PILT has not been included in the CEO Recommended Operational Plan for Fiscal Years 2014-15 and 2015-16.

All Other Revenues

This category is made up of Franchise Fees, Interest Income, State and Federal Payments. These revenues will remain relatively flat for the next two fiscal years.

Significant Property Taxes include secured and unsecured property taxes, property taxes in-lieu of vehicle license fees, fines and penalties, and other elements as shown in Figure 9.

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Figure 9: FY 2012-13 through FY 2015-16 Significant Property Taxes
(in millions)

Source	FY 2012-13 Actual	FY 2013-14 Estimated	FY 2014-15 Recommend	FY 2015-16 Proposed
Secured	\$ 109.4	\$ 112.9	\$ 115.8	\$ 119.3
In-Lieu of VLF	42.7	44.8	46.4	48.3
Unsecured	4.8	4.5	4.6	4.7
Property Tax Transfer	2.5	3.6	3.9	4.2
Fines, Forfeitures and Penalties	5.3	4.3	3.7	3.3
Supplemental	1.6	3.1	2.9	3.3
Unitary	2.1	2.5	2.5	2.5
Significant Property Taxes	\$ 168.4	\$ 175.7	\$ 179.7	\$ 185.4
Growth Year over Year		\$ 7.3	\$ 4.0	\$ 5.7
Rate of Growth		4.3%	2.3%	3.2%

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%, subject to certain limits. 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 a majority of total Discretionary Revenues. The Recommended FY 2014-15 Budget for secured property tax revenue is based on a 2.6% increase or \$2.9 million from the FY 2013-14 estimate. The growth rate will continue to increase with 3.0% growth in FY 2015-16.

All secured property tax figures displayed are net of the Fire District Tax Transfer. In 2012, the Board approved a plan to assign 25% of the County's annual growth in property tax to the Fire District until the District was receiving 17% of the property taxes within its boundaries.

Property Tax In-Lieu of Motor Vehicle License Fees (VLF)

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. VLF taxes are expected to increase by \$1.6M or 3.6% in FY 2014-15 and another \$1.9M in FY 2015-16.

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 of these sources will stay relatively flat for the Recommended and Proposed budgets.

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Both Unsecured and Unitary taxes have remained stable and are projected to have minimal growth in the Recommended and Proposed budgets.

Property Transfer Taxes

Property Transfer Tax is a tax charged to buyers when a property is transferred or sold. Transfer 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 6.9% in FY 2014-15 and 8.0% in FY 2015-16.

Supplemental Property 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 jump to \$3.1 million for a growth of 93.8% (\$1.5 million) in current FY 2013-14 estimates over the FY 2012-13 Actual. This amount will remain relatively consistent with \$2.9 million in FY 2014-15 and \$3.3 million in FY 2015-16.

Operating Expenditures: All Funds

Significant Changes from FY 2013-14 Adopted Budget

The County's Recommended FY 2014-15 operating expenditures are \$903.4 million, a \$41.1 million (4.8%) increase over the FY 2013-14 Adopted budget of \$862.0 million. The rate of expenditure increase is down from the 6.7% that occurred between FY 2012-13 and FY 2013-14. The table below identifies significant categories of these expenditures.

Figure 10: Significant Changes from FY 2013-14 Adopted Budget:

Characters of Expenditures \$ in Millions	FY 2012-13 Actual	FY 2013-14 Adopted	FY 2014-15 Recommended	FY 2015-16 Proposed
Salaries and Benefits				
Regular Salaries	\$ 272.0	\$ 299.9	\$ 313.4	\$ 316.60
Retirement Contribution	99.7	116.2	119.7	120.8
Retiree Medical OPEB	8.5	9.8	11.8	12.0
Health Insurance Contrib	23.9	27.7	30.2	32.7
Workers Compensation	13.2	13.6	14.8	15.2
Other Benefits	47.9	37.5	35.8	35.5
Total Salaries & Benefits	\$ 465.2	\$ 504.7	\$ 525.7	\$ 532.8
Services and Supplies				
Contractual & Special Services	71.3	86.1	90.3	99.2
All Other Services & Supplies	146.3	156.6	163.7	161.3
Total Services & Supplies	\$ 217.6	\$ 242.7	\$ 254.0	\$ 260.5
Other Charges				
Cash Assistance Payments	45.7	48.7	50.2	52.0
All Other Charges	79.3	66.0	73.5	69.8
Total Other Charges	\$ 125.0	\$ 114.7	\$ 123.7	\$ 121.8
Total Operating Expenditures	\$ 807.8	\$ 862.1	\$ 903.4	\$ 915.1

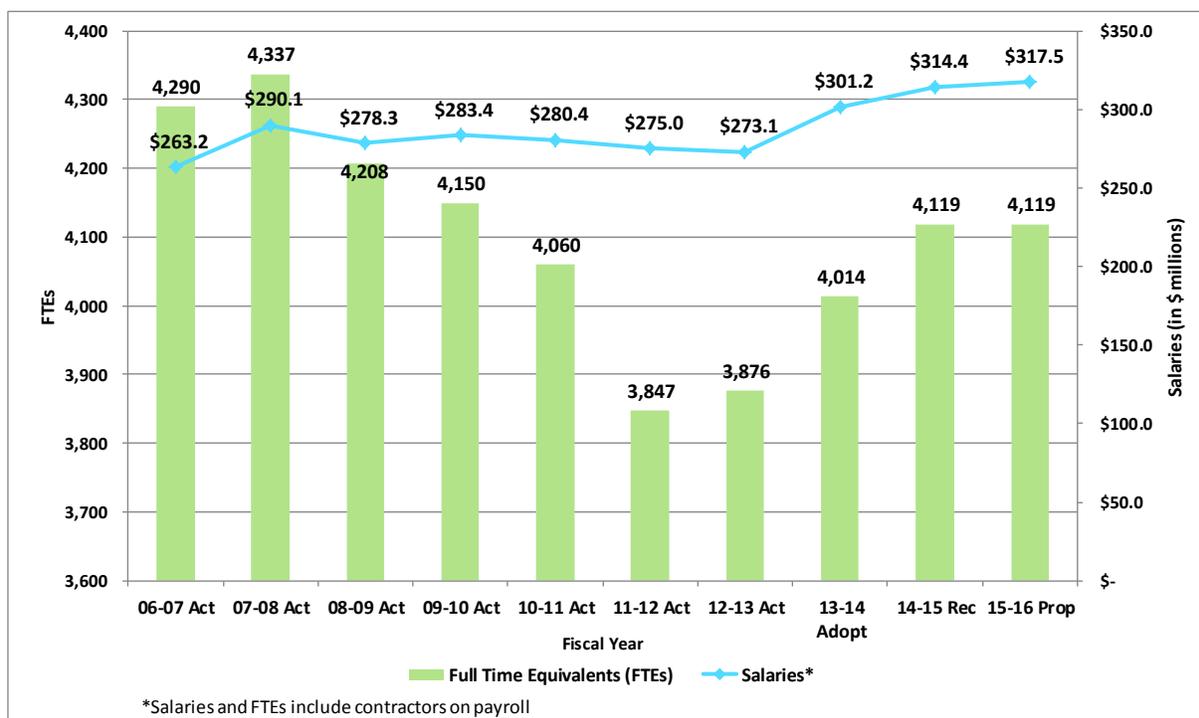
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Salaries

After several years of staffing reductions and wage concessions, salaries are budgeted to increase \$13.5 million or 4.5% in the Recommended Fiscal Year 2014-15 Budget and \$3.2 million or 1.0% in FY 2015-16. The 4.5% increase in FY 2014-15 reflects the impact of modest wage increases and the full impact of adding 243 staff since FY 2012-13. The increased staffing levels are primarily in Social Services and Mental Health.

Figure 11 illustrates the trend in County staff and historic salary costs. Note that salaries were relatively flat from FY 2008-09 (\$278.3 million) to FY 2012-13 (\$273.1 million).

Figure 11: Change in FTE (All Funds) FY 2006-07 to 2015-16



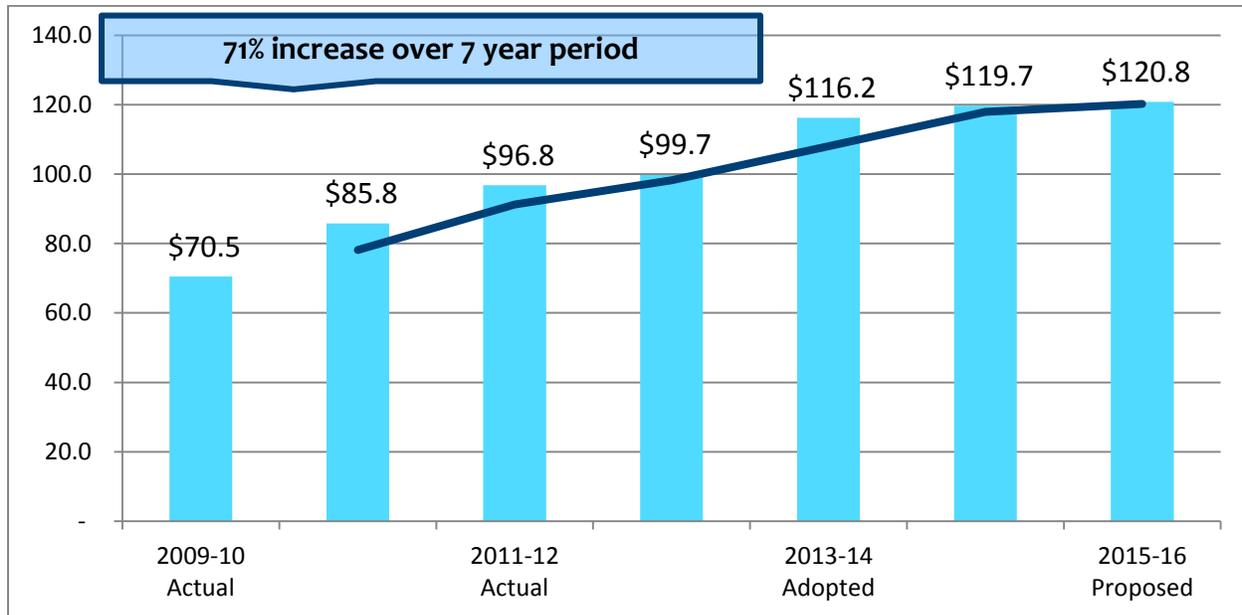
Retirement - Pension Costs

The annual County pension contribution is budgeted to increase by \$3.5 million to \$119.7 million or 3.0% in the Recommended Fiscal Year 2014-15 budget and \$1.1 million or 0.9% in FY 2015-16. Employer contribution rates are set by the independent Santa Barbara County Employee's Retirement System (SBCERS) Board and paid by the County. The rate of growth in pension contributions accelerated between FY 2009-10 and FY 2014-15 due to investment losses that 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 from 7.75% to 7.50% for FY 2014-15. The overall contribution rates have now stabilized and are projected to modestly decrease in the coming years (see Five Year Forecast) assuming employee wages grow at moderate rates.

SBCERS also introduced a closed, 17-year amortization period of the unfunded liability. The County's unfunded liability is \$818 million as of June 30, 2013. See page 25 for a discussion of projected pension costs.

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Figure 12: FY 2009-16 Countywide Retirement Contribution



Healthcare

Health insurance amounts assume that the County’s obligation to pay 100% of the lowest cost premium continues. Healthcare costs have continued to increase but at a lower than anticipated rate. The FY 2014-15 Budget reflects a \$2.5 million increase or 9%, to a total of \$30.2 million. In calendar year 2014, the increase was 4.5%, significantly less than the projected 15%; however, the 2015 rates are not yet known and may be negatively impacted by the Affordable Care Act (ACA).

All Funds Operating Expenditures by Functional Area

Significant Changes from FY 2013-14 Adopted Budget

The County’s Recommended FY 2014-15 expenditures can also be viewed by Functional area. The increases described by category above, occur primarily in the functions of Health and Human Services, Community Resources & Public Facilities and Public Safety. The main drivers of the increase in these functions are summarized below by department. Significant changes are explained more fully in Section D of this book.

Figure 13: Significant Changes from FY 2013-14 Adopted Budget

Operating Budget By Budget Function	Actual FY 12-13	Adopted FY 13-14	Change from FY13-14 Ado to FY14-15 Rec	Recommended FY 14-15	Proposed FY 15-16
Policy & Executive	\$ 41,657,887	\$ 49,243,475	\$ 3,118,808	\$ 52,362,283	\$ 51,802,305
Public Safety	257,995,426	270,807,278	5,831,451	276,638,729	277,912,505
Health & Human Services	310,545,148	326,289,062	22,231,521	348,520,583	350,349,282
Community Resources & Public Fac.	125,430,669	137,942,498	6,842,384	144,784,882	136,879,378
General Government & Support Services	66,700,048	73,837,473	1,790,560	75,628,033	77,379,160
General County Programs	5,517,167	3,926,650	1,322,381	5,249,031	20,674,134
Total Operating Expenditures	\$ 807,846,344	\$ 862,046,436	\$ 41,137,105	\$ 903,183,541	\$ 914,996,764

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Health & Human Services Function

ADMHS: The FY 2014-15 budget increases by \$14.0 million (17.9%) to \$92.2 million from the FY 2013-14 Adopted budget of \$78.2 million due to the Departments' "System Change" effort and increased revenues related to ACA.

Social Services: The FY 2014-15 budget increases by \$11.9 million (7.8%) to \$165.1 million from the FY 2013-14 Adopted budget of \$153.1 million due to increased staffing as a result of the increase in caseload activity due to the ACA.

Public Health: The FY 2014-15 budget decreases by \$3.6 million (-4.5%) to \$76.9 million from the FY 2013-14 Adopted budget of \$80.5 million due to efficiencies and reductions in the Medically Indigent Adult (MIA) and Utilization Review programs as a result of the State of California's implementation of the ACA.

Community Resources & Public Assistance Function

Public Works: The FY 2014-15 budget increases by \$6.5 million (6.9%) to \$100.7 million from the FY 2013-14 Adopted budget of \$94.2 million due to capital projects within Flood Control and Resource Recovery & Waste Management, which are funded by Proposition 84 - the 2006 Safe Water Drinking Act grant and sanitation charges for services.

Planning & Development: The FY 2014-15 budget increases by \$2.9 million (19.3%) to \$17.9 million from the FY 2013-14 Adopted budget of \$15.0 million due to increased permitting activity and reimbursable contracts for environmental review and permitting studies. The increase in building activity is a positive economic indicator. The Department's budget includes more planners to keep up with the demand.

Community Services: The FY 2014-15 budget decreases by \$2.8 million (-11.5%) to \$21.5 million from the FY 2013-14 adopted budget of \$24.3 million due to onetime financing providing for the Pescadero Lofts RDA funded project completed in FY 2013-14

Public Safety

Sheriff: The FY 2014-15 budget increases by \$2.2 million (1.8%) to \$122.6 million from the FY 2013-14 Adopted budget of \$120.4 million due to an increase in Workers' Compensation premiums, on-site medical services contract, and outside medical services for inmates.

Fire: The FY 2014-15 budget increases by \$1.9 million (3.5%) to \$56.0 million from the FY 2013-14 Adopted budget of \$54.1 million due to increases in property tax revenue.

Policy & Executive

County Executive Office: The FY 2014-15 budget increases by \$3.0 million (7.6%) to \$42.4 million from the FY 2013-14 Adopted budget of \$39.4 million due primarily to increases in the Risk Management fund for insurance premiums, up \$1.5 million and cost allocation charges of \$1.3 million.

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Figure 14: Total Operating Expenditures by Functional Group/by Department

	Actual FY 12-13	Adopted FY 13-14	Change from FY13-14 Ado to FY14-15 Rec	Recommended FY 14-15	Proposed FY 15-16
Policy & Executive					
Board of Supervisors	\$ 2,632,335	\$ 2,798,064	\$ 75,264	\$ 2,873,328	\$ 2,942,548
County Executive Office	32,481,062	39,367,213	2,999,993	42,367,206	41,559,938
County Counsel	6,544,490	7,078,198	43,551	7,121,749	7,299,819
Sub-Total	41,657,887	49,243,475	3,118,808	52,362,283	51,802,305
Public Safety					
Court Special Services	15,356,430	15,228,403	15,197	15,243,600	15,243,600
District Attorney	19,134,691	19,943,976	955,281	20,899,257	21,126,035
Fire	50,409,856	54,102,754	1,934,543	56,037,297	57,689,557
Probation	47,022,950	51,125,565	384,259	51,509,824	51,914,956
Public Defender	9,559,779	10,039,778	343,322	10,383,100	10,703,776
Sheriff	116,511,720	120,366,802	2,198,849	122,565,651	121,234,581
Sub-Total	257,995,426	270,807,278	5,831,451	276,638,729	277,912,505
Health & Human Services					
Alcohol, Drug, & Mental Hlth Svcs	79,672,405	78,209,559	13,989,201	92,198,760	92,094,538
Child Support Services	9,194,896	9,430,091	15,569	9,445,660	9,462,416
First 5, Children & Families	5,672,630	5,086,168	(135,012)	4,951,156	4,577,736
Public Health	79,275,722	80,457,439	(3,592,367)	76,865,072	75,836,410
Social Services	136,729,496	153,105,805	11,954,130	165,059,935	168,378,182
Sub-Total	310,545,148	326,289,062	22,231,521	348,520,583	350,349,282
Community Resources & Public Facilities					
Agricultural Commissioner/W&M	3,910,861	4,442,224	266,140	4,708,364	4,722,269
Community Services	21,055,106	24,309,621	(2,839,103)	21,470,518	20,857,125
Planning & Development	14,712,668	15,005,448	2,883,042	17,888,490	18,128,615
Public Works	85,752,033	94,185,205	6,532,305	100,717,510	93,171,369
Sub-Total	125,430,669	137,942,498	6,842,384	144,784,882	136,879,378
General Government & Support Services					
Auditor-Controller	7,201,009	8,009,886	87,691	8,097,577	8,293,571
Clerk-Recorder-Assessor	13,181,158	15,230,205	435,193	15,665,398	15,921,755
Debt Service	3,607,849	3,500,282	(130,179)	3,370,103	3,241,221
General Services	36,633,450	40,223,709	1,139,039	41,362,748	42,834,498
Treasurer-Tax Collector-Public	6,076,581	6,873,391	258,816	7,132,207	7,088,115
Sub-Total	66,700,048	73,837,473	1,790,560	75,628,033	77,379,160
General County Programs					
General County Programs	5,517,167	3,926,650	1,322,381	5,249,031	20,674,134
Sub-Total	5,517,167	3,926,650	1,322,381	5,249,031	20,674,134
Operating Appropriations Total	\$ 807,846,344	\$ 862,046,436	\$ 41,137,105	\$ 903,183,541	\$ 914,996,764

Requests for Additional Appropriations

Requests from departments for additional appropriations, called expansions, are accumulated throughout the budget process and will be presented to the Board for consideration during the Budget Hearings. As of this report, the departmental expansion requests total to \$37.8 million. These requests include \$15.6 million related to deferred or renewal maintenance funding.

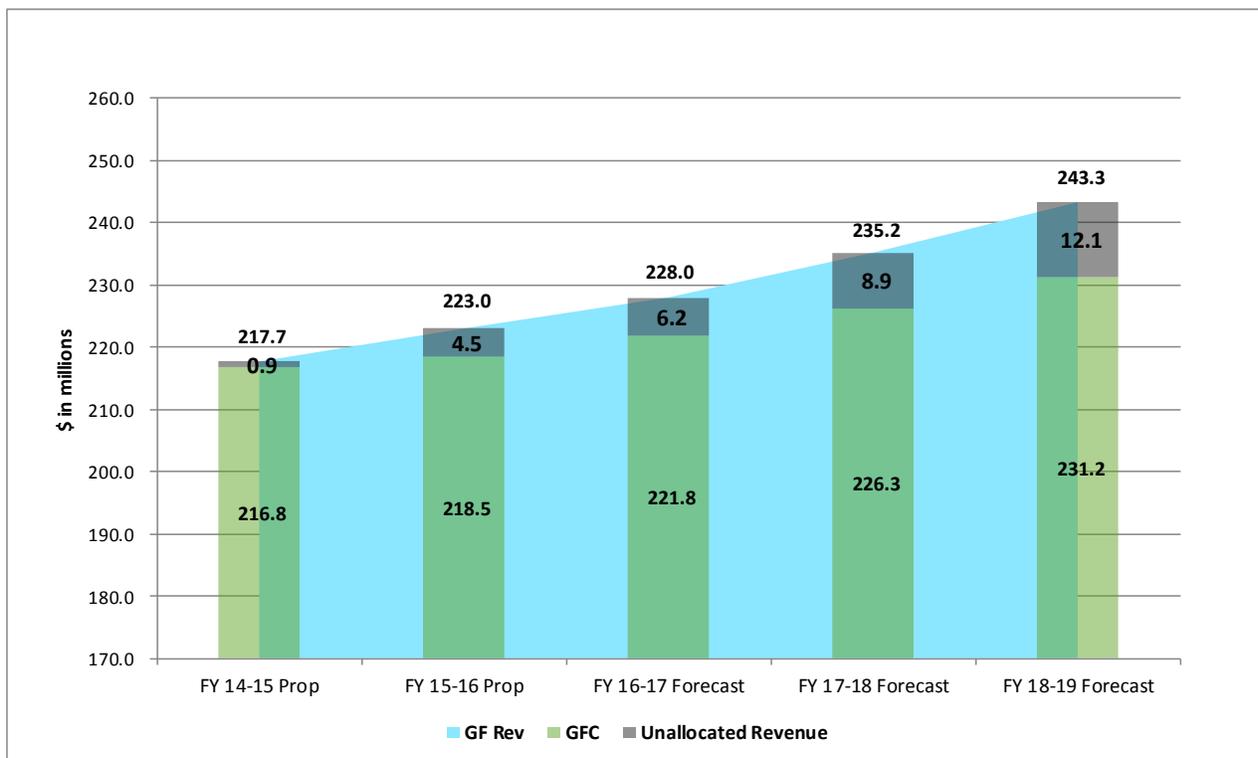
Executive Summary

Five Year General Discretionary Fund Financial Forecast

Introduction and Summary

Five year forecasts of discretionary General Fund revenues and their uses are typically provided twice a year; at the start of the budget process in the Fiscal Outlook Report and here with the recommended budget. This forecast is intended to provide additional information that may be helpful in weighing the financial consequences of current year decisions. In keeping with prior forecasts, the revenue side projections focus on changes in discretionary General Fund revenues. Discretionary revenue is derived from local taxes, especially taxes on property and property transactions. On the expenditure side, the forecast projects changes in total salary and employee benefit costs, and then calculates that proportion of total salaries and employee benefits funded with discretionary General Fund revenues. The expenditure forecast also projects significant non-salary costs with two different forecast futures.

Figure 15: Five-Year Forecast of Local Discretionary Revenue and General Fund Contribution



The Figure 15 graph displays that a balanced budget is achieved in FY 2014-15 as revenues, primarily property taxes, recover and expenses have moderated as a result of stabilizing retirement costs described later in this section. Thereafter, the “surplus” widens as the rate of projected revenue growth exceeds the rate of expenditure growth. The Five-Year Forecast assumes an inflation adjusted, status quo budget where staffing, contracted services, and supplies remain at existing levels. As we move into structural balance, it will provide the opportunity to solve existing and upcoming fiscal issues such as: maintenance funding, deteriorating road infrastructure, incremental funding of the new jail operating costs, and other Countywide issues identified in this document.

Executive Summary

Revenue Projections

There have been 12 straight quarters of positive growth in the Gross Domestic Product (GDP) and unemployment is now at 6.8% at the national level. In the County, the unemployment rate in March 2014 was 6.7% 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.

Figure 16: Five-year FY 2014-15 through FY 2017-18 Discretionary Revenue Projections
(in millions)

Discretionary General Revenue Summary:							
Source	FY 2012-13 Actual	FY 2013-14 Estimated	FY 2014-15 Recommend	FY 2015-16 Proposed	FY 2016-17 Projected	FY 2017-18 Projected	FY 2018-19 Projected
Significant Property Taxes	\$ 168.4	\$ 175.7	\$ 179.7	\$ 185.4	\$ 190.4	\$ 197.0	\$ 203.8
RDA Dissolution Proceeds - One time	6.0	-	-	-	-	-	-
RDA Prop. Tax - Ongoing	4.2	4.8	4.9	5.0	4.8	5.0	5.2
Subtotal Property Taxes	\$ 178.6	\$ 180.5	\$ 184.6	\$ 190.4	\$ 195.2	\$ 202.0	\$ 209.0
Cost Allocation Services	8.0	7.3	9.4	8.4	8.3	7.7	7.9
Local Sales Tax	6.9	7.0	7.3	7.6	7.8	8.1	8.4
Transient Occupancy Tax	7.0	7.1	7.4	7.8	7.9	8.3	8.7
Payments in Lieu of Tax	1.7	1.7	-	-	-	-	-
All Other (Franchise, interest, misc State)	10.3	8.9	8.9	8.8	8.8	9.1	9.3
Total Discretionary Revenues	\$ 212.5	\$ 212.5	\$ 217.6	\$ 223.0	\$ 228.0	\$ 235.2	\$ 243.3
Growth Year over Year		\$ (0.0)	\$ 5.1	\$ 5.4	\$ 5.0	\$ 7.2	\$ 8.1
Rate of Growth		0.0%	2.4%	2.5%	2.2%	3.2%	3.4%

Discretionary General Revenue Assumed Growth Over Prior Year:							
Source (Dollars in Millions)	FY 2012-13 Actual	FY 2013-14 Estimated	FY 2014-15 Recommend	FY 2015-16 Proposed	FY 2016-17 Projected	FY 2017-18 Projected	FY 2018-19 Projected
Significant Property Taxes		4.3%	2.3%	3.2%	2.7%	3.5%	3.5%
RDA Dissolution Proceeds - One time		-100.0%					
RDA Prop. Tax - Ongoing		14.3%	2.1%	2.0%	-4.0%	4.2%	4.0%
Subtotal Property Taxes		1.1%	2.3%	3.1%	2.5%	3.5%	3.5%
Cost Allocation Services		-8.2%	28.6%	-10.5%	-1.2%	-7.2%	2.6%
Local Sales Tax		1.0%	4.4%	4.0%	2.6%	3.8%	3.7%
Transient Occupancy Tax		1.6%	4.2%	5.4%	1.3%	5.1%	4.8%
Payments in Lieu of Tax		-1.2%					
All Other (Franchise, interest, misc State)		-13.8%	0.1%	-1.3%	0.0%	3.4%	2.2%
Total Discretionary Revenues		0.0%	2.4%	2.5%	2.2%	3.2%	3.4%

The County's actual and projected discretionary revenues predict year over year growth from \$206.4 million in FY 2012-13 (excluding one-time RDA proceeds of \$6.0 million) to \$243.3 million in FY 2017-18. The annual growth rates range from 2.2% to 3.4% for the five years ending FY 2018-19. Tables of Actual, Estimated and Projected revenues supporting the Five-Year Forecast and their percentage change from year to year are shown above.

Significant property tax accounts, the County's largest discretionary revenue source, are projected to increase from 2.3% in FY 2014-15 to 3.5% in FY 2018-19. While relatively modest, the projected growth rates are significantly higher than the 0.4% to 1.4% increase in the Assessed Property Values for the four year period ending FY 2012-13. Cost Allocation Service revenues tend to fluctuate from year to year as they are based on estimates and later adjusted to actuals. RDA, Sales Taxes, and TOT are expected to stabilize and grow modestly in the coming years. Funding for Payments In-Lieu of Taxes (PILT) has been uncertain and are therefore, not projected out into the future.

Executive Summary

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 17 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 17) include actual and projected figures. Actual amounts are included for FY 2012-13; FY 2013-14 figures reflect current departmental year end estimates; FY 2014-15 and FY 2015-16 amounts are the CEO Recommended and Proposed Budgets and the FY 2016-17 through FY 2018-19 amounts (to the right of the vertical line) are CEO projected figures.

Figure 17: Five-year FY 2014-15 through FY 2018-19 Expenditure Projections
(in millions)

	FY 2012-13 Actual	FY 2013-14 Current Est.	FY 2014-15 Recommend	FY 2015-16 Proposed	FY 2016-17 Projected	FY 2017-18 Projected	FY 2018-19 Projected
Discretionary Revenue	\$ 212.5	\$ 212.7	\$ 217.7	\$ 223.0	\$ 228.0	\$ 235.2	\$ 243.3
General Fund Allocations:							
GF Departments	185.3	176.1	178.1	177.2	178.5	181.5	184.5
Other Funds	26.4	22.5	27.7	28.1	28.1	28.1	28.1
Committed Fund Balance	-	8.3	7.6	10.3	10.7	12.2	13.7
Allocated 1x funding	-	-	-	-	-	-	-
Subtotal	\$ 211.7	\$ 206.9	\$ 213.4	\$ 215.7	\$ 217.4	\$ 221.8	\$ 226.3
Incremental Changes:							
Salaries & Benefits:							
Salaries & Misc. Benefits			1.2	0.6	2.3	2.4	2.4
Healthcare Costs			0.4	0.6	0.4	0.4	0.4
Retirement			0.1	0.2	-	-	-
OPEB			0.4	0.0	0.2	0.2	0.2
Sub-total S&B	\$ -	\$ -	\$ 2.1	\$ 1.3	\$ 2.9	\$ 3.0	\$ 3.1
Other Items:							
Northern Branch Jail		1.3	1.3	1.5	1.5	1.5	1.8
Deferred Maintenance		2.3	-	-	-	-	-
Subtotal	\$ -	\$ 3.6	\$ 1.3	\$ 1.5	\$ 1.5	\$ 1.5	\$ 1.8
Total Discretionary Expenditures	\$ 211.7	\$ 210.5	\$ 216.8	\$ 218.5	\$ 221.8	\$ 226.3	\$ 231.2
Net Discretionary Financial Impact	\$ 0.8	\$ 2.2	\$ 0.9	\$ 4.5	\$ 6.2	\$ 8.9	\$ 12.1

Category Descriptions and Key Assumptions

Discretionary Revenues

Discretionary Revenues are those revenues which the locally elected Board of Supervisors has some discretion over their ultimate allocation and represent about 24% of Countywide revenues or \$217.6 million. These revenues, predominately from local taxes, are called local discretionary revenue.

Executive Summary

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 2016-17 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, building of the strategic reserve, or other funding requirements that arise over time.

Salary and Benefit Changes

The middle section of Figure 17 above details the major categories of Salary and Employee Benefit changes which include anticipated personnel related expenditures. They are primarily 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 2014-15 and 2015-16 are based on detailed positions by department (salary model), existing wages, and any scheduled wage increases per MOU with the various bargaining units or anticipated increases for unrepresented employees. These wage increases will continue to come into effect in FY 2014-15 as concessions expired during FY 2013-14. Salary cost estimates for FY 2014-15 and FY 2015-16 of this forecast incorporate current terms of negotiated MOU and anticipated increases for unrepresented employees whose wages are not governed by MOU. The chart below lists the expiration dates of MOUs by Employee Organization. Negotiations are in progress for those groups whose MOUs have expired.

Figure 18: Memoranda of Understanding (MOU); Listing by Expiration Date

Group	Current MOU Expires
Probation Peace Officers Association	Expired 9/29/2013
Union of American Physicians and Dentists	Expired 11/24/2013
Deputy District Attorneys' Association	Expired 12/8/2013
Deputy Sheriffs' Association	2/15/2015
Sheriff's Managers Association	4/12/2015
Fire Fighters Local 2046	2/28/2016
Engineers and Technicians Association	7/3/2016
SEIU Local 620	7/3/2016
SEIU Local 721	7/3/2016
Civil Attorneys Association	12/18/2016

Executive and unrepresented management salaries were increased by 3.0% in July of 2013 after being subject to a wage freeze since January 2008. In the Fire Department, safety executive and management classifications except for the Fire Chief, also became eligible for various types of incentive pay for attaining certain post-secondary degrees and/or certain relevant professional certifications.

Executive Summary

The following wage increases are scheduled during FY 2014-15 and FY 2015-16:

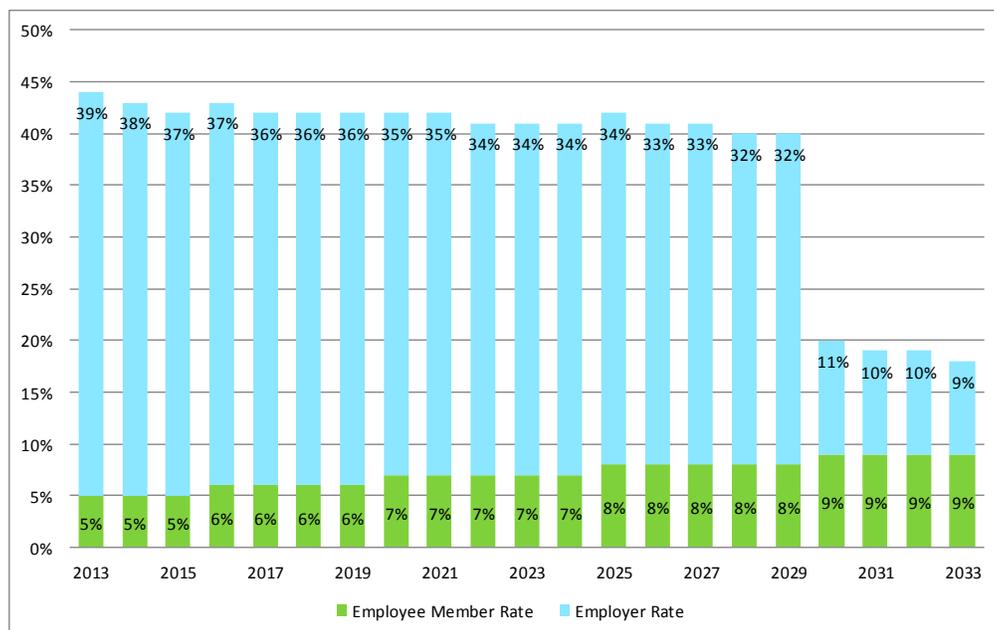
- Fire Fighters Local 2046 is scheduled to receive two previously deferred general wage increases: a 4% increase at the beginning of FY 2014-15 and a 4.5% increase at the beginning of FY 2015-16.
- The Engineers and Technicians Association, SEIU Local 620, and SEIU Local 721 are scheduled to receive a 1% general wage increase at the beginning of FY 2014-15 and a 1% general wage increase at the beginning of FY 2015-16. Confidential unrepresented non-management employees are also scheduled to receive these wage increases.
- The Civil Attorneys Association is scheduled to receive a 1% general wage increase in December 2014 and a 1% general wage increase in December 2015. These increases will also apply to unrepresented attorneys. In addition to these general wage increases, certain Countywide attorney classifications will receive wage adjustments of 2% at the beginning of FY 2014-15 and 2.5% at the beginning of FY 2015-16.

Retirement - Pension Costs

As previously described in this report, the increase in pension costs over the past several years have far outpaced the growth in revenues and has been the largest driver of recent budget gaps. The increases in pension contributions in FY 2014-15 and FY 2015-16 are projected to level off to 3.0% and 0.9% respectively and are in part, attributable to increased staffing. Contributions used in the above Projected Years reflect slowly declining contribution rates as prior losses are fully absorbed and an increasing number of PEPRAs employees will reduce the overall blended rate.

Although contribution rates are stabilizing, the County’s unfunded pension liability was \$818 million as of June 30, 2013. The unfunded liability is currently being amortized over a 17 year timeframe and assuming SBCERS actuarial assumptions, the contribution rate will reduce to a level of approximately 11% in 2030. The change in employer and employee member retirement contribution rates is shown below and was used in our projections.

Figure 19: SBCERS Actuarial Valuation Projection of Retirement Contributions



Executive Summary

Other Post-Employment Benefits (OPEB)

In September 2008, the County and the SBCERS adopted an Internal Revenue Code Section 401(h) account that provides for Other Post-Employment Benefits. The County currently assumes a portion of the costs of retiree medical coverage that is 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 resulting in an unfunded liability of \$173.9 million, as of 6/30/2012. In the FY 2013-14, the funding level was increased by approximately 8.3% (0.25% of covered payroll) to increase the funding and reduce the unfunded costs. The FY 2014-15 Recommended budget and future projections continue this plan of increasing the funding by 0.25% of covered payroll each year.

Healthcare Costs

Health insurance costs are assumed to increase 9.0% in FY 2014-15, 8.0% in FY 2015-16, and reduce to calendar year 2014 levels of approximately 5% thereafter.

Executive Summary

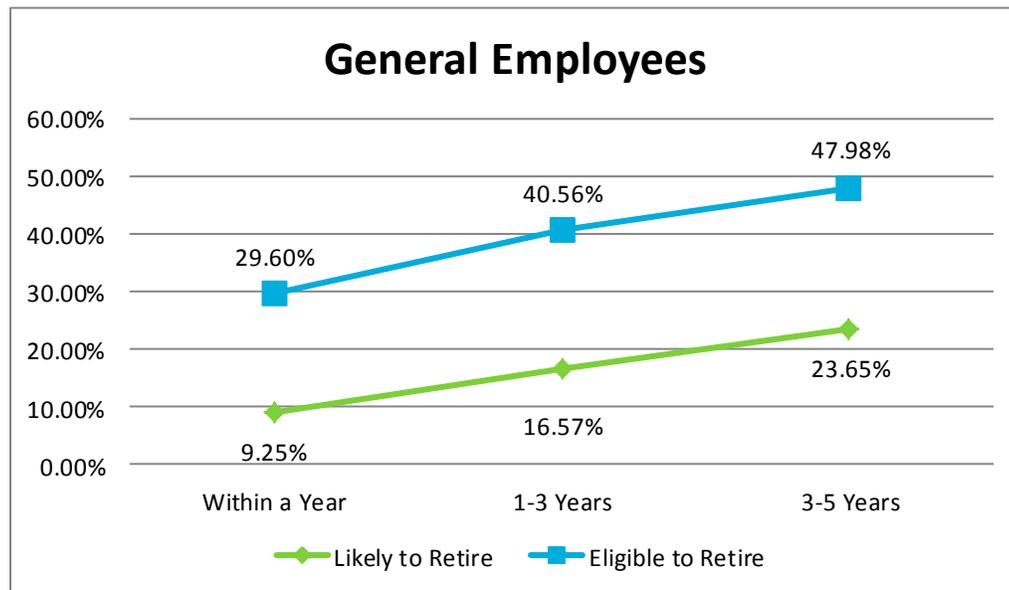
Workforce Planning

In FY 2013-14, Employee Retention was added as a new Budget Development Policy and has evolved into Workforce Planning as we look ahead to FY 2014-15. The goal is to attract, retain, and train the right people, with the right skills, in the right jobs, and at the right time. Issues considered as we begin Workforce Planning are:

- Five years of economic downturn – starting to stabilize
- The past five years budget challenges resulted in:
 - Reductions in workforce
 - Elimination/reduction of services
 - Increased workloads for many
 - Several years of concessions (furloughs, merit freezes, pay decreases, etc.)
 - Several years without pay/benefit increases
- FY 2013-2014 – modest, financially responsible pay increases for many employees

Additionally, the County needs to prepare for a larger level of staff turnover in the coming years and ensure the appropriate training, development, and recruitment of new leaders. The graphs below demonstrate the makeup of County employees and the likely retirements in the coming 5 years.

Figure 20: Workforce Retirements Eligible and Likely – General Employees

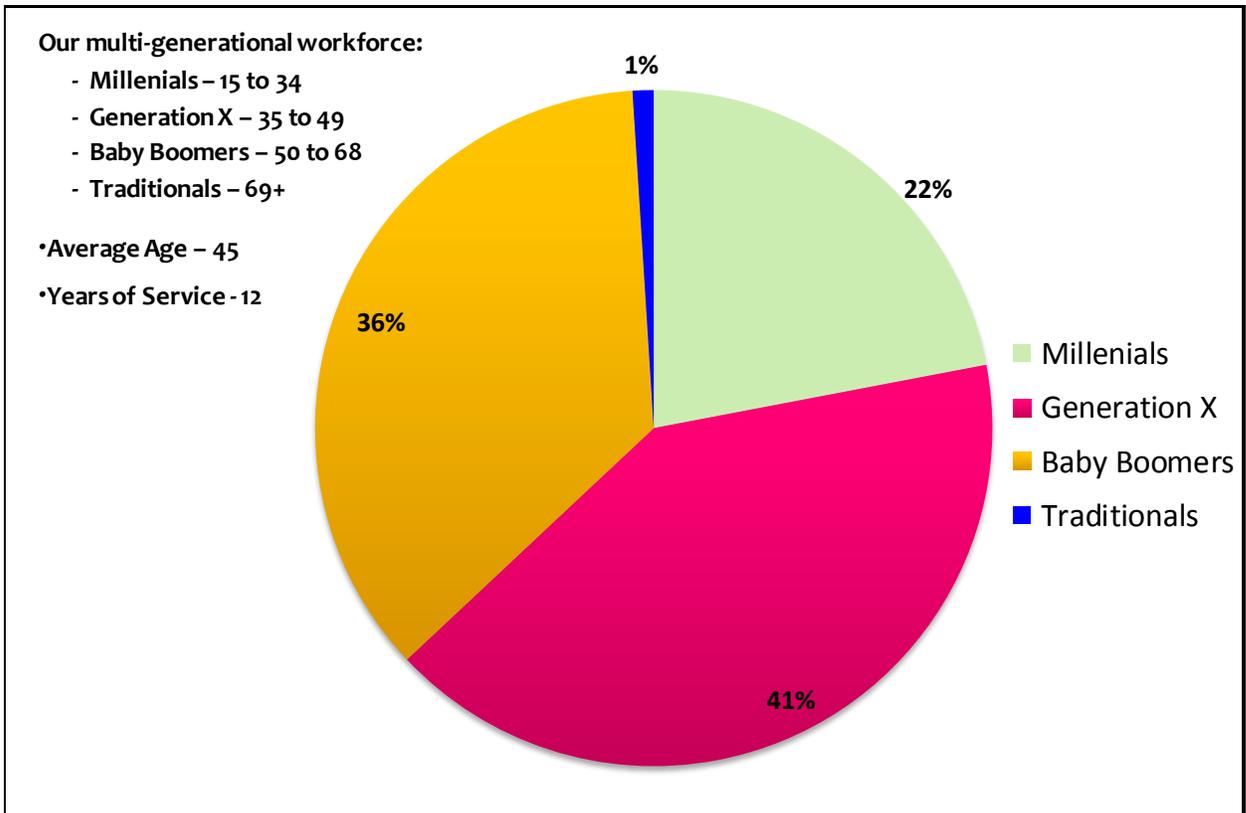


Executive Summary

Figure 21: Workforce Retirements Eligible and Likely – Safety Employees



Figure 22: Workforce Mix



Executive Summary

Northern Branch County Jail

AB-900

The Northern Branch Jail Project is located near the city of Santa Maria, California; 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 award of funds towards the construction. The cost of the jail is currently anticipated to be \$96 million. When fully completed and staffed, the projected annual operating costs are estimated to be \$15.9 million (net of existing costs that will be transferred). The project is estimated to be completed in May 2018.

STAR Complex SB-1022

This project draws on funding from the SB1022 Adult Local Criminal Justice Facilities Construction Financing Program to construct the Sheriff's Treatment and Rehabilitation (STAR) complex. The project will add 228 beds to the previously approved 376-bed detention facility at the Northern Branch Jail. The proposed expansion includes (2) 64-bed pods designated for treatment and programming and (2) 50-bed units to be used for transitional programming housing. The expansion will also include office space for the Sheriff's Alternative Sentencing Bureau. The proposed expansion will add approximately 52,208 square feet to the previously approved portion of the Northern Branch Jail. The projected annual operating costs are estimated to be \$1.4 million (net of existing costs of \$3.6 million that will be transferred).

The combined annual costs to operate the new 602 bed jail are projected to be approximately \$17.3 million when it opens. 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 fund jail operations.

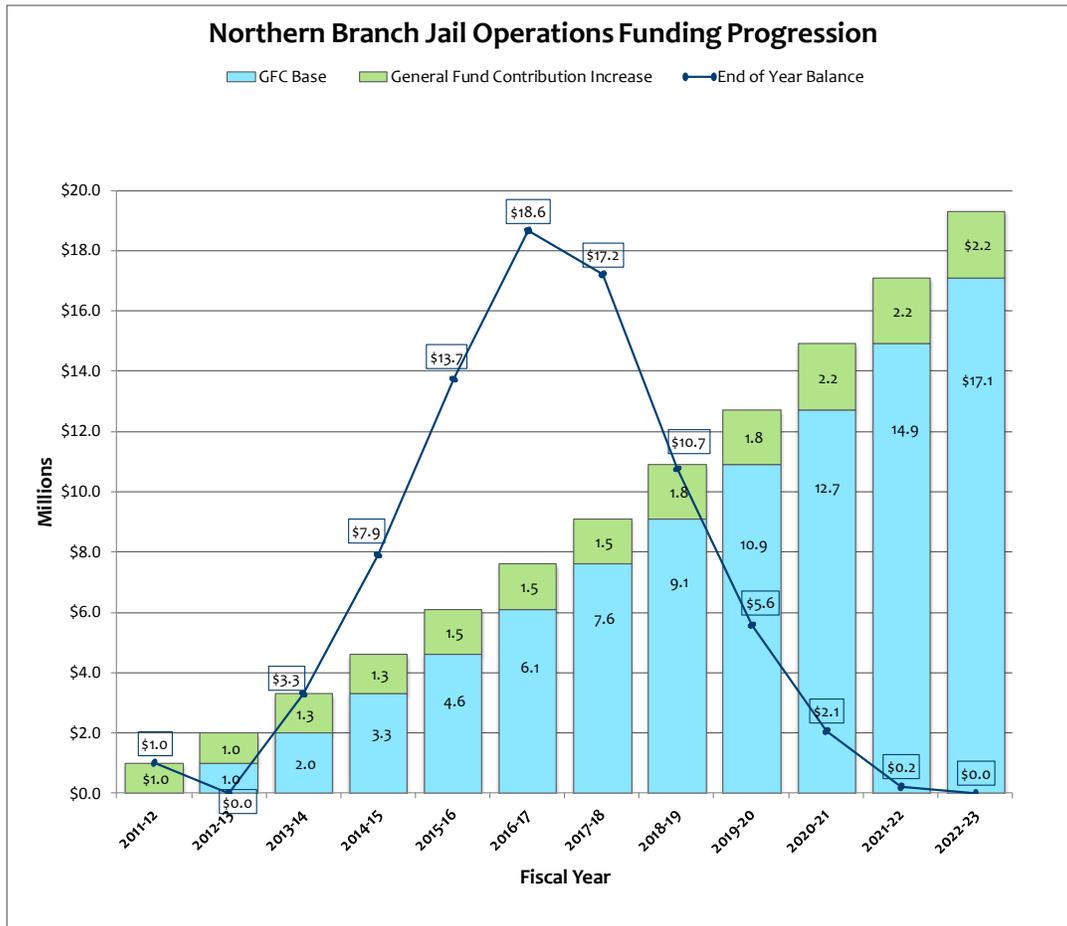
Since adoption of the funding plan, the estimated transition plan has accelerated to ensure that staff is hired and trained well in time for the opening of the jail. This acceleration of staff hiring will result in increased costs of \$1.8 million resulting in more funding needed in FY 2021-22 than the existing plan provides. Operating cost estimates for the STAR facility may change after the design development is completed, thus these adjustments to the funding plan will be revisited and brought to the Board for approval after the design work is complete. The schedule of the existing operational funding plan, without the proposed changes due to the accelerated transition plan, is shown below. A new plan will be provided to the Board for approval at a later date.

Executive Summary

Figure 23: Plan for Future Jail Operations Funding

Fiscal Year	GFC Base	GFC Increase	Total Annual GFC	Construction Match	Annual Operating Costs	Year End Op. Fund Balance
2011-12	\$ -	\$ 1.0	\$ 1.0	\$ -	\$ -	\$ 1.0
2012-13	1.0	1.0	\$ 2.0	(3.0)	-	-
2013-14	2.0	1.3	\$ 3.3	-	-	3.3
2014-15	3.3	1.3	\$ 4.6	-	-	7.9
2015-16	4.6	1.5	\$ 6.1	-	(0.3)	13.7
2016-17	6.1	1.5	\$ 7.6	-	(2.7)	18.6
2017-18	7.6	1.5	\$ 9.1	-	(10.5)	17.2
2018-19	9.1	1.8	\$ 10.9	-	(17.3)	10.7
2019-20	10.9	1.8	\$ 12.7	-	(17.9)	5.6
2020-21	12.7	2.2	\$ 14.9	-	(18.4)	2.1
2021-22	14.9	2.2	\$ 17.1	-	(19.0)	0.2
2022-23	\$ 17.1	\$ 2.2	\$ 19.3	\$ -	\$ (19.5)	\$ 0.0

Figure 24: Northern Branch Jail Operations Funding Progression



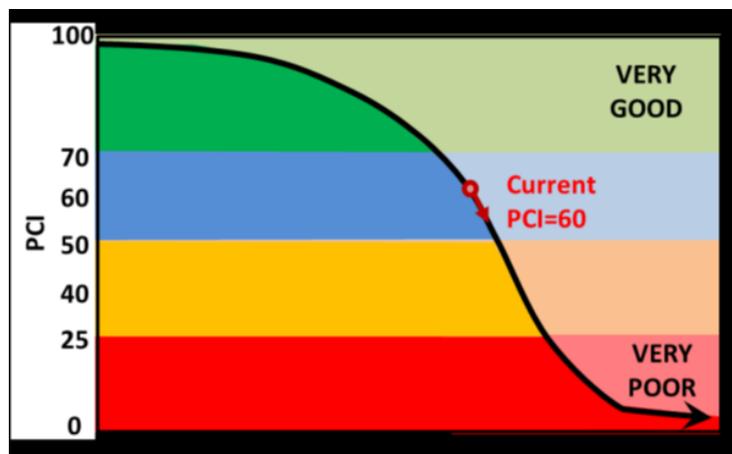
Executive Summary

Deferred and Renewal Maintenance

The County, like many other public entities, has seen an increase in deferred maintenance of buildings, parks, and roads (“County Assets”). Inventories of facilities, deferred maintenance, and condition assessments of County Assets are maintained by departments with varying degrees of precision and complexity. A majority of County Assets are managed by Public Works (roads), General Services (buildings), and Community Services Department (parks).

The Public Works department has a robust system to evaluate the inventory and condition of County maintained roads. Monitoring the Pavement Condition Index (PCI) is an existing practice within Public Works and the PCI is annually reported to the Board. As shown in Figure 25, a lower PCI reading indicates a worse condition of pavement and a higher value indicates a better condition. The current PCI of the County’s Transportation Infrastructure System is 60. To maintain the current condition would require \$12 million annually. On average, the Department currently spends between \$3.0 and \$3.5 million on pavement preservation, leaving a funding gap of approximately \$9 million.

Figure 25: Roads - Pavement Condition Index (PCI)



General Services and the Community Services Department have not had a thorough inventory of assets in some time and it was recommended that an expert in this area be utilized to assist in evaluating these assets. In June 2013, your Board directed staff to hire a consultant to conduct an assessment of County buildings and parks and to develop an asset management plan. In October 2013, Roy Jorgenson Associates (Consultant) was awarded the contract for a Facility Condition Assessment (Phase I) and the Development of an Asset Management Plan (Phase II).

At this time, Phase I of the Consultant’s report has not yet been completed; however, preliminary information has been obtained. The County buildings and parks information that follows is based upon this preliminary information.

Executive Summary

A Facility Condition Index or FCI is a measure for determining the overall condition of an asset or group of assets. It is calculated by dividing the amount of deferred maintenance into the Current Replacement Value (CRV) and indicates the percentage of the CRV in need of repair. Deferred maintenance is required maintenance, repair or capital replacement not accomplished in a budget cycle. A lower FCI reading indicates a better condition of assets and a higher value indicates a worse condition as follows:

- 0-2% = Excellent
- 2-4% = Very Good
- 4-6% = Good
- 6-10% = Fair
- 10% or Greater = Poor

The preliminary estimate of deferred maintenance for Santa Barbara County buildings and parks evaluated is \$83.6 million and the total current replacement value is \$964.9 million, resulting in an FCI of 8.7%. This falls within the fair condition based on the scale above. The FCI specifically for buildings maintained by General Services is 5.5% and falls within the good condition.

Annual maintenance is comprised of three elements:

- Operating expenses
- Project expenses
- Capital expenses

The combination of these three elements is referred to as annual renewal funding. Funding necessary to maintain the existing asset condition will vary depending on several factors including the nature and use of the specific assets. Industry guidelines to maintain current condition levels suggest annual renewal funding from 2% - 4% of the CRV. Not all County assets were evaluated during this assessment; however, the consultant estimates the total CRV of all County buildings and parks at \$1.1 billion. Using the 2% - 4% funding guidelines results in annual renewal maintenance funding of \$22 - \$44 million per year. The required renewal funding and the Current Estimated County Renewal Spending, results in a funding gap of between \$8.0 million at 2% to \$30 million at 4%.

Next Steps

The FY 2014-15 Recommended budget includes proposed spending from the General Fund and special revenue funds for deferred road maintenance of \$3.6 million, corrective road maintenance of \$10.4 million and \$14.0 million for facility maintenance (including parks). In addition, \$2 million more in General Fund for roads is recommended and/or allocated in FY 2014-15 (\$1.1 million as a CEO-recommended expansion and \$910,000 previously allocated from General Fund Contingency to be spent in 2014-15). Further, the County was able to obtain a Federal grant of \$3.7 million for road resurfacing to better access Federal lands. Finally, an additional \$1.4 million for facility and park maintenance is included as a CEO-recommended expansion.

As the County's revenues improve, increased funding of these assets will be planned. Phase II of the Consultant's report, Development of an Asset Management Plan, is expected in the third quarter of calendar year 2014 and when combined with the Facility Condition Assessment will provide the strategy for managing facilities costs by balancing lifecycle requirements with available funds.

Executive Summary

Capital Summary

A summary of projects and recommended appropriations for Capital Expenditures can be found in Section E of this document. The following is a summary of the County's Five Year 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 capital 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 usually be underway (or should be underway, but are partially or entirely unfunded) during fiscal year 2014-15 through fiscal year 2018-19. Although the CIP covers a five year planning period, it is updated annually to reflect on-going changes as new projects are added, existing projects are modified, and completed projects are removed from the program document.

The CIP does not appropriate funds; rather, it serves as a budgeting tool, proposing Capital Budget appropriations to be recommended for adoption within the County's FY 2014-2016 CEO Recommended Operational Plan. Final appropriations for projects are included in the respective departmental budgets and have been submitted in the Recommended FY 2014-15 and the Proposed FY 2015-16 budgets in this document to be acted upon by the Board of Supervisors during the June 2014 Budget Hearings.

The fiscal year 2014-2019 CIP contains 167 projects, including 24 projects that are new this year. Of this total, 88 projects are fully funded, 27 are partially funded, and 52 are currently unfunded. 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.

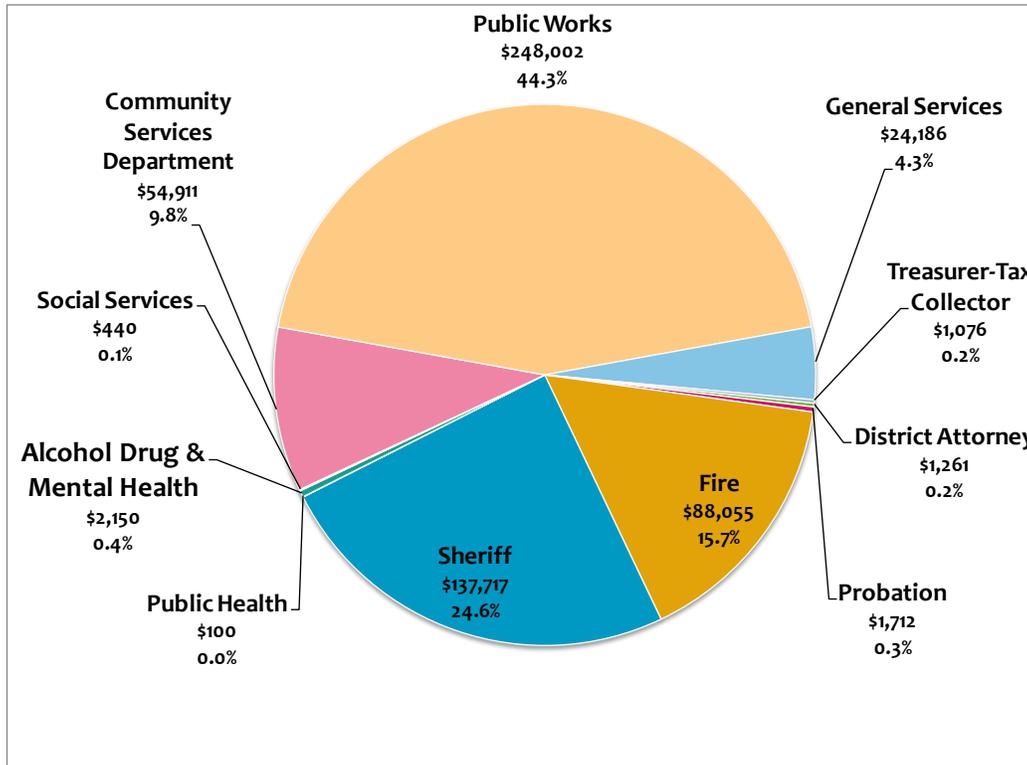
Figure 26: Five Year CIP Funded/Unfunded Totals by Fiscal Year Ending June 30, 2019
(In thousands)

Fiscal Year	Funded	Unfunded	Total
2014-15	\$54,747	\$550	\$55,297
2015-16	61,034	5,643	66,677
2016-17	101,860	30,394	132,254
2017-18	90,008	38,614	128,622
2018-19	47,776	40,430	88,206
Five Year Total	\$355,425	\$115,631	\$471,056

Presentation of the CIP is by function and department. This structure is consistent with the Operating Budget organization. The Figure 27 chart shows the FY 2014-2019 CIP by department total including both funded/partially funded and unfunded projects.

Executive Summary

Figure 27: Five Year CIP through Fiscal Year Ending June 30, 2019, by Department
(In thousands)



Significant Projects Completed In Fiscal Year 2013-2014

Significant projects are detailed in Section E of this book and are summarized below:

- **San Jose Creek Improvements**
Total County cost of the project: \$5.8 million
- **Electronic Health Records**
Total County cost of the project: \$5.4 million
- **Santa Maria Levee Reinforcement**
Total County cost of the project: \$4.8 million.
- **New Cuyama Family Resource Center & Library**
Total County cost of the project: \$1.0 million
- **Hollister Avenue Overhead Bridge**
Total County cost of the project: \$2.1 million
- **County Data Network Modernization & Refresh**
Total County cost of the project: \$1.7 million

Fiscal Year 2014-2016 Significant Funded Project Highlights

The proposed 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 North County Jail, the maintenance and repair of public buildings, and the transportation infrastructure system maintenance. Significant projects planned for FY 2014-15 are:

- Northern Branch County Jail AB-900
- Northern Branch Jail - STAR Complex SB-1022
- Cachuma Lake Recreation Enhancements & Infrastructure Upgrades
- Lower Mission Creek Flood Control Project

Executive Summary



Section C



Summary
Schedules



Summary Schedules



Summary Schedules



Summary Schedules

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Summary Schedules



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, 3) each major fund, and 3) all other funds. <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:

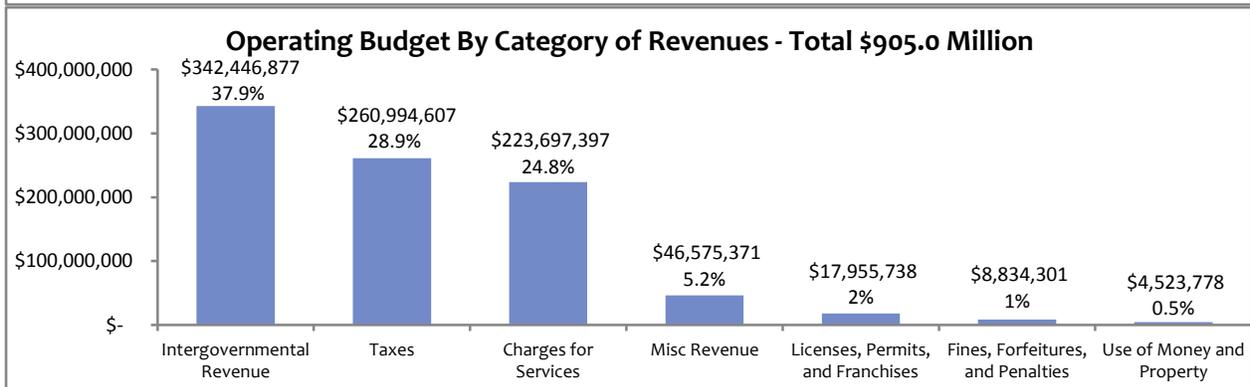
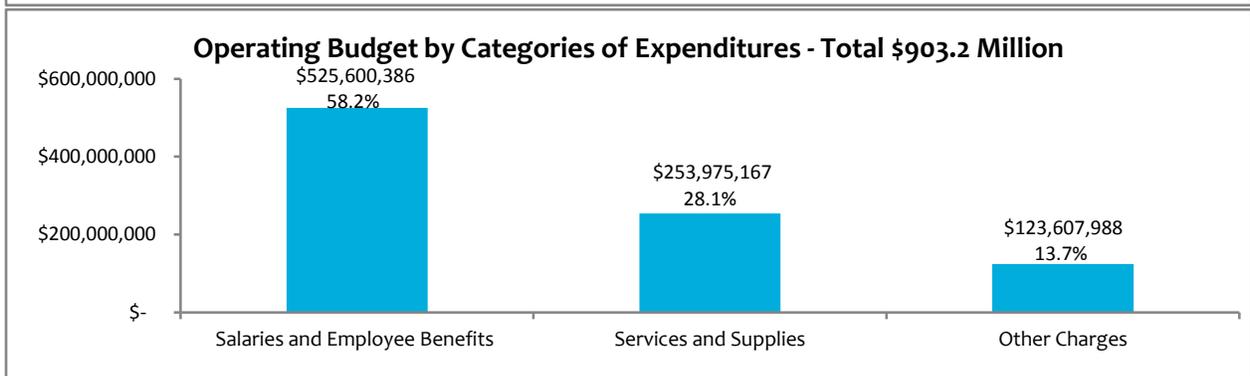
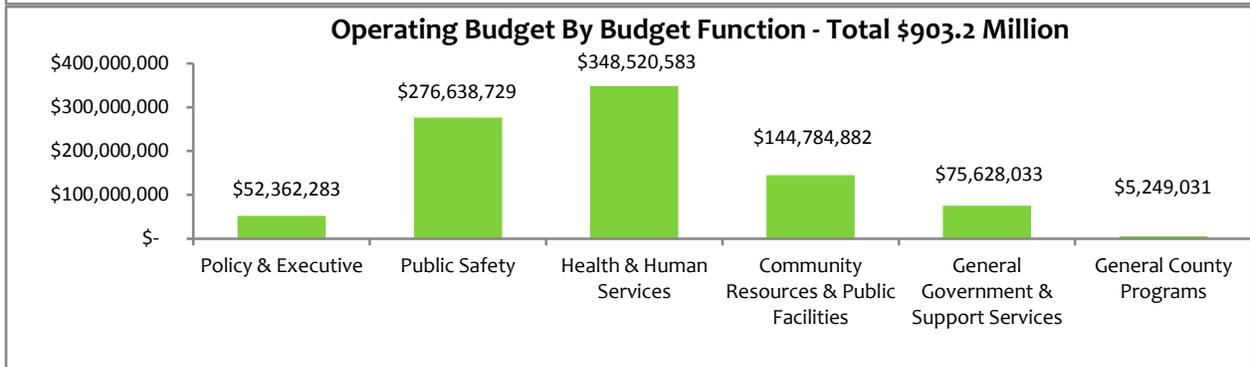
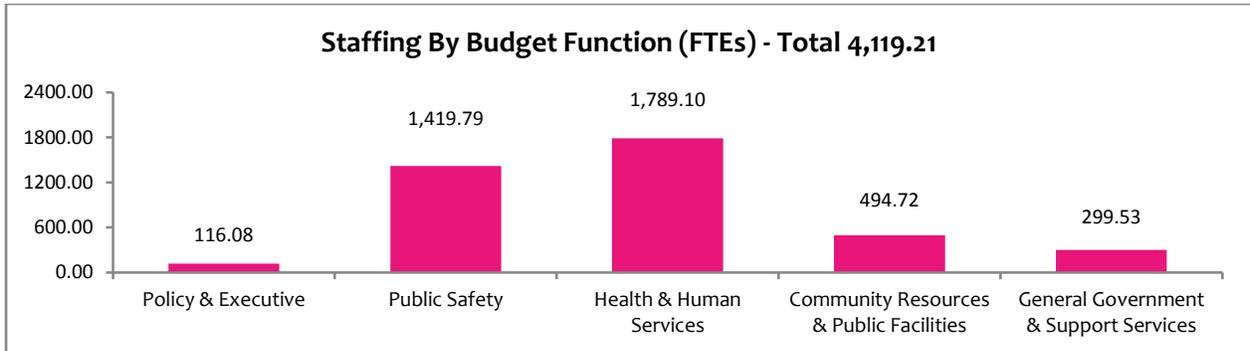
1. **Staffing** – this shows staffing full-time equivalents for the level being reflected (e.g. Function, Budget Program, etc.)
2. **Operating Budget** – this shows the expenditure budget for the level being reflected (e.g. Function, Budget Program, etc.). Please note that these Summary Schedules only show amounts for operating expenditures.
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. Non-operating amounts primarily include transfers and changes to fund balances. For expenditures, non-operating amounts also include capital outflows. The Department detail pages in Section D of this budget book also follow this standard format. The standard format for the “Summary Schedules” has been improved to include a fund balance impact section.

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>	<u>Actual FY 12-13</u>	<u>Adopted FY 13-14</u>	<u>Change from FY13-14 Ado to FY14-15 Rec</u>	<u>Recommended FY 14-15</u>	<u>Proposed FY 15-16</u>
Policy & Executive	113.38	114.80	1.28	116.08	116.08
Public Safety	1,385.70	1,427.04	(7.25)	1,419.79	1,419.79
Health & Human Services	1,610.26	1,666.36	122.73	1,789.10	1,772.29
Community Resources & Public Fac.	479.68	496.67	(1.94)	494.72	494.72
General Government & Support Services	290.00	299.02	0.50	299.53	299.53
General County Programs	0.09	-	-	-	-
Total	3,879.11	4,003.89	115.31	4,119.21	4,102.40
<hr/>					
<u>Operating Budget By Budget Function</u>					
Policy & Executive	\$ 41,657,887	\$ 49,243,475	\$ 3,118,808	\$ 52,362,283	\$ 51,802,305
Public Safety	257,995,426	270,807,278	5,831,451	276,638,729	277,912,505
Health & Human Services	310,545,148	326,289,062	22,231,521	348,520,583	350,349,282
Community Resources & Public Fac.	125,430,669	137,942,498	6,842,384	144,784,882	136,879,378
General Government & Support Services	66,700,048	73,837,473	1,790,560	75,628,033	77,379,160
General County Programs	5,517,167	3,926,650	1,322,381	5,249,031	20,674,134
Total Operating Expenditures	\$ 807,846,344	\$ 862,046,436	\$ 41,137,105	\$ 903,183,541	\$ 914,996,764
<hr/>					
<u>Budget By Categories of Expenditures</u>					
Salaries and Employee Benefits	\$ 465,286,132	\$ 504,675,206	\$ 20,925,180	\$ 525,600,386	\$ 532,677,853
Services and Supplies	217,626,466	242,736,587	11,238,580	253,975,167	260,510,929
Other Charges	124,933,746	114,634,643	8,973,345	123,607,988	121,807,982
Total Operating Expenditures	807,846,344	862,046,436	41,137,105	903,183,541	914,996,764
<hr/>					
Capital Assets	32,065,498	37,467,710	3,421,026	40,888,736	21,639,919
Other Financing Uses	102,813,897	61,202,540	(8,104,583)	53,097,957	50,737,471
Intrafund Expenditure Transfers (+)	190,665,241	194,812,778	(2,024,564)	192,788,214	191,927,324
Increases to Fund Balances	67,524,779	60,720,874	(17,289,463)	43,431,411	38,193,880
Fund Balance Impact (+)	10,626,772	3,134,123	(3,134,123)	-	5,693,378
Total Expenditures	\$ 1,211,542,530	\$ 1,219,384,461	\$ 14,005,398	\$ 1,233,389,859	\$ 1,223,188,736
<hr/>					
<u>Budget By Categories of Revenues</u>					
Taxes	\$ 249,410,727	\$ 244,701,574	\$ 16,293,033	\$ 260,994,607	\$ 270,459,107
Licenses, Permits and Franchises	17,073,465	16,301,870	1,653,868	17,955,738	18,134,032
Fines, Forfeitures, and Penalties	9,584,730	9,165,620	(331,319)	8,834,301	8,176,872
Use of Money and Property	2,538,152	4,579,159	(55,381)	4,523,778	4,633,834
Intergovernmental Revenue	326,229,351	330,842,901	11,603,976	342,446,877	353,854,565
Charges for Services	196,060,080	198,376,922	25,320,475	223,697,397	226,624,377
Miscellaneous Revenue	50,690,985	47,227,752	(652,381)	46,575,371	44,315,566
Total Operating Revenues	851,587,490	851,195,798	53,832,271	905,028,069	926,198,353
<hr/>					
Other Financing Sources	71,234,004	32,561,580	(12,899,264)	19,662,316	17,284,655
Intrafund Expenditure Transfers (-)	5,370,945	2,944,758	(89,243)	2,855,515	2,718,324
Decreases to Fund Balances	68,584,676	101,211,142	(13,047,183)	88,163,959	50,453,928
General Fund Contribution	211,720,919	214,422,596	3,257,404	217,680,000	217,354,089
Fund Balance Impact (-)	3,044,497	17,048,587	(17,048,587)	-	9,179,387
Total Revenues	\$ 1,211,542,530	\$ 1,219,384,461	\$ 14,005,398	\$ 1,233,389,859	\$ 1,223,188,736
<hr/>					
Beginning Fund Balance	\$ 438,802,837	\$ 460,154,450	\$ (29,281,718)	\$ 430,872,732	\$ 386,140,183
Net Change in Sources Over Uses	6,522,378	(54,404,732)	9,672,184	(44,732,548)	(15,746,057)
Ending Fund Balance	\$ 445,325,215	\$ 405,749,718	\$ (19,609,534)	\$ 386,140,184	\$ 370,394,126

Summary Schedules

General Fund Summary

This schedule shows amounts only for the General Fund. The General Fund is the largest fund of the County. 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 12-13	Adopted FY 13-14	Change from FY13-14 Ado to FY14-15 Rec	Recommended FY 14-15	Proposed FY 15-16
Policy & Executive	107.13	108.55	1.28	109.83	109.83
Public Safety	1,377.25	1,180.04	(7.25)	1,172.79	1,172.79
Health & Human Services	35.29	71.00	2.31	73.31	73.31
Community Resources & Public Fac.	220.75	232.72	(6.24)	226.47	226.47
General Government & Support Services	238.51	244.52	0.50	245.03	245.03
General County Programs	0.09	-	-	-	-
Total	1,979.01	1,836.83	(9.41)	1,827.42	1,827.42
Operating Budget By Budget Function					
Policy & Executive	\$ 18,417,866	\$ 19,667,302	\$ (29,489)	\$ 19,637,813	\$ 19,819,323
Public Safety	241,050,191	200,301,604	3,927,188	204,228,792	203,840,724
Health & Human Services	4,110,694	9,768,378	88,403	9,856,781	10,052,369
Community Resources & Public Fac.	37,154,143	39,664,359	694,571	40,358,930	41,262,609
General Government & Support Services	39,262,495	43,252,420	1,026,105	44,278,525	45,196,584
General County Programs	4,951,176	1,325,600	1,235,324	2,560,924	2,536,844
Total Operating Expenditures	\$ 344,946,566	\$ 313,979,663	\$ 6,942,102	\$ 320,921,765	\$ 322,708,453
Budget By Categories of Expenditures					
Salaries and Employee Benefits	\$ 274,458,999	\$ 250,600,458	\$ 4,996,186	\$ 255,596,644	\$ 258,296,442
Services and Supplies	43,867,813	43,230,757	2,168,533	45,399,290	44,180,407
Other Charges	26,619,755	20,148,448	(222,617)	19,925,831	20,231,604
Total Operating Expenditures	344,946,566	313,979,663	6,942,102	320,921,765	322,708,453
Capital Assets	3,866,717	1,752,873	(280,748)	1,472,125	448,000
Other Financing Uses	42,722,144	33,341,929	(1,021,185)	32,320,744	32,192,271
Intrafund Expenditure Transfers (+)	189,766,035	193,764,672	(1,848,651)	191,916,021	191,090,131
Increases to Fund Balances	29,218,956	19,095,604	(1,165,639)	17,929,965	13,005,486
Fund Balance Impact (+)	2,356,130	-	-	-	5,693,378
Total Expenditures	\$ 612,876,548	\$ 561,934,741	\$ 2,625,879	\$ 564,560,620	\$ 565,137,719
Budget By Categories of Revenues					
Taxes	\$ 192,645,573	\$ 188,739,000	\$ 10,188,000	\$ 198,927,000	\$ 205,570,000
Licenses, Permits and Franchises	13,380,302	12,927,346	1,418,244	14,345,590	14,470,369
Fines, Forfeitures, and Penalties	5,190,382	4,734,590	(321,646)	4,412,944	3,856,365
Use of Money and Property	1,627,589	2,177,800	153,600	2,331,400	2,419,400
Intergovernmental Revenue	70,756,339	67,368,138	1,457,029	68,825,167	68,634,660
Charges for Services	66,090,303	58,091,892	3,708,131	61,800,023	61,235,927
Miscellaneous Revenue	5,103,651	3,870,389	(605,523)	3,264,866	2,872,522
Total Operating Revenues	354,794,138	337,909,155	15,997,835	353,906,990	359,059,243
Other Financing Sources	38,640,809	5,400,254	(706,507)	4,693,747	4,644,589
Intrafund Expenditure Transfers (-)	4,471,739	1,896,652	86,670	1,983,322	1,881,131
Decreases to Fund Balances	27,820,786	16,789,964	(2,746,103)	14,043,861	6,314,089
General Fund Contribution	185,294,296	191,868,020	(1,935,320)	189,932,700	189,209,000
Fund Balance Impact (-)	1,854,780	8,070,696	(8,070,696)	-	4,029,667
Total Revenues	\$ 612,876,548	\$ 561,934,741	\$ 2,625,879	\$ 564,560,620	\$ 565,137,719
Beginning Fund Balance	\$ 85,908,540	\$ 87,808,117	\$ (4,256,345)	\$ 83,551,772	\$ 87,437,875
Net Change in Sources Over Uses	1,899,520	(5,765,056)	9,651,160	3,886,104	8,355,108
Ending Fund Balance	\$ 87,808,060	\$ 82,043,061	\$ 5,394,815	\$ 87,437,876	\$ 95,792,983

Summary Schedules

Flood Control Districts Major Fund Summary

Staffing By Budget Function	Actual FY 12-13	Adopted FY 13-14	Change from FY13-14 Ado to FY14-15 Rec	Recommended FY 14-15	Proposed FY 15-16
Community Resources & Public Fac.	36.98	38.00	1.00	39.00	39.00
Total	36.98	38.00	1.00	39.00	39.00
<hr/>					
Operating Budget By Budget Function					
Community Resources & Public Fac.	\$ 10,403,305	\$ 12,934,111	\$ 494,514	\$ 13,428,625	\$ 12,258,485
Total Operating Expenditures	\$ 10,403,305	\$ 12,934,111	\$ 494,514	\$ 13,428,625	\$ 12,258,485
<hr/>					
Budget By Categories of Expenditures					
Salaries and Employee Benefits	\$ 4,103,091	\$ 4,555,943	\$ 286,590	\$ 4,842,533	\$ 4,959,289
Services and Supplies	5,979,644	8,001,503	195,227	8,196,730	6,897,651
Other Charges	320,570	376,665	12,697	389,362	401,545
Total Operating Expenditures	10,403,305	12,934,111	494,514	13,428,625	12,258,485
Capital Assets	8,023,032	10,568,000	875,000	11,443,000	4,662,500
Other Financing Uses	876,779	57,000	(56,400)	600	-
Increases to Fund Balances	2,040,856	3,447,036	4,491,114	7,938,150	2,621,530
Fund Balance Impact (+)	-	-	-	-	-
Total Expenditures	\$ 21,343,971	\$ 27,006,147	\$ 5,804,228	\$ 32,810,375	\$ 19,542,515
<hr/>					
Budget By Categories of Revenues					
Taxes	\$ 9,145,959	\$ 8,422,405	\$ 495,995	\$ 8,918,400	\$ 9,119,525
Use of Money and Property	(129,518)	282,255	(97,155)	185,100	170,100
Intergovernmental Revenue	5,064,548	6,910,807	(1,653,740)	5,257,067	4,767,650
Charges for Services	3,272,283	3,216,005	143,930	3,359,935	3,406,025
Miscellaneous Revenue	104,035	37,260	875	38,135	38,780
Total Operating Revenues	17,457,306	18,868,732	(1,110,095)	17,758,637	17,502,080
Other Financing Sources	976,900	166,490	(73,760)	92,730	133,135
Decreases to Fund Balances	2,778,557	7,970,925	6,988,083	14,959,008	1,907,300
Fund Balance Impact (-)	131,208	-	-	-	-
Total Revenues	\$ 21,343,971	\$ 27,006,147	\$ 5,804,228	\$ 32,810,375	\$ 19,542,515
<hr/>					
Beginning Fund Balance	\$ 60,745,394	\$ 59,876,485	\$ 958,122	\$ 60,834,607	\$ 53,813,749
Net Change in Sources Over Uses	(868,910)	(4,523,889)	(2,496,969)	(7,020,858)	714,230
Ending Fund Balance	\$ 59,876,485	\$ 55,352,596	\$ (1,538,847)	\$ 53,813,749	\$ 54,527,979

Summary Schedules

Public Health Major Fund Summary

	Actual FY 12-13	Adopted FY 13-14	Change from FY13-14 Ado to FY14-15 Rec	Recommended FY 14-15	Proposed FY 15-16
Staffing By Budget Function					
Health & Human Services	462.94	415.43	0.42	415.85	402.35
Total	462.94	415.43	0.42	415.85	402.35
Operating Budget By Budget Function					
Health & Human Services	\$ 75,165,028	\$ 70,689,061	\$ (3,680,770)	\$ 67,008,291	\$ 65,784,041
Total Operating Expenditures	\$ 75,165,028	\$ 70,689,061	\$ (3,680,770)	\$ 67,008,291	\$ 65,784,041
Budget By Categories of Expenditures					
Salaries and Employee Benefits	\$ 51,498,698	\$ 48,561,739	\$ 1,372,953	\$ 49,934,692	\$ 49,686,270
Services and Supplies	20,790,567	19,513,683	(5,109,341)	14,404,342	13,392,606
Other Charges	2,875,763	2,613,639	55,618	2,669,257	2,705,165
Total Operating Expenditures	75,165,028	70,689,061	(3,680,770)	67,008,291	65,784,041
Capital Assets	664,834	205,500	(95,250)	110,250	17,000
Other Financing Uses	4,002,444	3,732,525	(163,393)	3,569,132	3,569,132
Intrafund Expenditure Transfers (+)	38,264	12,976	(172)	12,804	12,804
Increases to Fund Balances	6,985,232	4,428,195	56,270	4,484,465	4,383,615
Fund Balance Impact (+)	3	1	(1)	-	-
Total Expenditures	\$ 86,855,805	\$ 79,068,258	\$ (3,883,316)	\$ 75,184,942	\$ 73,766,592
Budget By Categories of Revenues					
Licenses, Permits and Franchises	\$ 138,665	\$ 36,151	\$ 8,447	\$ 44,598	\$ 44,598
Fines, Forfeitures, and Penalties	784,424	635,877	43,580	679,457	578,607
Use of Money and Property	(32,453)	75,208	(23,414)	51,794	91,794
Intergovernmental Revenue	24,611,392	25,635,675	(6,995,957)	18,639,718	18,507,972
Charges for Services	36,764,222	31,018,751	3,662,595	34,681,346	34,841,192
Miscellaneous Revenue	6,140,407	4,148,275	(261,753)	3,886,522	3,879,519
Total Operating Revenues	68,406,658	61,549,937	(3,566,502)	57,983,435	57,943,682
Other Financing Sources	3,002,487	2,866,150	226,142	3,092,292	3,092,292
Intrafund Expenditure Transfers (-)	38,264	12,976	(172)	12,804	12,804
Decreases to Fund Balances	9,496,166	7,769,518	(701,807)	7,067,711	4,859,736
General Fund Contribution	5,912,230	6,869,677	159,023	7,028,700	7,103,700
Fund Balance Impact (-)	-	-	-	-	754,378
Total Revenues	\$ 86,855,805	\$ 79,068,258	\$ (3,883,316)	\$ 75,184,942	\$ 73,766,592
Beginning Fund Balance	\$ 21,280,208	\$ 18,769,277	\$ 240,344	\$ 19,009,621	\$ 16,426,375
Net Change in Sources Over Uses	(2,510,931)	(3,341,322)	758,076	(2,583,246)	(1,230,499)
Ending Fund Balance	\$ 18,769,277	\$ 15,427,955	\$ 998,420	\$ 16,426,375	\$ 15,195,876

Summary Schedules

Roads Major Fund Summary

	Actual FY 12-13	Adopted FY 13-14	Change from FY13-14 Ado to FY14-15 Rec	Recommended FY 14-15	Proposed FY 15-16
Staffing By Budget Function					
Community Resources & Public Fac.	117.93	119.90	0.10	120.00	120.00
Total	117.93	119.90	0.10	120.00	120.00
Operating Budget By Budget Function					
Community Resources & Public Fac.	\$ 31,955,753	\$ 42,415,565	\$ (1,082,274)	\$ 41,333,291	\$ 38,619,374
Total Operating Expenditures	\$ 31,955,753	\$ 42,415,565	\$ (1,082,274)	\$ 41,333,291	\$ 38,619,374
Budget By Categories of Expenditures					
Salaries and Employee Benefits	\$ 12,467,165	\$ 13,711,400	\$ 385,797	\$ 14,097,197	\$ 14,249,108
Services and Supplies	17,527,733	26,492,786	(1,399,790)	25,092,996	22,202,439
Other Charges	1,960,856	2,211,379	(68,281)	2,143,098	2,167,827
Total Operating Expenditures	31,955,753	42,415,565	(1,082,274)	41,333,291	38,619,374
Capital Assets	1,194,726	605,000	442,600	1,047,600	1,376,000
Other Financing Uses	3,953,646	6,758,869	(5,550,471)	1,208,398	400,000
Intrafund Expenditure Transfers (+)	19,839	420,000	(40,000)	380,000	345,000
Increases to Fund Balances	5,082,223	14,137,900	(6,904,700)	7,233,200	9,278,127
Fund Balance Impact (+)	-	-	-	-	-
Total Expenditures	\$ 42,206,188	\$ 64,337,334	\$ (13,134,845)	\$ 51,202,489	\$ 50,018,501
Budget By Categories of Revenues					
Taxes	\$ 6,595,909	\$ 6,190,843	\$ 1,191,977	\$ 7,382,820	\$ 7,189,696
Licenses, Permits and Franchises	380,286	215,000	37,500	252,500	252,500
Fines, Forfeitures, and Penalties	-	-	-	-	-
Use of Money and Property	(21,015)	57,536	2,849	60,385	54,110
Intergovernmental Revenue	19,053,226	22,975,049	(360,983)	22,614,066	23,383,454
Charges for Services	4,595,491	4,758,146	(794,779)	3,963,367	4,842,564
Miscellaneous Revenue	263,144	87,981	(12,981)	75,000	75,000
Total Operating Revenues	30,867,041	34,284,555	63,583	34,348,138	35,797,324
Other Financing Sources	5,254,469	8,556,869	(6,897,821)	1,659,048	900,000
Intrafund Expenditure Transfers (-)	19,839	420,000	(40,000)	380,000	345,000
Decreases to Fund Balances	4,291,157	19,360,110	(6,380,407)	12,979,703	10,892,377
General Fund Contribution	1,631,218	1,715,800	119,800	1,835,600	2,083,800
Fund Balance Impact (-)	142,464	-	-	-	-
Total Revenues	\$ 42,206,188	\$ 64,337,334	\$ (13,134,845)	\$ 51,202,489	\$ 50,018,501
Beginning Fund Balance	\$ 17,852,253	\$ 18,500,846	\$ (2,861,160)	\$ 15,639,686	\$ 9,893,183
Net Change in Sources Over Uses	648,602	(5,222,210)	(524,293)	(5,746,503)	(1,614,250)
Ending Fund Balance	\$ 18,500,855	\$ 13,278,636	\$ (3,385,453)	\$ 9,893,183	\$ 8,278,933

Summary Schedules

Alcohol Drug & Mental Health Services Major Fund Summary

	Actual FY 12-13	Adopted FY 13-14	Change from FY13-14 Ado to FY14-15 Rec	Recommended FY 14-15	Proposed FY 15-16
Staffing By Budget Function					
Health & Human Services	287.16	281.24	56.89	338.13	338.13
Total	287.16	281.24	56.89	338.13	338.13
Operating Budget By Budget Function					
Health & Human Services	\$ 79,672,405	\$ 78,209,559	\$ 13,989,201	\$ 92,198,760	\$ 92,094,538
Total Operating Expenditures	\$ 79,672,405	\$ 78,209,559	\$ 13,989,201	\$ 92,198,760	\$ 92,094,538
Budget By Categories of Expenditures					
Salaries and Employee Benefits	\$ 34,053,079	\$ 36,046,318	\$ 4,841,450	\$ 40,887,768	\$ 41,762,891
Services and Supplies	40,196,727	39,783,316	8,502,651	48,285,967	47,366,622
Other Charges	5,422,599	2,379,925	645,100	3,025,025	2,965,025
Total Operating Expenditures	79,672,405	78,209,559	13,989,201	92,198,760	92,094,538
Capital Assets	7,665	110,000	213,914	323,914	82,667
Other Financing Uses	1,525,069	1,031,032	1,156,302	2,187,334	2,113,291
Intrafund Expenditure Transfers (+)	815,095	585,130	(135,741)	449,389	449,389
Increases to Fund Balances	1,151,687	294,220	(176,220)	118,000	118,000
Fund Balance Impact (+)	-	3,001,003	(3,001,003)	-	-
Total Expenditures	\$ 83,171,921	\$ 83,230,944	\$ 12,046,453	\$ 95,277,397	\$ 94,857,885
Budget By Categories of Revenues					
Fines, Forfeitures, and Penalties	\$ 3,407	\$ 4,300	\$ -	\$ 4,300	\$ 4,300
Use of Money and Property	19,280	44,714	8,044	52,758	52,758
Intergovernmental Revenue	43,728,184	38,955,860	3,605,996	42,561,856	43,626,660
Charges for Services	30,211,645	31,500,104	12,301,289	43,801,393	44,349,245
Miscellaneous Revenue	625,809	198,131	1,268	199,399	199,399
Total Operating Revenues	74,588,325	70,703,109	15,916,597	86,619,706	88,232,362
Other Financing Sources	2,331,003	4,753,945	(3,225,394)	1,528,551	1,528,551
Intrafund Expenditure Transfers (-)	815,095	585,130	(135,741)	449,389	449,389
Decreases to Fund Balances	2,370,694	5,265,435	(1,651,784)	3,613,651	803,254
General Fund Contribution	3,005,544	1,772,400	1,293,700	3,066,100	3,086,000
Fund Balance Impact (-)	61,259	150,925	(150,925)	-	758,329
Total Revenues	\$ 83,171,921	\$ 83,230,944	\$ 12,046,453	\$ 95,277,397	\$ 94,857,885
Beginning Fund Balance	\$ 9,176,901	\$ 7,896,634	\$ (1,337,083)	\$ 6,559,551	\$ 3,063,900
Net Change in Sources Over Uses	(1,280,267)	(2,121,137)	(1,374,514)	(3,495,651)	(1,443,583)
Ending Fund Balance	\$ 7,896,634	\$ 5,775,497	\$ (2,711,597)	\$ 3,063,900	\$ 1,620,317

Summary Schedules

Social Services Major Fund Summary

<u>Staffing By Budget Function</u>	Actual FY 12-13	Adopted FY 13-14	Change from FY13-14 Ado to FY14-15 Rec	Recommended FY 14-15	Proposed FY 15-16
Health & Human Services	724.05	797.94	62.31	860.25	860.25
Total	724.05	797.94	62.31	860.25	860.25
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<u>Operating Budget By Budget Function</u>					
Health & Human Services	\$ 128,644,866	\$ 145,308,820	\$ 12,265,825	\$ 157,574,645	\$ 160,520,120
Total Operating Expenditures	\$ 128,644,866	\$ 145,308,820	\$ 12,265,825	\$ 157,574,645	\$ 160,520,120
<u>Budget By Categories of Expenditures</u>					
Salaries and Employee Benefits	\$ 59,346,727	\$ 72,223,435	\$ 6,719,938	\$ 78,943,373	\$ 80,162,958
Services and Supplies	18,402,522	18,111,109	3,532,060	21,643,169	21,434,250
Other Charges	50,895,617	54,974,276	2,013,827	56,988,103	58,922,912
Total Operating Expenditures	128,644,866	145,308,820	12,265,825	157,574,645	160,520,120
Capital Assets	30,784	270,000	(50,000)	220,000	220,000
Other Financing Uses	962,854	1,770,245	(1,671,012)	99,233	99,233
Increases to Fund Balances	6,457,896	6,107,631	(4,206,329)	1,901,302	1,901,302
Fund Balance Impact (+)	682,924	-	-	-	-
Total Expenditures	\$ 136,779,324	\$ 153,456,696	\$ 6,338,484	\$ 159,795,180	\$ 162,740,655
<u>Budget By Categories of Revenues</u>					
Licenses, Permits and Franchises	\$ 77,458	\$ 66,000	\$ -	\$ 66,000	\$ 66,000
Fines, Forfeitures, and Penalties	5,530	13,200	-	13,200	13,200
Use of Money and Property	240,866	301,512	19	301,531	301,983
Intergovernmental Revenue	125,292,861	135,136,370	13,179,422	148,315,792	151,105,916
Miscellaneous Revenue	531,504	667,204	74,715	741,919	741,947
Total Operating Revenues	126,148,220	136,184,286	13,254,156	149,438,442	152,229,046
Other Financing Sources	156,328	147,865	(52,193)	95,672	1,000
Decreases to Fund Balances	4,523,138	12,985,827	(9,390,361)	3,595,466	2,717,828
General Fund Contribution	5,951,638	2,852,213	3,813,387	6,665,600	5,114,982
Fund Balance Impact (-)	-	1,286,505	(1,286,505)	-	2,677,799
Total Revenues	\$ 136,779,324	\$ 153,456,696	\$ 6,338,484	\$ 159,795,180	\$ 162,740,655
Beginning Fund Balance	\$ 7,382,447	\$ 10,000,130	\$ (6,581,645)	\$ 3,418,485	\$ 1,724,321
Net Change in Sources Over Uses	2,617,683	(8,164,701)	6,470,537	(1,694,164)	(3,494,325)
Ending Fund Balance	\$ 10,000,130	\$ 1,835,429	\$ (111,108)	\$ 1,724,321	\$ (1,770,004)

Summary Schedules

Resource Recovery Major Fund Summary

	Actual FY 12-13	Adopted FY 13-14	Change from FY13-14 Ado to FY14-15 Rec	Recommended FY 14-15	Proposed FY 15-16
Staffing By Budget Function					
Community Resources & Public Fac.	74.29	76.25	2.00	78.25	78.25
Total	74.29	76.25	2.00	78.25	78.25
Operating Budget By Budget Function					
Community Resources & Public Fac.	\$ 20,660,730	\$ 22,373,545	\$ 2,690,638	\$ 25,064,183	\$ 26,488,492
Total Operating Expenditures	\$ 20,660,730	\$ 22,373,545	\$ 2,690,638	\$ 25,064,183	\$ 26,488,492
Budget By Categories of Expenditures					
Salaries and Employee Benefits	\$ 7,552,005	\$ 8,355,307	\$ 418,462	\$ 8,773,769	\$ 8,952,553
Services and Supplies	9,337,268	10,730,029	(165,211)	10,564,818	12,504,816
Other Charges	3,771,457	3,288,209	2,437,387	5,725,596	5,031,123
Total Operating Expenditures	20,660,730	22,373,545	2,690,638	25,064,183	26,488,492
Capital Assets	5,139,988	6,607,000	1,795,000	8,402,000	6,160,000
Other Financing Uses	639,646	666,286	28,826	695,112	717,125
Total Expenditures	\$ 26,440,364	\$ 29,646,831	\$ 4,514,464	\$ 34,161,295	\$ 33,365,617
Budget By Categories of Revenues					
Licenses, Permits and Franchises	\$ 3,061,686	\$ 2,995,967	\$ 176,083	\$ 3,172,050	\$ 3,219,900
Use of Money and Property	244,066	485,000	(20,200)	464,800	464,800
Intergovernmental Revenue	239,734	311,000	(42,905)	268,095	132,500
Charges for Services	16,265,321	16,462,554	2,147,052	18,609,606	18,611,491
Miscellaneous Revenue	3,950,077	2,791,910	49,415	2,841,325	2,841,325
Total Operating Revenues	23,760,884	23,046,431	2,309,445	25,355,876	25,270,016
Other Financing Sources	33,352	35,000	(35,000)	-	-
Decreases to Fund Balances	2,646,127	6,565,400	2,240,019	8,805,419	8,095,601
Fund Balance Impact (-)	-	-	-	-	-
Total Revenues	\$ 26,440,364	\$ 29,646,831	\$ 4,514,464	\$ 34,161,295	\$ 33,365,617
Beginning Fund Balance	\$ 49,799,129	\$ 52,875,876	\$ (4,880,171)	\$ 47,995,705	\$ 39,190,286
Net Change in Sources Over Uses	(2,646,127)	(6,565,400)	(2,240,019)	(8,805,419)	(8,095,601)
Ending Fund Balance	\$ 47,153,002	\$ 46,310,476	\$ (7,120,190)	\$ 39,190,286	\$ 31,094,685

Summary Schedules

Laguna Sanitation Enterprise Major Fund Summary

	Actual FY 12-13	Adopted FY 13-14	Change from FY13-14 Ado to FY14-15 Rec	Recommended FY 14-15	Proposed FY 15-16
Staffing By Budget Function					
Community Resources & Public Fac.	16.32	16.00	-	16.00	16.00
Total	16.32	16.00	-	16.00	16.00
Operating Budget By Budget Function					
Community Resources & Public Fac.	\$ 6,210,399	\$ 6,918,289	\$ 465,004	\$ 7,383,293	\$ 6,677,409
Total Operating Expenditures	\$ 6,210,399	\$ 6,918,289	\$ 465,004	\$ 7,383,293	\$ 6,677,409
Budget By Categories of Expenditures					
Salaries and Employee Benefits	\$ 1,888,728	\$ 1,878,075	\$ 96,766	\$ 1,974,841	\$ 2,007,836
Services and Supplies	2,803,659	3,402,438	405,958	3,808,396	3,073,168
Other Charges	1,518,011	1,637,776	(37,720)	1,600,056	1,596,405
Total Operating Expenditures	6,210,399	6,918,289	465,004	7,383,293	6,677,409
Capital Assets	238,217	4,998,000	(386,600)	4,611,400	1,088,000
Other Financing Uses	708,662	724,670	16,272	740,942	757,485
Increases to Fund Balances	1,765,675	-	500,000	500,000	3,260,350
Fund Balance Impact (+)	-	-	-	-	-
Total Expenditures	\$ 8,922,953	\$ 12,640,959	\$ 594,676	\$ 13,235,635	\$ 11,783,244
Budget By Categories of Revenues					
Use of Money and Property	\$ (19,152)	\$ 47,344	\$ -	\$ 47,344	\$ 47,344
Intergovernmental Revenue	134,355	1,634,336	(17,565)	1,616,771	107,675
Charges for Services	8,662,051	9,221,830	1,333,470	10,555,300	11,619,225
Miscellaneous Revenue	141,148	325,000	(316,000)	9,000	9,000
Total Operating Revenues	8,918,403	11,228,510	999,905	12,228,415	11,783,244
Other Financing Sources	4,550	-	-	-	-
Decreases to Fund Balances	-	1,412,448	(405,228)	1,007,220	-
Fund Balance Impact (-)	-	1	(1)	-	-
Total Revenues	\$ 8,922,953	\$ 12,640,959	\$ 594,676	\$ 13,235,635	\$ 11,783,244
Beginning Fund Balance	\$ 32,498,544	\$ 35,149,986	\$ 795,963	\$ 35,945,949	\$ 35,438,729
Net Change in Sources Over Uses	1,765,675	(1,412,449)	905,229	(507,220)	3,260,350
Ending Fund Balance	\$ 34,264,219	\$ 33,737,537	\$ 1,701,192	\$ 35,438,729	\$ 38,699,079

Summary Schedules

Fire Protection District – Other Significant Fund Summary

Prior to fiscal year 13-14, FTEs and expenditures for the Fire department were included in the General Fund. To see the complete Fire department detail for fiscal year 12-13, refer to the Fire Department’s detail pages.

Staffing By Budget Function	Actual FY 12-13	Adopted FY 13-14	Change from FY13-14 Ado to FY14-15 Rec	Recommended FY 14-15	Proposed FY 15-16
Public Safety	-	239.00	-	239.00	239.00
Total	-	239.00	-	239.00	239.00
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Operating Budget By Budget Function					
Public Safety	\$ 448,583	\$ 54,102,754	\$ 1,934,543	\$ 56,037,297	\$ 57,689,557
Total Operating Expenditures	\$ 448,583	\$ 54,102,754	\$ 1,934,543	\$ 56,037,297	\$ 57,689,557
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Budget By Categories of Expenditures					
Salaries and Employee Benefits	\$ -	\$ 47,668,371	\$ 723,011	\$ 48,391,382	\$ 50,315,792
Services and Supplies	448,583	3,053,512	955,784	4,009,296	3,630,683
Other Charges	-	3,380,871	255,748	3,636,619	3,743,082
Total Operating Expenditures	448,583	54,102,754	1,934,543	56,037,297	57,689,557
Capital Assets	-	442,500	(402,885)	39,615	-
Other Financing Uses	34,781,151	2,891,271	(219,795)	2,671,476	3,564,032
Increases to Fund Balances	436,564	1,756,793	(560,378)	1,196,415	1,290,884
Fund Balance Impact (+)	1,733,813	-	-	-	-
Total Expenditures	\$ 37,400,112	\$ 59,193,318	\$ 751,485	\$ 59,944,803	\$ 62,544,473
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Budget By Categories of Revenues					
Taxes	\$ 36,695,887	\$ 37,218,401	\$ 4,237,599	\$ 41,456,000	\$ 44,209,000
Licenses, Permits and Franchises	-	20,000	-	20,000	20,000
Use of Money and Property	8,613	-	-	-	-
Intergovernmental Revenue	365,387	4,228,727	(235,600)	3,993,127	3,808,230
Charges for Services	-	12,474,768	1,097,649	13,572,417	13,646,462
Miscellaneous Revenue	15,600	171,410	(117,012)	54,398	54,401
Total Operating Revenues	37,085,487	54,113,306	4,982,636	59,095,942	61,738,093
Other Financing Sources	88,400	1,104,810	(275,949)	828,861	786,380
Decreases to Fund Balances	226,225	2,241,389	(2,221,389)	20,000	20,000
Fund Balance Impact (-)	-	1,733,813	(1,733,813)	-	-
Total Revenues	\$ 37,400,112	\$ 59,193,318	\$ 751,485	\$ 59,944,803	\$ 62,544,473
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Beginning Fund Balance	\$ 3,123,190	\$ 5,067,342	\$ 1,839,231	\$ 6,906,573	\$ 8,082,988
Net Change in Sources Over Uses	1,944,152	(2,218,409)	3,394,824	1,176,415	1,270,884
Ending Fund Balance	\$ 5,067,342	\$ 2,848,933	\$ 5,234,055	\$ 8,082,988	\$ 9,353,872

Summary Schedules

Capital Projects – Other Significant Fund Summary

The major change between the Recommended Fiscal Year (14-15) and the Proposed Fiscal Year (15-16) is a reflection of the northern branch jail project. Refer to the General County Programs detail pages for additional detail on the jail project.

<u>Staffing By Budget Function</u>	<u>Actual FY 12-13</u>	<u>Adopted FY 13-14</u>	<u>Change from FY13-14 Ado to FY14-15 Rec</u>	<u>Recommended FY 14-15</u>	<u>Proposed FY 15-16</u>
Total	-	-	-	-	-
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<u>Operating Budget By Budget Function</u>					
Community Resources & Public Fac.	\$ 155,246	\$ -	\$ -	\$ -	\$ -
General County Programs	375,965	2,544,000	109,675	2,653,675	18,137,290
Total Operating Expenditures	\$ 531,211	\$ 2,544,000	\$ 109,675	\$ 2,653,675	\$ 18,137,290
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<u>Budget By Categories of Expenditures</u>					
Services and Supplies	\$ 456,211	\$ 2,544,000	\$ 109,675	\$ 2,653,675	\$ 18,137,290
Other Charges	75,000	-	-	-	-
Total Operating Expenditures	531,211	2,544,000	109,675	2,653,675	18,137,290
Capital Assets	7,568,193	5,256,700	1,306,077	6,562,777	1,110,000
Other Financing Uses	3,212,744	673,000	590,092	1,263,092	-
Increases to Fund Balances	12,005,020	2,642,045	(2,385,176)	256,869	256,869
Fund Balance Impact (+)	721,653	5,946	(5,946)	-	-
Total Expenditures	\$ 24,038,821	\$ 11,121,691	\$ (385,278)	\$ 10,736,413	\$ 19,504,159
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<u>Budget By Categories of Revenues</u>					
Use of Money and Property	\$ (10,038)	\$ 11,946	\$ (11,946)	\$ -	\$ -
Intergovernmental Revenue	1,437,534	1,936,000	(568,000)	1,368,000	16,675,641
Charges for Services	217,614	420,200	383,000	803,200	695,000
Miscellaneous Revenue	1,250,609	210,500	1,702,000	1,912,500	-
Total Operating Revenues	2,895,719	2,578,646	1,505,054	4,083,700	17,370,641
Other Financing Sources	13,848,467	1,754,918	508,420	2,263,338	340,669
Decreases to Fund Balances	7,280,991	4,860,978	(471,603)	4,389,375	1,792,849
Fund Balance Impact (-)	13,645	1,927,149	(1,927,149)	-	-
Total Revenues	\$ 24,038,821	\$ 11,121,691	\$ (385,278)	\$ 10,736,413	\$ 19,504,159
Beginning Fund Balance	\$ 9,503,718	\$ 14,935,755	\$ (3,765,939)	\$ 11,169,816	\$ 7,037,310
Net Change in Sources Over Uses	5,432,037	(4,140,136)	7,630	(4,132,506)	(1,535,980)
Ending Fund Balance	\$ 14,935,755	\$ 10,795,619	\$ (3,758,309)	\$ 7,037,310	\$ 5,501,330

Summary Schedules

Other Non-Major Funds Summary

<u>Staffing By Budget Function</u>	<u>Actual FY 12-13</u>	<u>Adopted FY 13-14</u>	<u>Change from FY13-14 Ado to FY14-15 Rec</u>	<u>Recommended FY 14-15</u>	<u>Proposed FY 15-16</u>
Policy & Executive	6.25	6.25	-	6.25	6.25
Public Safety	8.46	8.00	-	8.00	8.00
Health & Human Services	100.82	100.75	0.81	101.56	98.25
Community Resources & Public Fac.	13.42	13.80	1.20	15.00	15.00
General Government & Support Services	51.48	54.50	-	54.50	54.50
Total	180.43	183.30	2.01	185.31	182.00
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<u>Operating Budget By Budget Function</u>					
Policy & Executive	\$ 23,240,021	\$ 29,576,173	\$ 3,148,297	\$ 32,724,470	\$ 31,982,982
Public Safety	16,496,652	16,402,920	(30,280)	16,372,640	16,382,224
Health & Human Services	22,952,156	22,313,244	(431,138)	21,882,106	21,898,214
Community Resources & Public Fac.	18,891,093	13,636,629	3,579,931	17,216,560	11,573,009
General Government & Support Services	27,437,553	30,585,053	764,455	31,349,508	32,182,576
General County Programs	190,025	57,050	(22,618)	34,432	-
Total Operating Expenditures	\$ 109,207,499	\$ 112,571,069	\$ 7,008,647	\$ 119,579,716	\$ 114,019,005
<u>Budget By Categories of Expenditures</u>					
Salaries and Employee Benefits	\$ 19,917,642	\$ 21,074,160	\$ 1,084,027	\$ 22,158,187	\$ 22,284,714
Services and Supplies	57,815,739	67,873,454	2,043,034	69,916,488	67,690,997
Other Charges	31,474,119	23,623,455	3,881,586	27,505,041	24,043,294
Total Operating Expenditures	109,207,499	112,571,069	7,008,647	119,579,716	114,019,005
Capital Assets	5,331,341	6,652,137	3,918	6,656,055	6,475,752
Other Financing Uses	9,428,757	9,555,713	(1,213,819)	8,341,894	7,324,902
Intrafund Expenditure Transfers (+)	26,008	30,000	-	30,000	30,000
Increases to Fund Balances	2,380,669	8,811,450	(6,938,405)	1,873,045	2,077,717
Fund Balance Impact (+)	5,132,248	127,173	(127,173)	-	-
Total Expenditures	\$ 131,506,523	\$ 137,747,542	\$ (1,266,832)	\$ 136,480,710	\$ 129,927,376
<u>Budget By Categories of Revenues</u>					
Taxes	\$ 4,327,399	\$ 4,130,925	\$ 179,462	\$ 4,310,387	\$ 4,370,886
Licenses, Permits and Franchises	35,068	41,406	13,594	55,000	60,665
Fines, Forfeitures, and Penalties	3,600,986	3,777,653	(53,253)	3,724,400	3,724,400
Use of Money and Property	609,913	1,095,844	(67,178)	1,028,666	1,031,545
Intergovernmental Revenue	35,545,790	25,750,939	3,236,279	28,987,218	23,104,207
Charges for Services	29,981,152	31,212,672	1,338,138	32,550,810	33,377,246
Miscellaneous Revenue	32,565,001	34,719,692	(1,167,385)	33,552,307	33,603,673
Total Operating Revenues	106,665,309	100,729,131	3,479,657	104,208,788	99,272,622
Other Financing Sources	6,897,239	7,775,279	(2,367,202)	5,408,077	5,858,039
Intrafund Expenditure Transfers (-)	26,008	30,000	-	30,000	30,000
Decreases to Fund Balances	7,150,834	15,989,148	1,693,397	17,682,545	13,050,894
General Fund Contribution	9,925,993	9,344,486	(193,186)	9,151,300	10,756,607
Fund Balance Impact (-)	841,140	3,879,498	(3,879,498)	-	959,214
Total Revenues	\$ 131,506,523	\$ 137,747,542	\$ (1,266,832)	\$ 136,480,710	\$ 129,927,376
Beginning Fund Balance	\$ 141,532,512	\$ 149,274,002	\$ (9,433,035)	\$ 139,840,967	\$ 124,031,467
Net Change in Sources Over Uses	(479,057)	(10,930,023)	(4,879,477)	(15,809,500)	(11,932,391)
Ending Fund Balance	\$ 141,053,455	\$ 138,343,979	\$ (14,312,512)	\$ 124,031,467	\$ 112,099,076

Summary Schedules

Appropriations

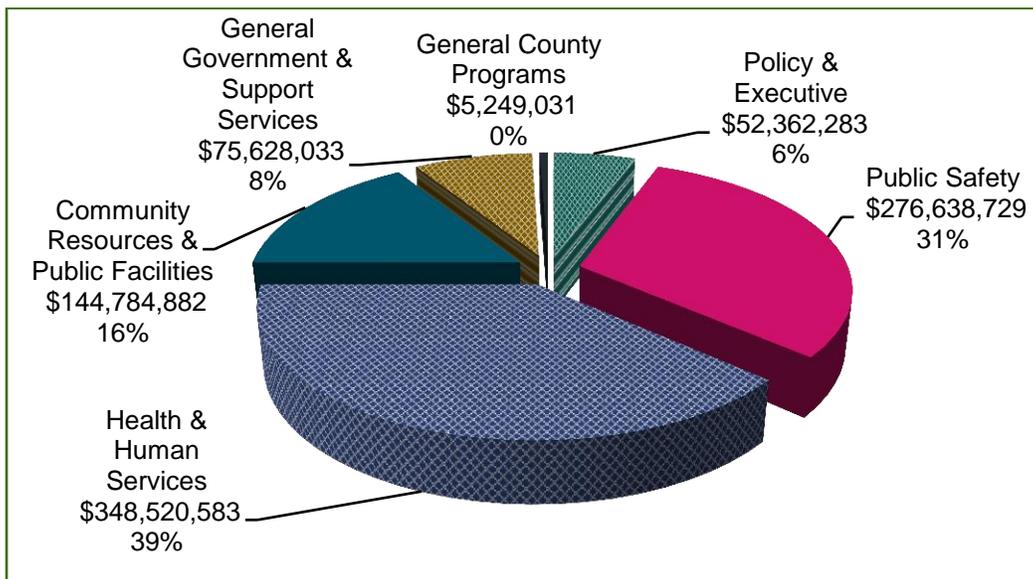
Appropriations are the legally budgeted amount for expenditures. Although two years of anticipated budgets are presented, the Board of Supervisors only adopts the Recommended budget. The Proposed budget column is provided to help show a future perspective for planning needs. This section of the Summary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

Total Appropriations by Category

	Actual FY 12-13	Adopted FY 13-14	Change from FY13-14 Ado to FY14-15 Rec	Recommended FY 14-15	Proposed FY 15-16
Salaries and Employee Benefits	\$ 465,286,132	\$ 504,675,206	\$ 20,925,180	\$ 525,600,386	\$ 532,677,853
Services and Supplies	217,626,466	242,736,587	11,238,580	253,975,167	260,510,929
Other Charges	124,933,746	114,634,643	8,973,345	123,607,988	121,807,982
Operating Expenditures	807,846,344	862,046,436	41,137,105	903,183,541	914,996,764
Capital Assets	32,065,498	37,467,710	3,421,026	40,888,736	21,639,919
Other Financing Uses	102,813,897	61,202,540	(8,104,583)	53,097,957	50,737,471
Intrafund Expenditure Transfers (+)	190,665,241	194,812,778	(2,024,564)	192,788,214	191,927,324
Increase To Fund Balance	67,524,779	60,720,874	(17,289,463)	43,431,411	38,193,880
Fund Balance Impact(+)	10,626,772	3,134,123	(3,134,123)	-	5,693,378
Appropriations Total	\$ 1,211,542,530	\$ 1,219,384,461	\$ 14,005,398	\$ 1,233,389,859	\$ 1,223,188,736

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 Section D of the budget book.

	Actual FY 12-13	Adopted FY 13-14	Change from FY13-14 Ado to FY14-15 Rec	Recommended FY 14-15	Proposed FY 15-16
Policy & Executive					
Board of Supervisors	\$ 2,632,335	\$ 2,798,064	\$ 75,264	\$ 2,873,328	\$ 2,942,548
County Executive Office	32,481,062	39,367,213	2,999,993	42,367,206	41,559,938
County Counsel	6,544,490	7,078,198	43,551	7,121,749	7,299,819
Sub-Total	41,657,887	49,243,475	3,118,808	52,362,283	51,802,305
Public Safety					
Court Special Services	15,356,430	15,228,403	15,197	15,243,600	15,243,600
District Attorney	19,134,691	19,943,976	955,281	20,899,257	21,126,035
Fire	50,409,856	54,102,754	1,934,543	56,037,297	57,689,557
Probation	47,022,950	51,125,565	384,259	51,509,824	51,914,956
Public Defender	9,559,779	10,039,778	343,322	10,383,100	10,703,776
Sheriff	116,511,720	120,366,802	2,198,849	122,565,651	121,234,581
Sub-Total	257,995,426	270,807,278	5,831,451	276,638,729	277,912,505
Health & Human Services					
Alcohol, Drug, & Mental Hlth Svcs	79,672,405	78,209,559	13,989,201	92,198,760	92,094,538
Child Support Services	9,194,896	9,430,091	15,569	9,445,660	9,462,416
First 5, Children & Families	5,672,630	5,086,168	(135,012)	4,951,156	4,577,736
Public Health	79,275,722	80,457,439	(3,592,367)	76,865,072	75,836,410
Social Services	136,729,496	153,105,805	11,954,130	165,059,935	168,378,182
Sub-Total	310,545,148	326,289,062	22,231,521	348,520,583	350,349,282
Community Resources & Public Facilities					
Agricultural Commissioner/W&M	3,910,861	4,442,224	266,140	4,708,364	4,722,269
Community Services	21,055,106	24,309,621	(2,839,103)	21,470,518	20,857,125
Planning & Development	14,712,668	15,005,448	2,883,042	17,888,490	18,128,615
Public Works	85,752,033	94,185,205	6,532,305	100,717,510	93,171,369
Sub-Total	125,430,669	137,942,498	6,842,384	144,784,882	136,879,378
General Government & Support Services					
Auditor-Controller	7,201,009	8,009,886	87,691	8,097,577	8,293,571
Clerk-Recorder-Assessor	13,181,158	15,230,205	435,193	15,665,398	15,921,755
Debt Service	3,607,849	3,500,282	(130,179)	3,370,103	3,241,221
General Services	36,633,450	40,223,709	1,139,039	41,362,748	42,834,498
Treasurer-Tax Collector-Public	6,076,581	6,873,391	258,816	7,132,207	7,088,115
Sub-Total	66,700,048	73,837,473	1,790,560	75,628,033	77,379,160
General County Programs					
General County Programs	5,517,167	3,926,650	1,322,381	5,249,031	20,674,134
Sub-Total	5,517,167	3,926,650	1,322,381	5,249,031	20,674,134
Operating Appropriations Total	\$ 807,846,344	\$ 862,046,436	\$ 41,137,105	\$ 903,183,541	\$ 914,996,764

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 & Employee Benefits, Services & Supplies, etc.) by department and program are provided in the Section D of the budget book.

	Actual FY 12-13	Adopted FY 13-14	Change from FY13-14 Ado to FY14-15 Rec	Recommended FY 14-15	Proposed FY 15-16
Policy & Executive					
Board of Supervisors					
First District	\$ 510,373	\$ 526,419	\$ 21,848	\$ 548,267	\$ 560,878
Second District	406,263	499,064	(29,617)	469,447	482,826
Third District	563,299	579,828	9,507	589,335	606,551
Fourth District	483,333	496,158	(745)	495,413	502,054
Fifth District	471,225	483,979	29,018	512,997	528,590
Board Support	197,842	212,616	45,253	257,869	261,649
Sub-Total	2,632,335	2,798,064	75,264	2,873,328	2,942,548
County Executive Office					
County Management	4,290,112	4,197,240	(49,371)	4,147,869	4,030,537
Emergency Management	1,465,981	1,536,912	(307,125)	1,229,787	1,260,495
Human Resources	3,511,218	4,056,888	208,192	4,265,080	4,285,924
Risk Management & Employee Insurance	23,213,069	29,576,173	3,148,297	32,724,470	31,982,982
Unallocated	681	-	-	-	-
Sub-Total	32,481,062	39,367,213	2,999,993	42,367,206	41,559,938
County Counsel					
Administration & Support	1,004,699	1,409,772	9,163	1,418,935	1,431,831
Advisory	2,731,011	2,790,213	(70,876)	2,719,337	2,797,203
Litigation	2,808,917	2,878,213	105,264	2,983,477	3,070,785
Unallocated	(137)	-	-	-	-
Sub-Total	6,544,490	7,078,198	43,551	7,121,749	7,299,819
Function Total	\$ 41,657,887	\$ 49,243,475	\$ 3,118,808	\$ 52,362,283	\$ 51,802,305
Public Safety					
Court Special Services					
Grand Jury	\$ 210,943	\$ 230,187	\$ 1	\$ 230,188	\$ 230,187
Court Special Services	12,838,937	12,749,119	(442)	12,748,677	12,749,684
Conflict Defense Representation	2,306,551	2,249,097	15,638	2,264,735	2,263,729
Sub-Total	15,356,430	15,228,403	15,197	15,243,600	15,243,600
District Attorney					
Administration & Support	1,335,545	1,367,867	72,844	1,440,711	1,450,840
Criminal Prosecution	17,723,757	18,454,842	865,462	19,320,304	19,517,776
Civil Prosecution	70,911	121,267	16,975	138,242	157,419
Unallocated	4,478	-	-	-	-
Sub-Total	19,134,691	19,943,976	955,281	20,899,257	21,126,035
Fire					
Administration & Support	6,032,783	6,866,280	50,521	6,916,801	7,060,850
Fire Prevention	1,462,816	1,768,586	207,698	1,976,284	2,049,898
Emergency Operations	41,731,379	45,467,888	1,676,324	47,144,212	48,578,809
Environmental Haz Mat Services	1,183,069	-	-	-	-
Unallocated	(191)	-	-	-	-
Sub-Total	50,409,856	54,102,754	1,934,543	56,037,297	57,689,557

Summary Schedules

Operating Appropriations by Department & Program (cont'd)

	Actual FY 12-13	Adopted FY 13-14	Change from FY13-14 Ado to FY14-15 Rec	Recommended FY 14-15	Proposed FY 15-16
Public Safety (cont'd)					
Probation					
Administration & Support	\$ 4,896,347	\$ 4,964,471	\$ 253,328	\$ 5,217,799	\$ 5,287,605
Institutions	18,028,161	18,509,187	(1,157,917)	17,351,270	17,474,812
Juvenile Services	8,444,935	9,362,544	261,058	9,623,602	9,698,207
Adult Services	15,634,303	18,289,363	1,027,790	19,317,153	19,454,332
Unallocated	19,206	-	-	-	-
Sub-Total	47,022,950	51,125,565	384,259	51,509,824	51,914,956
Public Defender					
Administration & Support	2,131,785	2,279,413	251,952	2,531,365	2,593,489
Adult Legal Services	7,265,265	7,205,449	206,663	7,412,112	7,658,653
Juvenile Legal Services	164,972	554,916	(115,293)	439,623	451,634
Unallocated	(2,243)	-	-	-	-
Sub-Total	9,559,779	10,039,778	343,322	10,383,100	10,703,776
Sheriff					
Administration & Support	8,455,368	8,677,697	492,068	9,169,765	9,280,102
Custody Operations	45,960,502	45,073,784	1,107,749	46,181,533	44,990,708
Countywide Law Enforcement	54,736,219	58,957,929	332,886	59,290,815	59,003,893
Court Security Services	7,352,430	7,657,392	266,146	7,923,538	7,959,878
Unallocated	7,201	-	-	-	-
Sub-Total	116,511,720	120,366,802	2,198,849	122,565,651	121,234,581
Function Total	\$ 257,995,426	\$ 270,807,278	\$ 5,831,451	\$ 276,638,729	\$ 277,912,505
Health & Human Services					
Alcohol, Drug, & Mental Health Services					
Administration & Support	\$ 8,702,154	\$ 8,588,174	\$ 1,505,463	\$ 10,093,637	\$ 10,233,699
Mental Health Inpatient Services	9,949,100	9,195,572	1,373,383	10,568,955	10,701,615
Mental Health Outpatient Services	22,251,527	22,170,282	(8,034,672)	14,135,610	14,104,111
Mental Health Community Services Programs	28,962,141	28,134,178	18,445,832	46,580,010	46,201,693
Alcohol & Drug Programs	9,813,682	10,121,353	699,195	10,820,548	10,853,420
Unallocated	(6,200)	-	-	-	-
Sub-Total	79,672,405	78,209,559	13,989,201	92,198,760	92,094,538
Child Support Services					
Case Management & Collections	9,186,208	9,430,091	15,569	9,445,660	9,462,416
Unallocated	8,687	-	-	-	-
Sub-Total	9,194,896	9,430,091	15,569	9,445,660	9,462,416
First 5, Children & Families					
Administration & Support	740,207	757,200	18,785	775,985	739,037
Program Evaluation and Research	368,480	363,926	(83,662)	280,264	234,820
Children's Wellness and Support	4,563,243	3,965,042	(70,135)	3,894,907	3,603,879
Sub-Total	5,671,929	5,086,168	(135,012)	4,951,156	4,577,736
Public Health					
Administration & Support	8,681,823	8,923,367	281,736	9,205,103	9,133,848
Health Care Centers	37,812,349	36,491,465	139,888	36,631,353	35,238,797
Indigent Health Programs	10,673,690	9,876,132	(3,316,645)	6,559,487	6,527,895
Disease Prevention & Health Promotion	11,317,648	11,877,799	183,478	12,061,277	12,318,158
Regulatory Programs & Emergency Preparedness	9,300,316	11,439,797	162,948	11,602,745	11,812,605
Tobacco Settlement Health Services	1,505,825	1,848,879	(1,043,772)	805,107	805,107
Unallocated	(15,930)	-	-	-	-
Sub-Total	79,275,722	80,457,439	(3,592,367)	76,865,072	75,836,410

Summary Schedules

Operating Appropriations by Department & Program (cont'd)

	Actual FY 12-13	Adopted FY 13-14	Change from FY13-14 Ado to FY14-15 Rec	Recommended FY 14-15	Proposed FY 15-16
Health & Human Services (cont'd)					
Social Services					
Administration & Support	\$ 16,091,946	\$ 19,448,162	\$ 462,101	\$ 19,910,263	\$ 20,190,918
Public Assistance and Welfare to Work Activities	56,967,821	60,819,765	2,252,685	63,072,450	63,781,482
Medi-Cal Eligibility	15,033,086	20,459,243	4,109,712	24,568,955	24,670,504
Protective Services for Children, Adults, Disabled	48,518,955	52,378,635	5,129,632	57,508,267	59,735,278
Unallocated	117,688	-	-	-	-
Sub-Total	136,729,496	153,105,805	11,954,130	165,059,935	168,378,182
Function Total	\$ 310,544,448	\$ 326,289,062	\$ 22,231,521	\$ 348,520,583	\$ 350,349,282
Community Resources & Public Facilities					
Agricultural Commissioner/W&M					
Administration & Support	\$ 239,540	\$ 276,390	\$ (64,225)	\$ 212,165	\$ 212,532
Agriculture	3,148,761	3,334,674	373,830	3,708,504	3,717,975
Weights & Measures	519,816	831,160	(43,465)	787,695	791,762
Unallocated	2,744	-	-	-	-
Sub-Total	3,910,861	4,442,224	266,140	4,708,364	4,722,269
Community Services					
Administration & Support	2,345,817	2,546,227	126,986	2,673,213	2,790,181
Parks & Open Spaces	8,045,252	8,391,209	298,133	8,689,342	8,871,715
Housing & Community Development	4,735,766	7,742,263	(1,920,440)	5,821,823	4,897,231
Community Support (Arts & Libraries)	5,919,688	5,629,922	(1,343,782)	4,286,140	4,297,998
Unallocated	8,583	-	-	-	-
Sub-Total	21,055,106	24,309,621	(2,839,103)	21,470,518	20,857,125
Planning & Development					
Administration & Support	2,126,100	2,239,179	352,808	2,591,987	2,595,244
Permitting	8,850,596	9,185,969	2,633,960	11,819,929	11,977,914
Coastal Mitigation	1,516,441	690,942	508,952	1,199,894	911,862
Code Enforcement	379,657	585,091	(25,301)	559,790	567,226
Long Range Planning	1,832,044	2,304,267	(587,377)	1,716,890	2,076,369
Unallocated	7,831	-	-	-	-
Sub-Total	14,712,668	15,005,448	2,883,042	17,888,490	18,128,615
Public Works					
Administration & Support	3,620,858	3,799,341	(10,680)	3,788,661	3,841,248
Transportation	31,957,323	42,446,065	(1,022,274)	41,423,791	38,649,874
Surveyor	1,342,833	1,615,827	(868,742)	747,085	746,977
Water Resources/Flood Control	21,959,767	17,032,138	5,278,359	22,310,497	16,767,369
Resource Recovery & Waste Management	26,857,508	29,291,834	3,155,642	32,447,476	33,165,901
Unallocated	13,744	-	-	-	-
Sub-Total	85,752,033	94,185,205	6,532,305	100,717,510	93,171,369
Function Total	\$ 125,430,669	\$ 137,942,498	\$ 6,842,384	\$ 144,784,882	\$ 136,879,378
General Government & Support Services					
Auditor-Controller					
Administration & Support	\$ 672,668	\$ 709,751	\$ (48,794)	\$ 660,957	\$ 678,029
Audit Services	802,531	962,491	(137,431)	825,060	827,230
Accounting Services	4,819,458	5,273,616	363,270	5,636,886	5,786,036
Financial Reporting	905,909	1,064,028	(89,354)	974,674	1,002,276
Unallocated	443	-	-	-	-
Sub-Total	7,201,009	8,009,886	87,691	8,097,577	8,293,571

Summary Schedules

Operating Appropriations by Department & Budget (cont'd)

	Actual FY 12-13	Adopted FY 13-14	Change from FY13-14 Ado to FY14-15 Rec	Recommended FY 14-15	Proposed FY 15-16
General Government & Support Services (cont'd)					
Clerk-Recorder-Assessor					
Administration & Support	\$ 1,189,599	\$ 1,363,735	\$ (68,015)	\$ 1,295,720	\$ 1,321,074
Elections	3,003,412	3,228,148	188,977	3,417,125	3,406,976
Clerk-Recorder	2,120,918	2,462,710	244,748	2,707,458	2,764,529
Assessor	6,854,133	8,175,612	69,483	8,245,095	8,429,176
Unallocated	13,097	-	-	-	-
Sub-Total	13,181,158	15,230,205	435,193	15,665,398	15,921,755
Debt Service					
Tax & Revenue Anticipation Notes	857,510	884,000	-	884,000	884,000
Long Term Debt	2,750,339	2,616,282	(130,179)	2,486,103	2,357,221
Sub-Total	3,607,849	3,500,282	(130,179)	3,370,103	3,241,221
General Services					
Central Services	2,366,656	2,403,169	220,196	2,623,365	2,650,069
Capital Improvements	898,811	1,054,039	(23,530)	1,030,509	1,052,720
Facilities & Land Management	14,113,432	15,780,398	(72,095)	15,708,303	16,498,912
Fleet Operations	9,916,478	10,841,953	526,323	11,368,276	11,636,261
Information & Communications Technology	9,341,952	10,144,150	488,145	10,632,295	10,996,536
Unallocated	(3,878)	-	-	-	-
Sub-Total	36,633,450	40,223,709	1,139,039	41,362,748	42,834,498
Treasurer-Tax Collector-Public					
Administration & Support	1,113,663	1,276,157	184,408	1,460,565	1,484,515
Treasury	1,636,779	1,765,817	(75,148)	1,690,669	1,693,616
Tax & Collections	1,870,989	2,178,760	86,081	2,264,841	2,171,068
Public Assistance	1,447,684	1,652,657	63,475	1,716,132	1,738,916
Unallocated	7,466	-	-	-	-
Sub-Total	6,076,581	6,873,391	258,816	7,132,207	7,088,115
Function Total	\$ 66,700,048	\$ 73,837,473	\$ 1,790,560	\$ 75,628,033	\$ 77,379,160
General County Programs					
General County Programs					
Support to Other Governments & Organizations	\$ 1,581,555	\$ 1,115,100	\$ 1,210,324	\$ 2,325,424	\$ 2,326,344
Ancillary Services	367,488	267,550	2,382	269,932	210,500
Northern Branch Jail Project	375,965	2,544,000	109,675	2,653,675	18,137,290
Sub-Total	5,517,167	3,926,650	1,322,381	5,249,031	20,674,134
Fuction Total	\$ 5,517,167	\$ 3,926,650	\$ 1,322,381	\$ 5,249,031	\$ 20,674,134
Operating Appropriations Total	\$ 807,845,644	\$ 862,046,436	\$ 41,137,105	\$ 903,183,541	\$ 914,996,764

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 and more complete Capital Budget information is provided in Section E.

	Actual FY 12-13	Adopted FY 13-14	Change from FY13-14 Ado to FY14-15 Rec	Recommended FY 14-15	Proposed FY 15-16
Land					
Community Services	\$ 785,000	\$ -	\$ -	\$ -	\$ -
Public Works	860,550	59,000	(4,000)	55,000	706,000
Sub-Total	1,645,550	59,000	(4,000)	55,000	706,000
Land Improvements					
Public Health	-	175,000	(175,000)	-	-
Sub-Total	-	175,000	(175,000)	-	-
Structures & Structures Improvements					
Alcohol,Drug,&Mental Hlth Svcs	-	-	100,002	100,002	-
Child Support Services	21,491	-	-	-	-
General Services	418,777	100,000	200,000	300,000	300,000
Public Health	452,051	-	-	-	-
Public Works	3,776,659	8,335,000	(69,000)	8,266,000	1,871,000
Sheriff	52,598	-	-	-	-
Sub-Total	4,721,576	8,435,000	231,002	8,666,002	2,171,000
Equipment					
Alcohol,Drug,&Mental Hlth Svcs	-	10,000	114,997	124,997	25,000
Auditor-Controller	-	10,000	-	10,000	10,000
Board of Supervisors	-	-	7,000	7,000	-
Community Services	238,004	50,000	-	50,000	50,000
County Executive Office	668,708	241,500	(211,500)	30,000	30,000
Fire	686,836	442,500	(402,885)	39,615	-
General Services	2,971,285	4,051,000	(200,000)	3,851,000	4,351,000
Planning & Development	58,127	-	-	-	-
Probation	14,866	-	-	-	-
Public Defender	20,941	-	-	-	-
Public Health	25,740	7,500	(2,000)	5,500	-
Public Works	2,301,994	4,359,500	1,781,500	6,141,000	6,468,000
Sheriff	127,486	62,000	-	62,000	62,000
Treasurer-Tax Collector-Public	-	-	-	-	-
Sub-Total	7,113,988	9,234,000	1,087,112	10,321,112	10,996,000
IT Hardware > \$5K / Software > \$100K					
Alcohol,Drug,&Mental Hlth Svcs	7,665	100,000	(1,085)	98,915	57,667
Clerk-Recorder-Assessor	90,472	183,745	(23,745)	160,000	160,000
District Attorney	-	-	80,000	80,000	150,000
General Services	1,207,347	1,685,137	139,615	1,824,752	1,824,752
Planning & Development	-	-	20,000	20,000	20,000
Public Defender	23,014	-	-	-	-
Public Health	212,824	23,000	87,250	110,250	17,000
Public Works	17,053	-	-	-	-
Sheriff	1,014,931	16,000	-	16,000	16,000
Social Services	30,784	270,000	(50,000)	220,000	220,000
Treasurer-Tax Collector-Public	18,388	-	-	-	-
Sub-Total	2,622,477	2,277,882	252,035	2,529,917	2,465,419
Construction In Progress					
Community Services	1,478,333	2,832,700	(185,100)	2,647,600	1,060,000
General Services	6,348,209	3,190,000	1,355,480	4,545,480	-
Public Works	7,655,365	10,043,000	1,005,000	11,048,000	4,241,500
Sheriff	448,343	-	-	-	-
Treasurer-Tax Collector-Public	31,657	1,221,128	(145,503)	1,075,625	-
Sub-Total	15,961,907	17,286,828	2,029,877	19,316,705	5,301,500
Capital Appropriations Total	\$ 32,065,498	\$ 37,292,710	\$ 3,596,026	\$ 40,888,736	\$ 21,639,919

Summary Schedules

Revenues

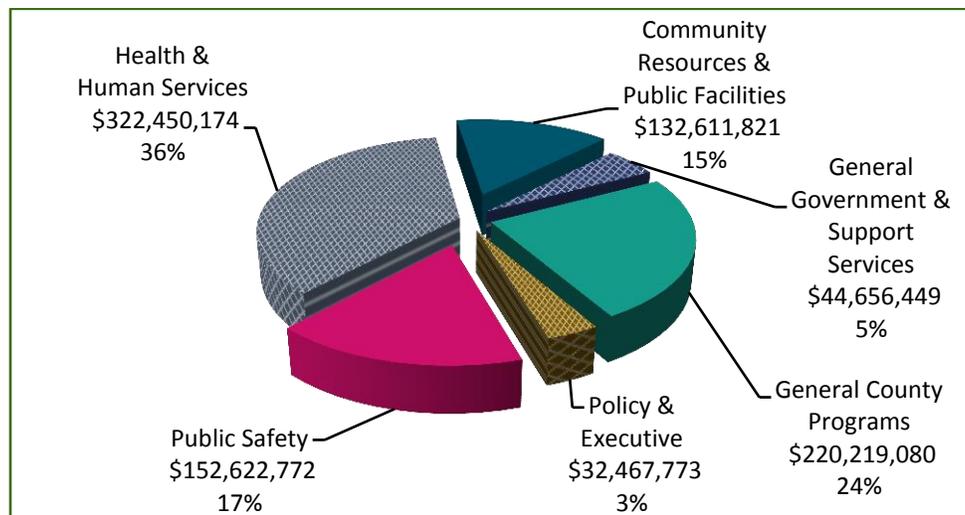
Budgets for revenues are adopted in order to help manage, anticipate, and compare revenue estimates with actual. Additionally, the County Budget Act requires the County to adopt a “balanced budget”, which means that appropriations cannot be adopted without an equal source of revenue. This section of 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 12-13	Adopted FY 13-14	Change from FY13-14 Ado to FY14-15 Rec	Recommended FY 14-15	Proposed FY 15-16
Taxes	\$ 249,410,727	\$ 244,701,574	\$ 16,293,033	\$ 260,994,607	\$ 270,459,107
Licenses, Permits and Franchises	17,073,465	16,301,870	1,653,868	17,955,738	18,134,032
Fines, Forfeitures, and Penalties	9,584,730	9,165,620	(331,319)	8,834,301	8,176,872
Use of Money and Property	2,538,152	4,579,159	(55,381)	4,523,778	4,633,834
Intergovernmental Revenue	326,229,351	330,842,901	11,603,976	342,446,877	353,854,565
Charges for Services	196,060,080	198,376,922	25,320,475	223,697,397	226,624,377
Miscellaneous Revenue	50,690,985	47,227,752	(652,381)	46,575,371	44,315,566
Operating Revenue	851,587,490	851,195,798	53,832,271	905,028,069	926,198,353
Other Financing Sources	71,234,004	32,561,580	(12,899,264)	19,662,316	17,284,655
Intrafund Expenditure Transfers (-)	5,370,945	2,944,758	(89,243)	2,855,515	2,718,324
Release of Fund Balance	68,584,676	101,211,142	(13,047,183)	88,163,959	50,453,928
Fund Balance Impact(-)	3,044,497	17,048,587	(17,048,587)	-	9,179,387
General Fund Contribution	211,720,919	214,422,596	3,257,404	217,680,000	217,354,089
Revenues Total	\$ 1,211,542,530	\$ 1,219,384,461	\$ 14,005,398	\$ 1,233,389,859	\$ 1,223,188,736

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 12-13	Adopted FY 13-14	Change from FY13-14 Ado to FY14-15 Rec	Recommended FY 14-15	Proposed FY 15-16
Policy & Executive					
Board of Supervisors	\$ -	\$ -	\$ -	\$ -	\$ -
County Executive Office	28,203,500	27,899,286	851,238	28,750,524	29,068,224
County Counsel	2,787,825	3,595,986	121,263	3,717,249	3,793,224
Sub-Total	30,991,325	31,495,272	972,501	32,467,773	32,861,448
Public Safety					
Court Special Services	6,607,278	6,653,800	11,600	6,665,400	6,665,400
District Attorney	6,742,501	6,955,678	805,904	7,761,582	7,890,382
Fire	55,616,253	54,113,306	4,982,636	59,095,942	61,738,093
Probation	23,506,211	24,550,985	365,133	24,916,118	25,275,311
Public Defender	3,206,679	3,243,980	164,620	3,408,600	3,570,100
Sheriff	47,893,520	49,047,680	1,727,450	50,775,130	49,954,652
Sub-Total	143,572,442	144,565,429	8,057,343	152,622,772	155,093,938
Health & Human Services					
Alcohol, Drug, & Mental Hlth Svcs	74,588,325	70,703,109	15,916,597	86,619,706	88,232,362
Child Support Services	9,181,854	9,430,093	15,567	9,445,660	9,462,416
First 5, Children & Families	5,532,457	4,359,312	392,479	4,751,791	4,376,061
Public Health	71,229,510	69,711,508	(3,379,523)	66,331,985	66,322,758
Social Services	133,822,288	142,109,223	13,191,809	155,301,032	157,461,566
Sub-Total	294,354,435	296,313,245	26,136,929	322,450,174	325,855,163
Community Resources & Public Facilities					
Agricultural Commissioner/W&M	2,825,130	2,767,718	281,546	3,049,264	3,060,485
Community Services	14,673,546	17,295,290	(1,896,701)	15,398,589	13,052,671
Planning & Development	11,000,330	10,624,240	2,775,719	13,399,959	13,431,424
Public Works	97,609,405	96,612,565	4,151,444	100,764,009	98,152,673
Sub-Total	126,108,411	127,299,813	5,312,008	132,611,821	127,697,253
General Government & Support Services					
Auditor-Controller	1,412,038	1,049,699	(112,499)	937,200	937,200
Clerk-Recorder-Assessor	6,111,759	5,698,560	(252,411)	5,446,149	5,291,751
Debt Service	1,360,204	1,440,633	(34,846)	1,405,787	1,405,787
General Services	30,433,049	31,313,268	2,407,902	33,721,170	32,454,178
Treasurer-Tax Collector-Public	2,570,129	3,025,874	120,269	3,146,143	3,200,518
Sub-Total	41,887,179	42,528,034	2,128,415	44,656,449	43,289,434
General County Programs					
General County Programs	2,845,734	2,836,216	(142,452)	2,693,764	18,508,333
General Revenues	211,827,964	206,157,789	11,367,527	217,525,316	222,892,784
Sub-Total	214,673,698	208,994,005	11,225,075	220,219,080	241,401,117
Operating Revenues Total	\$ 851,587,490	\$ 851,195,798	\$ 53,832,271	\$ 905,028,069	\$ 926,198,353

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 12-13	Adopted FY 13-14	Change from FY13-14 Ado to FY14-15 Rec	Recommended FY 14-15	Proposed FY 15-16
Policy & Executive					
Board of Supervisors					
First District	\$ -	\$ -	\$ -	\$ -	\$ -
Second District	-	-	-	-	-
Third District	-	-	-	-	-
Fourth District	-	-	-	-	-
Fifth District	-	-	-	-	-
Board Support	-	-	-	-	-
Sub-Total	-	-	-	-	-
County Executive Office					
County Management	295,043	296,295	43,705	340,000	342,595
Emergency Management	1,562,250	1,075,865	(537,183)	538,682	541,678
Human Resources	135,218	310,700	61,792	372,492	372,492
Risk Management & Employee Insurance	26,210,988	26,216,426	1,282,924	27,499,350	27,811,459
Sub-Total	28,203,500	27,899,286	851,238	28,750,524	29,068,224
County Counsel					
Administration & Support	2,788,175	3,595,986	121,263	3,717,249	3,793,224
Advisory	(350)	-	-	-	-
Litigation	-	-	-	-	-
Sub-Total	2,787,825	3,595,986	121,263	3,717,249	3,793,224
Function Total	\$ 30,991,325	\$ 31,495,272	\$ 972,501	\$ 32,467,773	\$ 32,861,448
Public Safety					
Court Special Services					
Grand Jury	\$ -	\$ -	\$ -	\$ -	\$ -
Court Special Services	6,607,278	6,653,800	11,600	6,665,400	6,665,400
Conflict Defense Representation	-	-	-	-	-
Sub-Total	6,607,278	6,653,800	11,600	6,665,400	6,665,400
District Attorney					
Administration & Support	57,650	30,000	(20,000)	10,000	10,000
Criminal Prosecution	6,638,841	6,875,678	825,904	7,701,582	7,830,382
Civil Prosecution	46,010	50,000	-	50,000	50,000
Sub-Total	6,742,501	6,955,678	805,904	7,761,582	7,890,382
Fire					
Administration & Support	3,203,485	3,201,450	(213,150)	2,988,300	2,753,300
Fire Prevention	341,789	439,110	43,388	482,498	488,393
Emergency Operations	50,133,511	50,472,746	5,152,398	55,625,144	58,496,400
Environmental Haz Mat Services	1,937,468	-	-	-	-
Sub-Total	55,616,253	54,113,306	4,982,636	59,095,942	61,738,093

Summary Schedules

Operating Revenues by Department & Program (cont'd)

	Actual FY 12-13	Adopted FY 13-14	Change from FY13-14 Ado to FY14-15 Rec	Recommended FY 14-15	Proposed FY 15-16
Public Safety (cont'd)					
Probation					
Administration & Support	\$ 158,193	\$ 158,380	\$ (14,905)	\$ 143,475	\$ 143,475
Institutions	6,383,466	6,559,193	(168,546)	6,390,647	6,510,137
Juvenile Services	4,122,244	4,025,010	(109,508)	3,915,502	3,915,502
Adult Services	12,842,169	13,808,402	658,092	14,466,494	14,706,197
Sub-Total	23,506,071	24,550,985	365,133	24,916,118	25,275,311
Public Defender					
Administration & Support	(200)	708,835	58,542	767,377	806,764
Adult Legal Services	3,206,879	2,354,324	155,813	2,510,137	2,625,968
Juvenile Legal Services	-	180,821	(49,735)	131,086	137,368
Sub-Total	3,206,679	3,243,980	164,620	3,408,600	3,570,100
Sheriff					
Administration & Support	2,158,001	1,618,148	91,958	1,710,106	1,769,005
Custody Operations	16,768,861	17,529,493	957,267	18,486,760	17,248,574
Countywide Law Enforcement	22,670,711	22,845,042	678,225	23,523,267	23,682,076
Court Security Services	6,295,807	7,054,997	-	7,054,997	7,254,997
Sub-Total	47,893,380	49,047,680	1,727,450	50,775,130	49,954,652
Function Total	\$ 143,572,162	\$ 144,565,429	\$ 8,057,343	\$ 152,622,772	\$ 155,093,938
Health & Human Services					
Alcohol, Drug, & Mental Health Services					
Administration & Support	\$ 24,034,741	\$ 6,665,145	\$ 11,205,167	\$ 17,870,312	\$ 17,807,434
Mental Health Inpatient Services	3,046,311	7,444,299	(2,896,055)	4,548,244	4,714,084
Mental Health Outpatient Services	9,134,258	22,880,821	(17,245,289)	5,635,532	5,766,580
Mental Health Community Services Programs	27,582,378	23,768,173	24,841,409	48,609,582	50,141,337
Alcohol & Drug Programs	10,790,638	9,944,671	11,365	9,956,036	9,802,927
Sub-Total	74,588,325	70,703,109	15,916,597	86,619,706	88,232,362
Child Support Services					
Case Management & Collections	9,181,854	9,430,093	15,567	9,445,660	9,462,416
Sub-Total	9,181,854	9,430,093	15,567	9,445,660	9,462,416
First 5, Children & Families					
Administration & Support	4,268,144	3,899,099	65,516	3,964,615	3,810,808
Program Evaluation and Research	214	-	-	-	-
Children's Wellness and Support	1,264,099	460,213	326,963	787,176	565,253
Sub-Total	5,532,457	4,359,312	392,479	4,751,791	4,376,061
Public Health					
Administration & Support	4,577,571	5,255,391	(1,509,439)	3,745,952	3,682,659
Health Care Centers	39,642,178	33,010,695	599,239	33,609,934	33,757,624
Indigent Health Programs	4,723,080	8,256,812	(2,908,893)	5,347,919	5,264,325
Disease Prevention & Health Promotion	9,135,428	9,593,598	87,853	9,681,451	9,646,451
Regulatory Programs & Emergency Preparedness	7,485,094	9,806,203	326,033	10,132,236	10,157,206
Tobacco Settlement Health Services	5,666,159	3,788,809	25,684	3,814,493	3,814,493
Sub-Total	71,229,510	69,711,508	(3,379,523)	66,331,985	66,322,758

Summary Schedules

Operating Revenues by Department & Program (cont'd)

	Actual FY 12-13	Adopted FY 13-14	Change from FY13-14 Ado to FY14-15 Rec	Recommended FY 14-15	Proposed FY 15-16
Health & Human Services (cont'd)					
Social Services					
Administration & Support	\$ (11,034,511)	\$ 375,810	\$ (358,210)	\$ 17,600	\$ 17,600
Public Assistance and Welfare to Work Activities	68,385,001	65,203,362	2,718,784	67,922,146	68,789,042
Medi-Cal Eligibility	27,582,270	29,471,483	4,554,816	34,026,299	34,174,534
Protective Services for Children, Adults, Disabled	48,889,529	47,058,568	6,276,419	53,334,987	54,480,390
Sub-Total	133,822,288	142,109,223	13,191,809	155,301,032	157,461,566
Function Total	\$ 294,354,435	\$ 296,313,245	\$ 26,136,929	\$ 322,450,174	\$ 325,855,163
Community Resources & Public Facilities					
Agricultural Commissioner/W&M					
Administration & Support	\$ 158,664	\$ 105,372	\$ (52,412)	\$ 52,960	\$ 54,960
Agriculture	2,076,050	2,291,692	271,612	2,563,304	2,567,525
Weights & Measures	590,416	370,654	62,346	433,000	438,000
Sub-Total	2,825,130	2,767,718	281,546	3,049,264	3,060,485
Community Services					
Administration & Support	853,435	725,736	(60,876)	664,860	707,943
Parks & Open Spaces	7,610,034	8,013,667	161,688	8,175,355	6,964,718
Housing & Community Development	5,050,109	7,981,837	(1,979,125)	6,002,712	4,799,348
Community Support (Arts & Libraries)	1,159,968	574,050	(18,388)	555,662	580,662
Sub-Total	14,673,546	17,295,290	(1,896,701)	15,398,589	13,052,671
Planning & Development					
Administration & Support	1,060,384	1,169,148	240,790	1,409,938	1,214,280
Permitting	8,207,195	7,850,151	2,778,938	10,629,089	10,859,486
Coastal Mitigation	709,969	747,505	(9,671)	737,834	751,075
Code Enforcement	214,705	175,389	35,374	210,763	210,763
Long Range Planning	808,077	682,047	(269,712)	412,335	395,820
Sub-Total	11,000,330	10,624,240	2,775,719	13,399,959	13,431,424
Public Works					
Administration & Support	4,370,641	4,476,106	94,303	4,570,409	4,692,195
Transportation	30,890,471	34,308,659	63,634	34,372,293	35,821,478
Surveyor	959,566	1,281,900	(861,329)	420,571	390,489
Water Resources/Flood Control	28,709,440	22,270,959	1,545,486	23,816,445	20,195,251
Resource Recovery & Waste Management	32,679,287	34,274,941	3,309,350	37,584,291	37,053,260
Sub-Total	97,609,405	96,612,565	4,151,444	100,764,009	98,152,673
Function Total	\$ 126,108,411	\$ 127,299,813	\$ 5,312,008	\$ 132,611,821	\$ 127,697,253
General Government & Support Services					
Auditor-Controller					
Administration & Support	\$ 59,893	\$ 25,346	\$ (889)	\$ 24,457	\$ 24,457
Audit Services	33,800	23,411	14,089	37,500	37,500
Accounting Services	1,318,345	1,000,942	(125,699)	875,243	875,243
Financial Reporting	-	-	-	-	-
Sub-Total	1,412,038	1,049,699	(112,499)	937,200	937,200

Summary Schedules

Operating Revenues by Department & Program (cont'd)

	Actual FY 12-13	Adopted FY 13-14	Change from FY13-14 Ado to FY14-15 Rec	Recommended FY 14-15	Proposed FY 15-16
General Government & Support Services (cont'd)					
Clerk-Recorder-Assessor					
Administration & Support	\$ -	\$ -	\$ -	\$ -	\$ -
Elections	666,424	79,000	441,000	520,000	80,000
Clerk-Recorder	3,283,404	3,504,560	(751,963)	2,752,597	2,754,597
Assessor	2,161,931	2,115,000	58,552	2,173,552	2,457,154
Sub-Total	6,111,759	5,698,560	(252,411)	5,446,149	5,291,751
Debt Service					
Tax & Revenue Anticipation Notes	-	-	-	-	-
Long Term Debt	1,360,204	1,440,633	(34,846)	1,405,787	1,405,787
Sub-Total	1,360,204	1,440,633	(34,846)	1,405,787	1,405,787
General Services					
Central Services	935,641	817,082	102,252	919,334	932,700
Capital Improvements	2,035,852	1,837,688	1,256,508	3,094,196	976,830
Facilities & Land Management	7,174,292	8,128,021	(139,898)	7,988,123	8,323,661
Fleet Operations	10,440,677	10,504,067	666,404	11,170,471	11,350,000
Information & Communications Technology	9,846,587	10,026,410	522,636	10,549,046	10,870,987
Sub-Total	30,433,049	31,313,268	2,407,902	33,721,170	32,454,178
Treasurer-Tax Collector-Public					
Administration & Support	5,682	2,500	-	2,500	2,500
Treasury	1,642,803	2,051,663	96,751	2,148,414	1,882,295
Tax & Collections	665,545	799,730	64,384	864,114	1,184,608
Public Assistance	256,099	171,981	(40,866)	131,115	131,115
Sub-Total	2,570,129	3,025,874	120,269	3,146,143	3,200,518
Function Total	\$ 41,887,179	\$ 42,528,034	\$ 2,128,415	\$ 44,656,449	\$ 43,289,434
General County Programs					
General County Programs					
Support to Other Governments & Organizations	\$ -	\$ -	\$ -	\$ -	\$ -
Reserved & Committed Funds	2,424,961	2,337,336	(108,336)	2,229,000	1,904,000
Ancillary Services	420,773	498,880	(34,116)	464,764	468,692
Northern Branch Jail Project	-	-	-	-	16,135,641
Sub-Total	2,845,734	2,836,216	(142,452)	2,693,764	18,508,333
General Revenues					
General Revenues	211,827,964	206,157,789	11,367,527	217,525,316	222,892,784
General Fund Contributions	-	-	-	-	-
Sub-Total	211,827,964	206,157,789	11,367,527	217,525,316	222,892,784
Function Total	\$ 214,673,698	\$ 208,994,005	\$ 11,225,075	\$ 220,219,080	\$ 241,401,117
Operating Revenues Total	\$ 851,587,210	\$ 851,195,798	\$ 53,832,271	\$ 905,028,069	\$ 926,198,353

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 which are reflected in the General Fund.

	Actual FY 12-13	Adopted FY 13-14	Change from FY13-14 Ado to FY14-15 Rec	Recommended FY 14-15	Proposed FY 15-16
Taxes					
Property Tax-Current Secured	\$ 109,398,166	\$ 111,942,000	\$ 3,881,000	\$ 115,823,000	\$ 119,293,000
Property Tax-Unitary	2,455,794	2,453,000	-	2,453,000	2,453,000
Property Tax In-Lieu of VLF	43,069,333	44,027,000	2,369,000	46,396,000	48,250,000
Property Tax-Current Unsecd	4,909,668	4,577,000	28,000	4,605,000	4,744,000
Prop Tax-Curr Unsec Aircraft	560,636	560,000	2,000	562,000	568,000
RDA Dissolution Proceeds	5,991,924	-	-	-	-
RDA Pass-through Payments	-	-	389,000	389,000	397,000
RDA RPTTF Resid Distributions	4,220,316	4,260,000	-	4,919,000	5,033,000
Property Tax-Prior Secured	(507,917)	(600,000)	-	(600,000)	(600,000)
Property Tax-Prior Unsecured	80,082	(100,000)	(50,000)	(150,000)	(150,000)
Prop Tax-PY Unsec Aircraft	24,016	-	-	-	-
Supplemental Pty Tax-Current	2,125,067	2,200,000	710,000	2,910,000	3,257,000
Supplemental Pty Tax-Prior	108,860	-	-	-	-
Sales and Use Retail Tax State	6,930,365	6,932,000	377,000	7,309,000	7,601,000
In-Lieu Local Sales Tax	2,191,050	2,270,000	532,000	2,802,000	2,537,000
Transient Occupancy Tax	6,992,624	6,825,000	576,000	7,401,000	7,771,000
Racehorse Taxation	3,846	4,000	-	4,000	4,000
Property Transfer Taxes	3,799,303	3,101,000	748,000	3,849,000	4,157,000
Sub-Total	192,353,132	188,451,000	10,221,000	198,672,000	205,315,000
Licenses, Permits and Franchises					
Franchises	3,202,588	3,039,000	76,000	3,115,000	3,177,000
Sub-Total	3,202,588	3,039,000	76,000	3,115,000	3,177,000
Fines, Forfeitures, and Penalties					
PT-Delinquent Penalty-CY	2,182,884	1,845,000	(242,000)	1,603,000	1,410,000
PT-Redemption Penalty-PY	1,484,070	1,327,000	(15,000)	1,312,000	1,154,000
PT-Delinquent Penalty-PY	974,543	837,000	(54,000)	783,000	689,000
Sub-Total	4,641,497	4,009,000	(311,000)	3,698,000	3,253,000
Use of Money and Property					
Interest Income	1,064,946	1,104,000	132,000	1,236,000	1,288,000
Unrealized Gain/Loss Invstmnts	(612,129)	-	-	-	-
Other Rental of Bldgs and Land	50,401	280,000	5,000	285,000	291,000
Sub-Total	503,218	1,384,000	137,000	1,521,000	1,579,000
Intergovernmental Revenue-State					
Motor Vhcle In-Lieu In Excess	186,883	185,000	-	185,000	185,000
Homeowners Property Tax Relief	806,783	805,000	(26,000)	779,000	767,000
State Off Hwy Mtr Veh Lic Fees	623	-	-	-	-
Federal Grazing Fees	112	-	-	-	-
Payments In Lieu of Taxes	1,722,435	18,000	-	18,000	18,000
Other Governmental Agencies	351,405	359,000	(359,000)	-	-
Sub-Total	3,068,241	1,367,000	(385,000)	982,000	970,000
Charges for Services					
Cost Allocation Services	6,853,168	6,411,614	1,883,293	8,294,907	7,465,417
Cost Allocation Use Allowance	1,096,016	884,794	206,970	1,091,764	982,588
Sub-Total	7,949,184	7,296,408	2,090,263	9,386,671	8,448,005
Other Financing Sources					
Sale Capital Assets-Real Prop	310,000	-	-	-	-
Sub-Total	310,000	-	-	-	-
Miscellaneous Revenue					
Unclaimed Money In Co.Treasury	(1,827)	300,000	(150,000)	150,000	150,000
Other Miscellaneous Revenue	111,931	311,381	(310,736)	645	779
Sub-Total	110,104	611,381	(460,736)	150,645	150,779
Intrafund Expenditure Transfers (-)					
ltrf (-) Cost Allocations	156,612	194,111	(39,427)	154,684	154,683
Sub-Total	156,612	194,111	(39,427)	154,684	154,683
Changes to Committed					
Unrealized Gains	169,095	-	-	-	-
Contingencies	65,500	-	-	-	-
Sub-Total	234,595	-	-	-	-
Revenue Total	\$ 212,529,171	\$ 206,351,900	\$ 11,328,100	\$ 217,680,000	\$ 223,047,467

Summary Schedules

General Fund Contribution

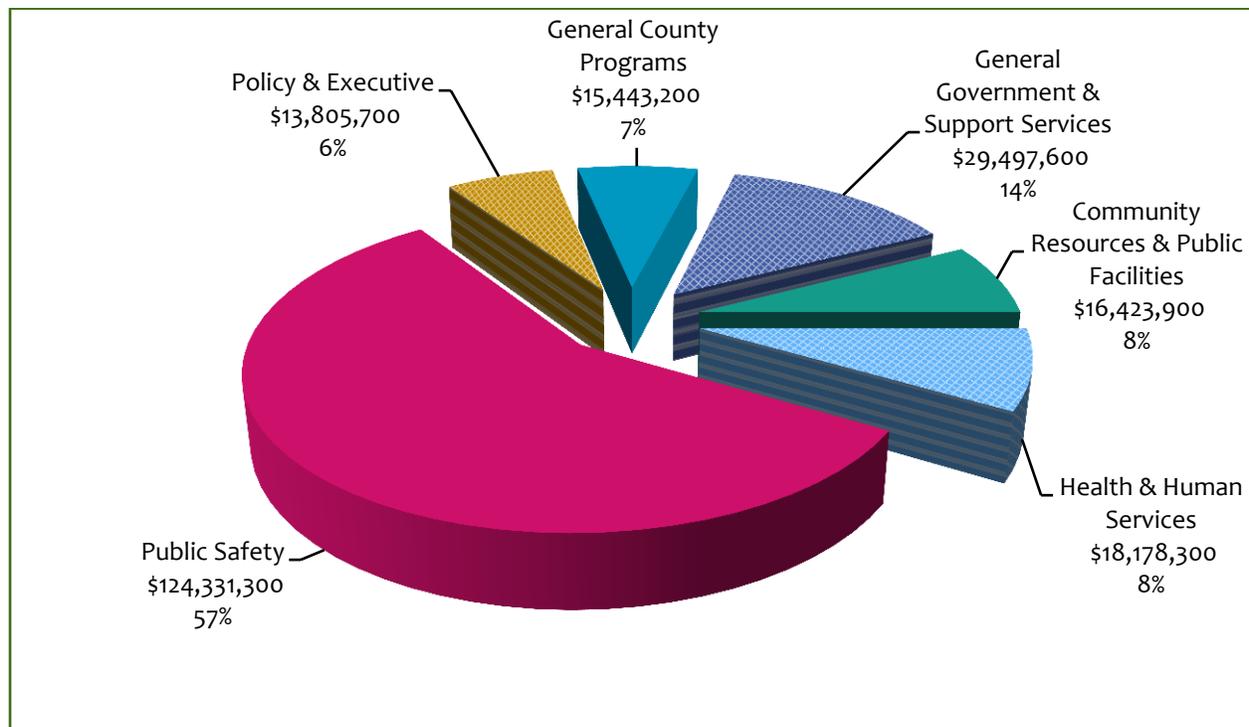
This section of the Summary Schedules shows the amount of “General Fund Contribution (GFC)” allocated to the various County departments. The allocation methodology (i.e. the determination of how much a department will receive in GFC) is based on principles adopted by the Board of Supervisors before each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

The following pie chart shows the amount and percentage of General Fund Contribution allocated to each Function. The detail for the pie chart can be found on the following pages.



Summary Schedules

General Fund Contribution by Function & Department

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

	Actual FY 12-13	Adopted FY 13-14	Change from FY13-14 Ado to FY14-15 Rec	Recommended FY 14-15	Proposed FY 15-16
Policy & Executive					
Board of Supervisors	\$ 2,767,608	\$ 2,833,000	\$ 67,000	\$ 2,900,000	\$ 2,935,200
County Executive Office	7,690,269	8,146,700	114,500	8,261,200	8,379,900
County Counsel	2,270,038	2,437,900	206,600	2,644,500	2,692,100
Sub-Total	12,727,915	13,417,600	388,100	13,805,700	14,007,200
Public Safety					
Court Special Services	8,536,760	8,536,800	-	8,536,800	8,536,800
District Attorney	12,289,381	12,524,307	244,393	12,768,700	12,827,600
Fire	-	-	-	-	-
Probation	25,031,738	25,222,835	353,065	25,575,900	25,520,200
Public Defender	6,821,428	6,625,900	158,600	6,784,500	6,782,100
Sheriff	68,811,994	70,436,985	228,415	70,665,400	70,359,200
Sub-Total	121,491,301	123,346,827	984,473	124,331,300	124,025,900
Health & Human Services					
Alcohol, Drug, & Mental Hlth Svcs	3,005,544	1,772,400	1,293,700	3,066,100	3,086,000
Child Support Services	-	-	-	-	-
First 5, Children & Families	-	-	-	-	-
Public Health	6,945,890	8,225,000	221,600	8,446,600	8,537,200
Social Services	6,681,188	2,979,499	3,686,101	6,665,600	6,712,900
Sub-Total	16,632,622	12,976,899	5,201,401	18,178,300	18,336,100
Community Resources & Public Facilities					
Agricultural Commissioner/W&M	1,355,130	1,546,300	41,400	1,587,700	1,607,700
Community Services	7,416,172	8,633,800	(915,700)	7,718,100	7,800,400
Planning & Development	3,738,730	4,056,600	114,300	4,170,900	4,220,600
Public Works	2,696,126	2,804,800	142,400	2,947,200	3,206,400
Sub-Total	15,206,158	17,041,500	(617,600)	16,423,900	16,835,100
General Government & Support Services					
Auditor-Controller	6,134,725	6,857,300	194,500	7,051,800	7,148,500
Clerk-Recorder-Assessor	8,752,646	9,623,300	161,500	9,784,800	9,891,400
Debt Service	870,000	884,000	-	884,000	884,000
General Services	7,565,378	8,166,200	217,900	8,384,100	8,525,000
Treasurer-Tax Collector-Public	3,021,937	3,317,600	75,300	3,392,900	3,426,700
Sub-Total	26,344,686	28,848,400	649,200	29,497,600	29,875,600
General County Programs					
General County Programs	19,318,237	18,791,370	(3,348,170)	15,443,200	14,274,189
General Revenues	-	-	-	-	-
Sub-Total	19,318,237	18,791,370	(3,348,170)	15,443,200	14,274,189
General Fund Contributions Total	\$ 211,720,919	\$ 214,422,596	\$ 3,257,404	\$ 217,680,000	\$ 217,354,089

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.*

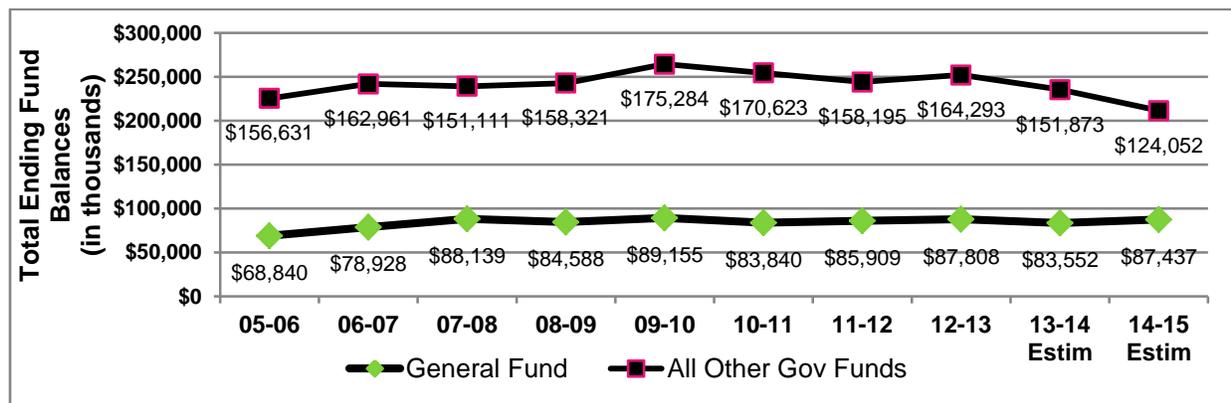
There are two schedules in this section that focus on the fund balances of the County’s budgeted funds. The first schedule lists the County’s budgeted funds and provides estimates on beginning and ending fund balances based on estimated activity for the current fiscal year and the estimated activity 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 2013-14 and 2014-15 can be found on the following Fund Balance Summary schedule.



Summary Schedules

Fund Balance Summary

	Estimated Fund Balances as of June 30, 2014	Recommended Revenues & Other Financing Sources	Recommended Expenditures & Other Financing Uses	Estimated Fund Balances as of June 30, 2015
Governmental Funds				
Major Funds				
General Fund	\$ 83,551,771	\$ 550,516,759	\$ 546,630,655	\$ 87,437,875
Flood Control Districts	60,834,607	17,851,367	24,872,225	53,813,749
Public Health	19,009,621	68,117,231	70,700,477	16,426,375
Roads Fund	15,639,686	38,222,786	43,969,289	9,893,183
Alcohol Drug & Mental Health Services	6,559,551	91,663,746	95,159,397	3,063,900
Social Services	3,418,485	156,199,714	157,893,878	1,724,321
Non-Major Funds				
Fire Protection District	6,906,573	59,924,803	58,748,388	8,082,988
Capital Projects	11,169,816	6,347,038	10,479,544	7,037,310
Affordable Housing	4,365,384	6,012,712	5,819,476	4,558,620
First 5 Children and Families Commission	4,147,185	4,751,791	4,953,556	3,945,420
Water Agencies	5,931,179	6,672,308	9,023,017	3,580,470
Muni Finance - Debt Service	2,877,767	6,467,628	6,573,992	2,771,403
County Service Areas	2,688,483	2,140,834	2,125,578	2,703,739
Courthouse Construction	1,070,682	954,000	747,050	1,277,632
Inmate Welfare	1,067,611	1,129,040	1,129,040	1,067,611
Public and Educational Access	1,025,212	-	34,432	990,780
Lighting Districts	502,705	421,979	360,689	563,995
Coastal Resources Enhancement	997,787	678,500	1,123,510	552,777
Petroleum	404,605	446,000	529,749	320,856
Fishermen Assistance	389,273	11,450	30,000	370,723
Community Facilities District	314,933	416,627	413,671	317,889
Special Aviation	335,228	680,696	680,696	335,228
Child Support Services	223,405	9,445,660	9,445,660	223,405
IHSS Public Authority	1,777,558	5,876,823	7,485,290	169,091
Court Operations	161,534	15,262,200	15,273,600	150,134
Criminal Justice Construction	1,438	950,000	883,675	67,763
Seawalls	30,118	125	5,000	25,243
Fish and Game	22,932	6,200	11,750	17,382
Total Governmental Funds	235,425,128	1,051,168,017	1,075,103,284	211,489,861
Proprietary Funds				
Major Funds				
Resource Recovery Enterprise	47,995,705	25,355,876	34,161,295	39,190,286
Laguna Sanitation Enterprise	35,945,949	12,228,415	12,735,635	35,438,729
Non-Major Funds				
Vehicle Operations ISF	28,725,482	11,502,474	13,692,718	26,535,238
Communications ISF	7,335,455	3,631,429	5,660,514	5,306,370
Data Processing ISF	4,388,570	6,917,617	8,656,533	2,649,654
Utilities ISF	222,005	6,922,722	7,223,999	(79,272)
Risk Management	(2,211,086)	27,499,350	32,724,470	(7,436,206)
Total Proprietary Funds	122,402,080	94,057,883	114,855,164	101,604,799
Total All Funds	\$ 357,827,208	\$ 1,145,225,900	\$ 1,189,958,448	\$ 313,094,660

Summary Schedules

Financial Analysis of the County's Estimated Fund Balances

The planned use of estimated fund balances within a budget are frequently expected in order to balance individual funds within the County. For FY 2014-15, the fund balances for all funds are anticipated to decrease by 12.5% or \$44.7 million and the major funds as a whole are projected to decrease by 9.5% or \$26.0 million. However, due to legal controls on appropriations, conservative revenue estimates, and favorable outcomes, the actual draws on fund balances are generally less than budgeted, as they have been for four out of the last five fiscal years.

Explanations for significant changes (10% or more) are provided below.

Governmental Major Funds

The General Fund is the main operating fund of the County and the fund balance is estimated to increase by 5% or \$3.9 million mainly due to setting aside funds for future North County Jail operations. Other major funds are projected to decrease 19% or \$20.5 million. The Public Health

	Est. Fund Balance as of June 30, 2014	Est. Fund Balance as of June 30, 2015	Difference	Percent
Governmental Major Funds Detail				
General Fund	\$ 83,551,771	\$ 87,437,875	\$ 3,886,104	5%
Flood Control Districts	60,834,607	53,813,749	(7,020,858)	-12%
Public Health	19,009,621	16,426,375	(2,583,246)	-14%
Roads Fund	15,639,686	9,893,183	(5,746,503)	-37%
Alcohol Drug & Mental Health Services	6,559,551	3,063,900	(3,495,651)	-53%
Social Services	3,418,485	1,724,321	(1,694,164)	-50%
Total Other Governmental Major Funds	\$ 105,461,950	\$ 84,921,528	(20,540,422)	-19%
Total Governmental Major Funds	\$ 189,013,721	\$ 172,359,403	\$(16,654,318)	-9%

fund is estimated to decrease 14% or \$2.6 million due to reductions in revenue reimbursements; the Roads fund 37% or \$5.8 million, for use on capital infrastructure; the ADMHS fund 53% or \$3.5 million to fund on-going operations; and the Social Services fund, 50% or \$1.7 million, to balance its budget.

Proprietary Major Funds

The proprietary fund balances are projected to decrease 17% or \$20.8 million. Resource

	Est. Fund Balance as of June 30, 2014	Est. Fund Balance as of June 30, 2015	Difference	Percent
Proprietary Major Funds Detail				
Resource Recovery Enterprise	\$ 47,995,705	\$ 39,190,286	\$ (8,805,419)	-18%
Laguna Sanitation Enterprise	35,945,949	35,438,729	(507,220)	-1%
Total Proprietary Major Funds	\$ 83,941,653	\$ 74,629,014	(9,312,639)	-11%

Recovery is estimated to decrease 18% or \$8.8 million due to funding post closure liabilities and capital expenditures.

Non-Major Funds

Non-major Governmental Fund changes include a decrease in the Capital Projects fund balance of 37% or \$4.1 million to fund the design and

	Est. Fund Balance as of June 30, 2014	Est. Fund Balance as of June 30, 2015	Difference	Percent
Non-Major Funds Detail				
Capital Projects	\$ 11,169,816	\$ 7,037,310	\$ (4,132,506)	-37%
Risk Management	(2,211,086)	(7,436,206)	(5,225,120)	236%
Other Governmental Non-Major Funds	35,241,591	32,093,148	(3,148,443)	-9%
Other Proprietary Non-Major Funds	40,671,513	34,411,991	(6,259,522)	-15%
Total Non-major Funds	\$ 84,871,834	\$ 66,106,243	\$(18,765,591)	-22%

architectural cost components of the North County Jail; and, non-major Proprietary Fund changes include a decrease in the Risk Management fund where deficit fund balances are expected to increase 236% or \$5.2 million due to additional adverse actuarial losses on workers compensation and general liability claims.

Summary Schedules

Fund Balance Accounts – General Fund Only

Please see introductory pages of this section and the Glossary for descriptions on the fund balance account types: Nonspendable, Restricted, and Committed.

	Balance 7/1/2013	Estimated Balance 6/30/14	Change From 6/30/14	Recommended Balance 6/30/15
Fund Balance Nonspendable				
Teeter Tax Losses	\$ 6,731,785	\$ 7,073,858	\$ -	\$ 7,073,858
Receivables	2,857,550	2,857,550	-	2,857,550
Prepays/Deposits	50,000	50,000	-	50,000
Nonspendable Total	9,639,335	9,981,408	-	9,981,408
Fund Balance Restricted				
Local Realignment 2011	3,334,112	3,006,043	(534,381)	2,471,662
Public Safety Prop 172	3,297,767	2,879,661	(599,848)	2,279,813
P&D Offsite Mitigation	2,240,699	2,237,010	4,000	2,241,010
Sheriff Categorical Grants	1,407,024	1,701,490	208,976	1,910,466
Forfeiture Penalty	1,037,802	1,230,532	200,000	1,430,532
Recorder Modernization	1,403,991	1,234,183	(45,982)	1,188,201
Los Prietos Donation	640,000	640,000	-	640,000
Recorder Operations	803,356	643,607	(31,015)	612,592
Maintenance-Casa Nueva Bldg	507,119	537,119	32,000	569,119
Assessor AB818	503,770	475,543	-	475,543
Probation LESF/COPS	888,196	662,478	(265,120)	397,358
Survey Monument	344,265	344,265	-	344,265
District Attorney Programs	323,537	323,537	-	323,537
Probation YOBG	898,055	724,573	(401,556)	323,017
Gaviota Bikeway	316,446	318,538	1,500	320,038
Recorder Micrographics	290,454	338,474	(20,538)	317,936
PHD Special Projects	-	255,848	15,000	270,848
Weights and Measures	339,415	269,415	-	269,415
Public Arts Program	256,403	256,466	-	256,466
State Off Hwy Fee	146,927	146,927	-	146,927
Probation Programs	110,252	138,352	3,681	142,033
Donations	141,761	136,391	(5,198)	131,193
Animal Control Programs	22,134	62,134	40,000	102,134
Recorder Redaction	155,024	188,611	(86,759)	101,852
Consumer/Environmental	101,400	101,400	-	101,400
Purpose of Fund	-	95,000	(19,188)	75,812
Recorder ERDS	61,582	99,720	(25,996)	73,724
Vital Records	160,447	153,060	(112,219)	40,841
DARE	40,384	40,384	-	40,384
Real Estate Fraud	28,123	28,123	-	28,123
Restricted Total	19,800,445	19,268,884	(1,642,643)	17,626,241

Summary Schedules

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

	Balance 7/1/2013	Estimated Balance 6/30/14	Change From 6/30/14	Recommended Balance 6/30/15
Fund Balance Committed				
Strategic Reserve	21,240,803	24,479,273	1,000,000	25,479,273
New Jail Operations	-	3,300,000	4,600,000	7,900,000
Program Restoration	14,740	183,830	4,932,482	5,116,312
SB 1022 Match	-	3,900,100	-	3,900,100
Contingencies	588,899	2,076,539	500,000	2,576,539
Audit Exceptions	7,046,835	2,150,239	-	2,150,239
FY 12/13,13/14 Operating Plans	5,126,311	5,126,311	(3,346,400)	1,779,911
Facilities Maintenance	1,920,118	732,364	500,000	1,232,364
Auditor Systems Maint/Develop	1,327,033	1,327,033	(233,672)	1,093,361
North County Jail Contingency	802,000	802,000	-	802,000
P&D Land Use System	653,509	743,509	50,000	793,509
Planning/Development Projects	760,575	596,075	159,728	755,803
Human Resources Programs	684,192	806,192	(80,527)	725,665
Litigation	1,662,705	1,219,689	(523,147)	696,542
Elections Voting Equipment	915,748	654,748	-	654,748
County Executive Programs	539,686	545,076	23,165	568,241
Purpose of Fund	404,808	593,040	(43,328)	549,712
Clerk Record Assessor Projects	1,036,635	885,893	(446,361)	439,532
General County Programs	514,646	420,646	-	420,646
Public Defender Programs	408,000	408,000	-	408,000
District Attorney Programs	410,541	410,541	(110,415)	300,126
Treas Tax Collector Projects	1,854,163	1,464,682	(1,202,954)	261,728
Sheriff Projects	242,177	238,070	(9,824)	228,246
Ag Commissioner Projects	25,455	209,113	-	209,113
Parks Projects	250,000	181,154	-	181,154
General Services Projects	631,200	391,200	(240,000)	151,200
Salary & Retirement Offset	-	130,084	-	130,084
Rental Maintenance	119,129	119,129	-	119,129
Probation Programs	93,601	93,601	-	93,601
Building & Safety Permitting	40,000	40,000	-	40,000
Imprest Cash	22,200	22,700	-	22,700
Housing Programs	21,324	21,324	-	21,324
Accumulated Capital Outlay	908,189	19,189	-	19,189
Toxic Waste Monitoring	10,152	10,152	-	10,152
Replacement Benefits Plan	22,284	(0)	-	(0)
Committed Total	50,297,656	54,301,494	5,528,747	59,830,241
Fund Balance Residual				
Fund Balance-Residual	8,070,682	(14)	-	(14)
Residual Total	8,070,682	(14)	-	(14)
Fund Balance Total	\$ 87,808,117	\$ 83,551,771	\$ 3,886,104	\$ 87,437,875

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.

	Adopted FY 05-06	Adopted FY 06-07	Adopted FY 07-08	Adopted FY 08-09	Adopted FY 09-10
Policy & Executive					
Board of Supervisors	22.50	22.80	23.00	22.50	22.75
County Counsel	46.40	46.38	46.38	43.58	38.30
County Executive Office	25.00	23.00	24.00	22.84	20.00
Sub-Total	93.90	92.17	93.38	88.92	81.05
Public Safety					
District Attorney	137.18	140.10	140.18	132.91	120.44
Fire	263.50	270.50	285.27	285.27	285.27
Probation	395.95	396.55	397.52	393.02	359.22
Public Defender	70.40	72.75	72.90	69.75	63.08
Sheriff	707.95	701.42	708.90	688.50	679.00
Sub-Total	1,574.98	1,581.32	1,604.76	1,569.44	1,507.00
Health & Human Services					
Alcohol, Drug, & Mental Hlth Svcs	322.18	338.98	357.85	311.03	316.18
Child Support Services	115.25	111.75	109.75	97.25	90.00
First 5, Children & Families	-	-	-	-	-
Public Health	571.10	561.14	559.00	542.65	523.53
Social Services	641.73	675.50	681.69	675.25	660.75
Sub-Total	1,650.25	1,687.37	1,708.29	1,626.18	1,590.46
Community Resources & Public Fac.					
Agricultural Commissioner/W&M	34.64	35.35	33.13	33.25	31.00
Community Services	96.22	99.88	100.07	97.70	98.54
Planning & Development	142.20 ¹	141.47	158.46	120.55	98.94
Public Works	340.08	335.98	339.61	314.00	308.28
Sub-Total	613.13	612.67	631.27	565.50	536.76
General Government & Support Services					
Auditor-Controller	54.00	56.85	57.85	54.25	51.25
Clerk-Recorder-Assessor	120.00	122.00	123.00	112.62	110.38
General Services	156.06	159.80	159.10	122.73 ⁽⁴⁾	114.73
Information Technology	-	-	-	46.00 ⁽⁴⁾	46.00
Treasurer-Tax Collector-Public	51.25	52.00	51.00	50.00	49.00
Sub-Total	381.31	390.65	390.95	385.59	371.35
General County Programs					
General County Programs	30.45 ¹	44.77 ⁽²⁾	35.00 ⁽³⁾	31.01 ⁽⁴⁾	31.00
Sub-Total	30.45	44.77	35.00	31.01	31.00
FTE Total	4,344.03	4,408.95	4,463.65	4,266.63	4,117.62

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 10-11	Adopted FY 11-12	Adopted FY 12-13	Adopted FY 13-14	Recommended FY 14-15	
21.75	21.50	21.50	21.00	21.00	Policy & Executive
38.10	38.10	38.20	37.80	37.20	Board of Supervisors
30.00	25.63	56.00 (7)	56.00	57.88	County Counsel
89.85	85.23	115.70	114.80	116.08	County Executive Office
					Sub-Total
122.10	116.10	122.10	123.00	126.00	Public Safety
278.77	258.00	255.00	239.00 (10)	239.00	District Attorney
351.72	327.72	360.72	356.50	347.00	Fire
69.42	62.00	62.50	65.00	64.25	Probation
663.57	617.62	641.50	643.54	643.54	Public Defender
1,485.57	1,381.43	1,441.82	1,427.04	1,419.79	Sheriff
					Sub-Total
282.50	283.18	297.23	281.24	338.13	Health & Human Services
84.25	82.50	85.00	80.75	78.56	Alcohol, Drug, & Mental Hlth Svcs
-	-	14.00 (8)	14.00	14.00	Child Support Services
523.39	513.17	499.47	486.43 (10)	489.16	First 5, Children & Families
684.25	647.44	677.25	803.94	869.25	Public Health
1,574.39	1,526.29	1,572.95	1,666.36	1,789.10	Social Services
					Sub-Total
27.13	28.00	28.00	32.00	33.00	Community Resources & Public Fac.
96.11	91.72	94.79 (9)	96.71	95.98	Agricultural Commissioner/W&M
102.50	96.50	86.15	85.01	86.49	Community Services
293.00	288.40	281.45	282.95	279.25	Planning & Development
518.74	504.62	490.39	496.67	494.72	Public Works
					Sub-Total
49.25	45.25	46.25	48.15	48.15	General Government & Support Services
104.38	97.38	92.76	95.38	95.38	Auditor-Controller
140.13 (6)	122.53	121.35	113.00	113.00	Clerk-Recorder-Assessor
(6)	-	-	-	-	General Services
46.00	40.50	42.50	42.50	43.00	Information Technology
339.75	305.65	302.86	299.03	299.53	Treasurer-Tax Collector-Public
					Sub-Total
14.00 (5)	14.00	- (8)	-	-	General County Programs
14.00	14.00	-	-	-	General County Programs
					Sub-Total
4,022.29	3,817.22	3,923.72	4,003.90	4,119.21	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, 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) Increase 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

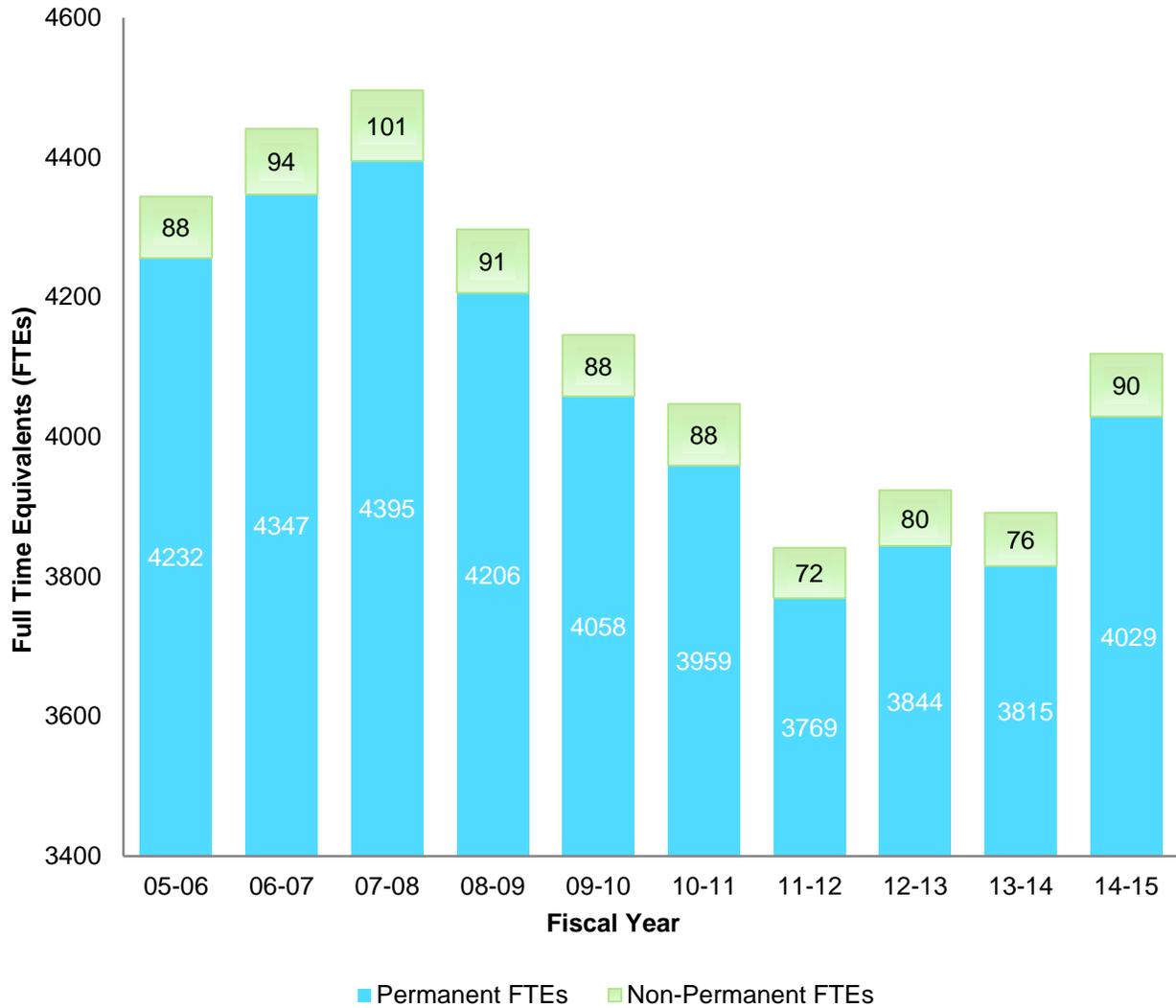
	Permanent	Nonpermanent	Total
Policy & Executive			
Board of Supervisors	20.50	0.50	21.00
County Executive Office	57.38	0.50	57.88
County Counsel	36.60	0.60	37.20
Sub-Total	114.48	1.60	116.08
Public Safety			
District Attorney	126.00	-	126.00
Fire	234.00	5.00	239.00
Probation	334.00	13.00	347.00
Public Defender	64.00	0.25	64.25
Sheriff	643.54	-	643.54
Sub-Total	1,401.54	18.25	1,419.79
Health & Public Assistance			
Alcohol, Drug, & Mental Hlth Svcs	304.10	34.03	338.13
Child Support Services	78.56	-	78.56
First 5, Children & Families	13.00	1.00	14.00
Public Health	479.18	9.98	489.16
Social Services	868.25	1.00	869.25
Sub-Total	1,743.09	46.01	1,789.10
Community Resources & Public Fac.			
Agricultural Commissioner/W&M	33.00	-	33.00
Community Services	71.75	24.23	95.98
Planning & Development	86.45	0.04	86.49
Public Works	279.25	-	279.25
Sub-Total	470.45	24.27	494.72
General Government & Support Services			
Auditor-Controller	48.15	-	48.15
Clerk-Recorder-Assessor	95.38	-	95.38
General Services	113.00	-	113.00
Treasurer-Tax Collector-Public	43.00	-	43.00
Sub-Total	299.53	-	299.53
Total FTE	4,029.08	90.13	4,119.21

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 Recommended 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.

#3 - This schedule is based on the Recommended budget figures. Refer to pages C-40 and C-41 to view the Adopted budget figures.

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 needed policy and legal guidance for the delivery of quality public services to the people of Santa Barbara County in response to their need for safety, health, and a sustainable physical and economic environment through the development of an engaged and diverse workforce. This is achieved through:

- Aligning available financial and human resources with highest priority needs
- Developing public policy through transparent and accountable public engagement processes
- 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

- Planning and coordinating emergency response and recovery

Strategic Goals

- Develop and maintain a structurally balanced budget.
- Identify legislative priorities that increase the quality and effectiveness of County public services and communicate those priorities to the State Legislature and agencies, as well as Congress and Federal agencies.
- Improve the consistent flow of high quality communication with the residents of Santa Barbara County and within the organization.
- Maintain an organization that responds quickly to emergencies 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, and 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 expenses through employee wellness, safety, and effective claim management.

Policy & Executive

Functional Summary

	2012-13 Actual	2013-14 Adopted	Change from FY13-14 Ado to FY14-15 Rec	2014-15 Recommended	2015-16 Proposed
Staffing By Budget Department					
Board of Supervisors	20.83	21.00	-	21.00	21.00
County Executive Office	55.78	56.00	1.88	57.88	57.88
County Counsel	36.76	37.80	(0.60)	37.20	37.20
Total	113.38	114.80	1.28	116.08	116.08
Budget By Budget Department					
Board of Supervisors	\$ 2,632,335	\$ 2,798,064	\$ 75,264	\$ 2,873,328	\$ 2,942,548
County Executive Office	32,481,062	39,367,213	2,999,993	42,367,206	41,559,938
County Counsel	6,544,490	7,078,198	43,551	7,121,749	7,299,819
Total	\$ 41,657,887	\$ 49,243,475	\$ 3,118,808	\$ 52,362,283	\$ 51,802,305
Budget By Categories of Expenditures (1)					
Salaries and Employee Benefits	\$ 16,142,429	\$ 17,073,411	\$ 421,744	\$ 17,495,155	\$ 17,927,953
Services and Supplies	20,699,080	26,750,762	2,572,497	29,323,259	28,476,754
Other Charges	4,816,378	5,419,302	124,567	5,543,869	5,397,598
Total Operating Expenditures	41,657,887	49,243,475	3,118,808	52,362,283	51,802,305
Capital Assets	668,708	241,500	(204,500)	37,000	30,000
Intrafund Expenditure Transfers (+)	29,600	35,000	28,000	63,000	38,000
Increases to Fund Balances	333,131	5,360,366	(5,149,086)	211,280	349,617
Fund Balance Impact (+)	3,933,038	-	-	-	-
Total	\$ 46,622,364	\$ 54,880,341	\$ (2,206,778)	\$ 52,673,563	\$ 52,219,922
Budget By Categories of Revenues					
Use of Money and Property	\$ (87,257)	\$ 83,300	\$ 100	\$ 83,400	\$ 82,400
Intergovernmental Revenue	1,344,132	846,500	(596,508)	249,992	249,988
Charges for Services	3,303,178	4,355,006	353,326	4,708,332	4,805,191
Miscellaneous Revenue	26,431,272	26,210,466	1,215,583	27,426,049	27,723,869
Total Operating Revenues	30,991,325	31,495,272	972,501	32,467,773	32,861,448
Other Financing Sources	30,000	30,000	-	30,000	30,000
Intrafund Expenditure Transfers (-)	37,174	40,000	(2,000)	38,000	38,000
Decreases to Fund Balances	1,025,964	7,053,525	(721,435)	6,332,090	5,185,808
General Fund Contribution	12,727,915	13,417,600	388,100	13,805,700	14,007,200
Fund Balance Impact (-)	1,809,986	2,843,944	(2,843,944)	-	97,466
Total	\$ 46,622,364	\$ 54,880,341	\$ (2,206,778)	\$ 52,673,563	\$ 52,219,922

Policy & Executive



Board of Supervisors

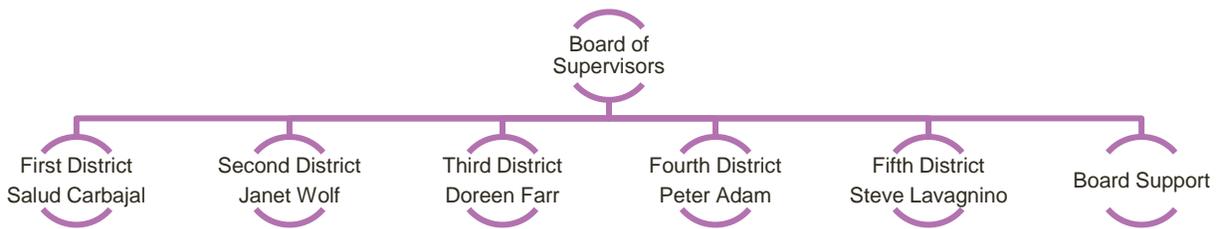


Board of Supervisors

Budget & Full-Time Equivalent (FTEs) Summary

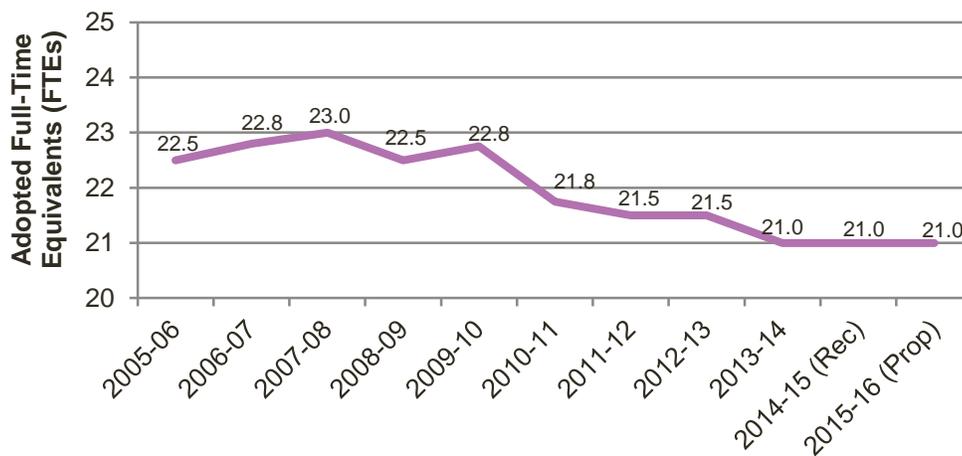
Operating	\$ 2,873,328
Capital	\$ 7,000
FTEs	21.0

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 427,000 residents. Each board member is elected for a four-year term and represents a geographic district. The position of Chairperson rotates annually among the five members. The Board generally convenes in regular session on three Tuesdays each month. Two of these meetings are held in Santa Barbara and one in Santa Maria. The Board sets policy for County departments, oversees a budget of over \$903 million and adopts ordinances on local matters, as well as land use policies that affect unincorporated areas (areas outside of cities).

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

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

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

The fourth supervisorial district includes the City of Lompoc, the southwest portion of Los Alamos, the unincorporated community of Orcutt, and portions of the Santa Maria Valley.

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

2013-14 Anticipated Accomplishments

First District

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

Board of Supervisors

- Worked to protect our environment and promote sustainability through the adoption of an updated Energy Action Plan to improve energy efficiency and reduce emissions in County buildings.
- Coordinated with the federal and state governments and local water purveyors to address the drought emergency and increase water conservation efforts.
- Completed updates of the Mission Canyon and Summerland Community Plans.

Supervisor Carbajal serves on the following Boards and Commissions –

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

Second District

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

Board of Supervisors

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

Current Year Accomplishments:

- Supported the work of the Los Alamos community in advocating for the re-opening of the Los Alamos Library.

Third District

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

Board of Supervisors

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

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with neighborhood associations and business partners.

- Continued to work towards solutions for the preservation of Goleta Beach and the Gaviota Coast.
- Oversee the implementation of goals and policies of the Isla Vista Master Plan.

Working for You—Supervisor Farr serves on a variety of County Boards and Commissions including:

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

Fourth District

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

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

The Fourth District office has been responsive to the constituents of the Fourth District to help them navigate County government. Our office has excelled especially in guiding residents and businesspersons through the planning process. Supervisor Adam is committed to streamline the permitting process and bring certainty in time and cost for applicants.

Supervisor Adam serves on the following Boards and Commissions:

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

Fifth District

Supervisor Steve Lavagnino represents the Fifth District which includes Santa Maria, Santa Barbara County's largest city, as well as the bucolic communities of Garey, Sisquoc, and Tepusquet. This unique blend of urban, suburban, and rural constituencies provides the Fifth District with a wide array of viewpoints on almost every issue.

The staff of the Fifth District has a singular focus, regardless of which community you call home – to

Board of Supervisors

provide you, the taxpayer, with outstanding customer service. For more information, please visit <http://www.countyofsb.org/bos/lavagnino/>

FY 2013-14 Accomplishments:

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

Board Support

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

2014-16 Objectives

First District

- Continue to make customer service the primary focus of County government while working to enhance responsiveness, efficiency and accountability including efforts to promote diversity, expand outreach and partnerships.
- Work to maintain the long-term fiscal health and sustainability of our County.
- Maintain and enhance services provided to the most vulnerable residents of our County including continued funding of the Children's Health Initiative, implementation of recommendations from the Poverty Study and outreach into underrepresented communities.

- Promote the public safety of our County through maintaining and enhancing front line law enforcement services and fire fuels reduction efforts.
- Work to protect our open spaces and enhance recreational opportunities including finalizing design and permitting for the Santa Claus Lane Beach Access Improvements and phase two of the Franklin Trail.
- Continue to work on the planning and implementation of both regional and local transportation enhancements and other public infrastructure improvements including the Highway 101 HOV Widening Project and establishment of Commuter Rail service.
- Address the challenge of Climate Change by continuing to implement energy efficiency improvements and sustainable practices in county building and facilities.
- Move forward with implementation of the Resource Recovery Project to generate green energy and ensure long-term management of our solid waste.

Second District

- Continue to maintain a Second District office that is responsive to and respectful of all constituents.
- Continue to monitor the progress of the Goleta Valley Community Plan environmental review processes.
- Remain engaged in the progress of the San Marcos Foothills Park Management Plan.
- Monitor progress on the State St. /Hollister Ave Corridor Improvement Plan.
- Meet and encourage partnerships with, and among, individuals and organizations (public, private and educational) committed to expanding and enhancing recreational, cultural and educational opportunities for youth and adolescents.
- As the Board's liaison to the Community Corrections Partnership, remain engaged in the progress and challenges posed by AB 109/Realignment, and advocate for adequate funding for needed resources.
- Continue displaying school student art in the Second District Student Art Gallery.

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- Continue to advocate for the rights of our County's most vulnerable constituents.
- Continue to work closely with Public Health officials and staff on issues concerning tobacco use, Affordable Care Act implementation and improved conditions and adoptions in animal services.
- Work with local business partners to enhance and develop business opportunities on the South Coast.
- Continue to ensure that environmental protections are in place within the County.

Third District

- Continue to preserve public safety and make sure resources are prioritized to keep our community safe.
- Continue to promote fiscal responsibility so that we are using public resources efficiently and effectively.
- Continue to protect safety net services for our most vulnerable community members.
- Protect agriculture.
- Continue to provide timely, responsive, and professional constituent service that responds to issues important to constituents.
- Continue to plan for the future by encouraging strong neighborhood and environmental planning.

Fourth District

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

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

pensions for our county workers. He aims to replenish our strategic cash reserves.

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

Fifth District

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

Board Support

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

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

Staffing

- No net change to FTEs:
 - In FY 2013-14 the Fourth District Office made a reduction to its staffing from 4.0 full-time equivalents (FTEs) to 3.5 FTEs. In FY 2014-15 they plan to fill the vacant 0.5 FTE with a part-time, permanent position with no increase to funding. In FY 2014-15, the Second District Office is reducing staffing by 0.5 FTE. This position is currently vacant.

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Expenditures

- Net operating expenditure increase of \$75,000 primarily due to:
 - Salaries and Employee Benefits – increase of \$27,000 due to merit increases, cost of living adjustments and increases in County retirement and health insurance contributions, offset by savings due to staffing reductions.
 - Services and Supplies – increase of \$7,000 due primarily to the conversion from Comcast dark fiber to Comcast Ethernet Services at the Lompoc Veterans Building.
 - Other Charges – increase of \$41,000 due primarily to increased data services charges and an increase to the General Liability insurance rate.

- Net non-operating expenditure increase of \$35,000:
 - Intrafund Expenditure Transfers – transfer of \$28,000 to General County Programs for Board discretionary funding.
 - Capital Assets – increase of \$7,000 for the purchase of a photocopier for Santa Maria.

These changes result in recommended operating expenditures of \$2,873,000, non-operating expenditures of \$70,000, resulting in total expenditures of \$2,943,000. Non-operating expenditures primarily include capital assets and transfers.

Revenues

- Net non-operating revenue increase of \$110,000:
 - General Fund Contribution (GFC) – increase of \$67,000 reflects the recommended increase to the GFC target for expenditures in Salaries and Employee Benefits, Other Charges, and Intrafund Expenditure Transfers.
 - Increase of \$43,000 to release fund balance to balance the budget.

These changes result in recommended operating revenues of \$0, non-operating revenues of \$2,943,000, resulting in total revenues of 2,943,000. Non-operating revenues primarily include General Fund Contribution, transfers, and decreases to fund balance.

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

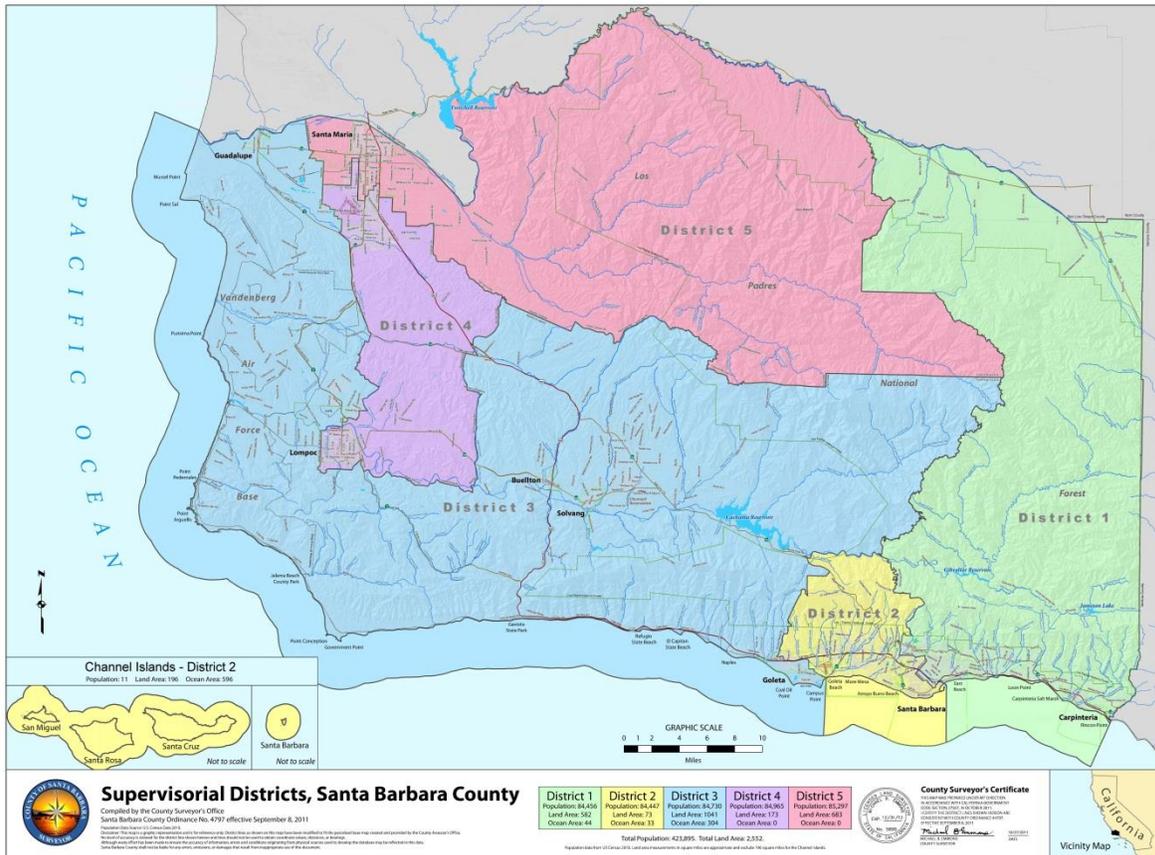
The FY 2015-16 Proposed expenditures reflect a \$69,000 increase over the FY 2014-15 Recommended budget that is primarily the result of:

- \$35,000 increase to salaries and related benefits
- \$13,000 increase to health insurance and retiree medical premiums
- \$18,000 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>

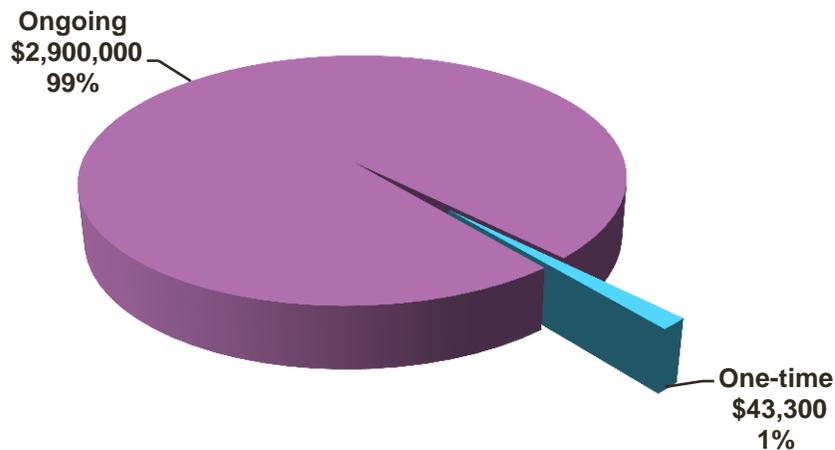
Board of Supervisors



Board of Supervisors

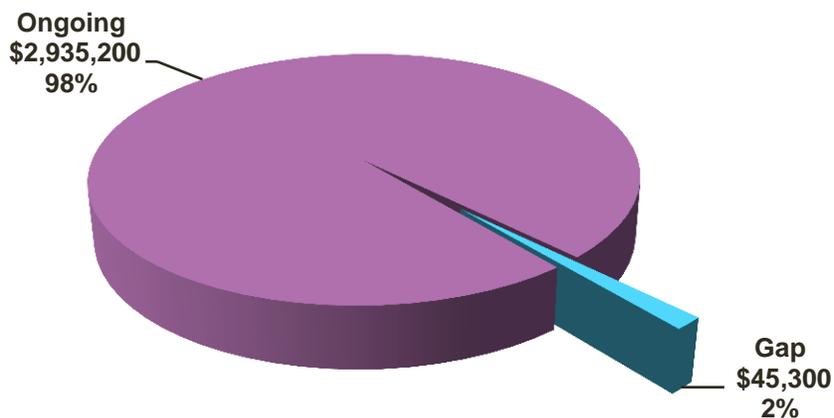
Gap Charts

FY 2014-15 Recommended Budget



The FY 2014-15 Recommended Budget 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.

FY 2015-16 Proposed Budget



To maintain FY 2014-15 service levels, it is estimated that \$2,980,500 of funding will be required in FY 2015-16. Of this amount, it is projected that \$2,935,200 will be available from the General Fund and Departmental fund balance will be sufficient to fund the gap.

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Budget Overview

Staffing By Budget Program	2012-13 Actual	2013-14 Adopted	Change from FY13-14 Ado to FY14-15 Rec	2014-15 Recommended	2015-16 Proposed
First District	4.00	4.00	-	4.00	4.00
Second District	3.08	4.00	(0.50)	3.50	3.50
Third District	4.50	4.50	-	4.50	4.50
Fourth District	4.25	3.50	0.50	4.00	4.00
Fifth District	3.84	3.75	-	3.75	3.75
Board Support	1.16	1.25	-	1.25	1.25
Total	20.83	21.00	-	21.00	21.00
Budget By Budget Program					
First District	510,373	526,419	21,848	\$ 548,267	\$ 560,878
Second District	406,263	499,064	(29,617)	469,447	482,826
Third District	563,299	579,828	9,507	589,335	606,551
Fourth District	483,333	496,158	(745)	495,413	502,054
Fifth District	471,225	483,979	29,018	512,997	528,590
Board Support	197,842	212,616	45,253	257,869	261,649
Unallocated	-	-	-	-	-
Total	\$ 2,632,335	\$ 2,798,064	\$ 75,264	\$ 2,873,328	\$ 2,942,548
Budget By Categories of Expenditures					
Salaries and Employee Benefits	2,385,640	2,529,684	27,104	\$ 2,556,788	\$ 2,623,074
Services and Supplies	118,582	127,560	6,740	134,300	135,200
Other Charges	128,113	140,820	41,420	182,240	184,274
Total Operating Expenditures	2,632,335	2,798,064	75,264	2,873,328	2,942,548
Capital Assets	-	-	7,000	7,000	-
Intrafund Expenditure Transfers (+)	29,600	35,000	28,000	63,000	38,000
Increases to Fund Balances	125,241	-	-	-	-
Fund Balance Impact (+)	131	-	-	-	-
Total	\$ 2,787,307	\$ 2,833,064	\$ 110,264	\$ 2,943,328	\$ 2,980,548
Budget By Categories of Revenues					
Total Operating Revenues	-	-	-	-	-
Decreases to Fund Balances	19,699	64	43,264	43,328	45,348
General Fund Contribution	2,767,608	2,833,000	67,000	2,900,000	2,935,200
Total	\$ 2,787,307	\$ 2,833,064	\$ 110,264	\$ 2,943,328	\$ 2,980,548

Board of Supervisors

Staffing Detail

Staffing Detail By Budget Program	2012-13 Actual	2013-14 Adopted	Change from FY13-14 Ado to FY14-15 Rec	2014-15 Recommended	2015-16 Proposed
First District					
SUPERVISOR ELECTIVE	1.00	1.00	-	1.00	1.00
EXECUTIVE STAFF ASST	1.00	1.00	-	1.00	1.00
BOS ADMIN ASST	2.00	2.00	-	2.00	2.00
First District Total	4.00	4.00	-	4.00	4.00
Second District					
SUPERVISOR ELECTIVE	1.00	1.00	-	1.00	1.00
EXECUTIVE STAFF ASST	1.00	1.00	-	1.00	1.00
BOS ADMIN ASST	1.08	2.00	(0.50)	1.50	1.50
Second District Total	3.08	4.00	(0.50)	3.50	3.50
Third District					
SUPERVISOR ELECTIVE	1.00	1.00	-	1.00	1.00
EXECUTIVE STAFF ASST	1.00	1.00	-	1.00	1.00
BOS ADMIN ASST	2.50	2.50	-	2.50	2.50
Third District Total	4.50	4.50	-	4.50	4.50
Fourth District					
SUPERVISOR ELECTIVE	1.04	1.00	-	1.00	1.00
EXECUTIVE STAFF ASST	1.04	1.00	-	1.00	1.00
ADMIN OFFICE PRO	1.04	1.00	-	1.00	1.00
BOS ADMIN ASST	0.58	-	0.50	0.50	0.50
EXTRA HELP	0.56	0.50	-	0.50	0.50
Fourth District Total	4.25	3.50	0.50	4.00	4.00
Fifth District					
SUPERVISOR ELECTIVE	1.00	1.00	-	1.00	1.00
EXECUTIVE STAFF ASST	1.00	1.00	-	1.00	1.00
BOS ADMIN ASST	1.84	1.75	-	1.75	1.75
Fifth District Total	3.84	3.75	-	3.75	3.75
Board Support					
ADMIN OFFICE PRO	1.00	1.00	-	1.00	1.00
BOS ADMIN ASST	0.16	0.25	-	0.25	0.25
Board Support Total	1.16	1.25	-	1.25	1.25
Department Total	20.83	21.00	-	21.00	21.00

County Executive Office

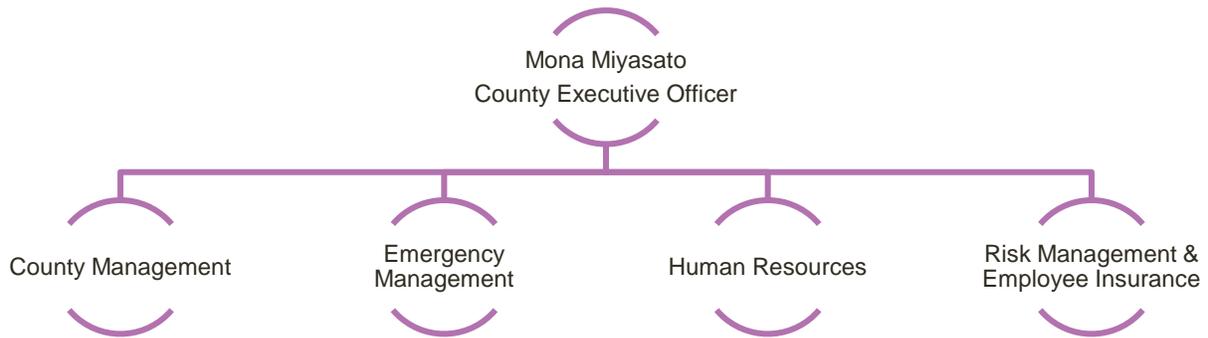


County Executive Office

Budget & Full-Time Equivalent (FTEs) Summary

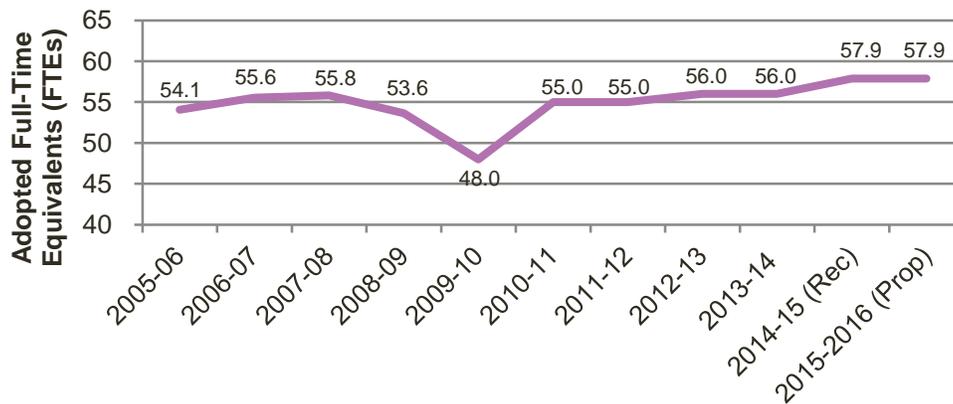
Operating	\$ 42,367,206
Capital	\$ 30,000
FTEs	57.9

Budget Programs Chart



Staffing Trend

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



County Executive Office

Mission Statement

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

Department Description

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

The County Executive Office is comprised of four budget programs:

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

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

2013-14 Anticipated Accomplishments

County Management

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

County Executive Office

- Initiated and led comprehensive performance improvement and needs-based systems change effort in Alcohol, Drug, & Mental Health Services.
- Effectively transitioned the Human Services Commission and program function to the County Executive Office and, in collaboration with the Commission, initiated community asset mapping and goal setting efforts to transform the overall granting system to an evidence-based and outcome driven program.
- Facilitated and completed Inter-Agency Policy Counsel (IAPC) strategic planning and goal setting effort to guide the collection work of health and human services functional departments.
- Established the Drought Task Force in response to drought and water supply conditions within Santa Barbara County. Developed and implemented comprehensive communication, public information, and drought awareness campaign.
- Facilitated the successful implementation of the Affordable Care Act (ACA) Countywide.
- Strengthened emergency public information partnerships through enhanced collaboration with external Countywide Emergency Public Information Communicators (EPIC) and through continued training of internal emergency public information team.
- Established, trained and, exercised the internal Emergency Public Information Team.
- Led efforts to fully establish the Central Coast Collaborative on Homelessness (C3H) and served on the executive committee, providing oversight and guidance to the partnership.
- OEM completed, and the Board of Supervisors ratified, a new Emergency Management Plan, a Tsunami Annex, and a Public Information Annex.
- OEM achieved Tsunami Ready/Storm Ready certification from the National Oceanic and Atmospheric Administration.
- OEM activated to a Level 2 Activation in support of the County/State Drought state of emergency and continues to lead the Drought Task Force in an ongoing effort with our State and Federal partners.
- Working with the IT Division of General Services, completed exercises and achieved actual utilization of two major communication systems: Expanding video conferencing between Operational Area EOCs (now incorporating Lync) and helicopter video installed on air units to allow for live video feed into the EOC during emergencies.
- Routine (weekly and monthly) OEM testing of the various communications systems occurred with local EOCs, media, senior government officials, and the public.

Human Resources

Emergency Management

- The Office of Emergency Services (OEM) worked in partnership with County departments to develop a three-team Emergency Operations Center (EOC) roster totaling 108 persons and continues to conduct trainings to certify personnel.
- OEM participated in one full scale EOC exercise (OPSTAR13) with local, State and Federal agencies and conducted two no-notice exercise activations.
- Obtained a lower-than-trend health insurance rate increase which resulted in savings. The budgeted increase based on prior trends was 15%; however, the actual increase was 4.5%.
- Completed a dependent eligibility verification audit resulting in a savings of more than \$500,000 in health plan expenses and removal of approximately 8% of ineligible dependents from County health plans.
- After many years of concession bargaining, negotiated and implemented modest and fiscally responsible pay increases for certain represented and unrepresented employees.
- Began implementation of five key strategies for increasing employee engagement including enhanced training and development for supervisors and managers, an employee newsletter, and CEO Town Hall meetings.

County Executive Office

Risk Management & Employee Insurance

- Established targeted fund balance levels for Risk Management and Human Resources insurance funds to maintain financial health and stabilize rates.
- Workers' Compensation (WC) – continued to focus on providing appropriate care while controlling costs. Mid-year WC actuarial review indicates FY 2014-15 reserve balance will require little change (increase over previous three years was \$9.7 million).
- Risk Management implemented an in-house ergonomic assessment program for all departments to complement the on-line program introduced last year.
- Risk Management, in collaboration with County Counsel, revised the Insurance and Indemnity provisions thereby transferring the County's liability risk exposure to the fullest extent allowable by law.

2014-16 Objectives

County Management

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

needs and maintain the condition indexes for parks and buildings.

- Continued reduction of departmental use of one-time funds for ongoing operations (structural balance).
- Improve Countywide public information coordination and effort.

Emergency Management

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

County Executive Office

Human Resources

- In collaboration with employees and departments, develop a two-year cycle Workforce Plan to assist the organization in getting the right people, with the right skills, in the right jobs, at the right time.
- Initiate a labor-management partnership designed to collaboratively address shared expectations and outcomes.
- Implement Affordable Care Act provisions for eligible County employees working in positions that do not receive benefits.

Risk Management & Employee Insurance

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

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

Staffing

- Increase of 1.88 FTEs:
 - + 1.13 FTE increase to County Management due to, during Fiscal Year 2013-14, the CSBTVM Manager position was increased by

0.13 to provide additional support to CSBTVM. Clerk of the Board is increasing by 1.0 FTE, partially shifting funding from the part-time extra-help position to a full-time, regular position.

- +0.75 FTE increase to Human Resources to provide HR support to the Shared Services division supporting Public Health and Alcohol, Drug and Mental Health Services, offset by a 0.75 decrease to FTEs in ADMHS.

Expenditures

- Net operating expenditure increase of \$3,000,000:
 - +\$2,611,000 increase to Services and Supplies due primarily to increases to the cost of insurance (+\$1,605,000), County Counsel costs (+\$211,000), a decrease to legal fees (-\$299,000) and the increase to the cost allocation plan to Risk Management of \$1,346,000.
 - +\$309,000 increase to Salaries and Employee Benefits due primarily to increases to salaries for COLAs, merit increases and promotions of \$161,000, retirement benefits of \$66,000, health insurance and retiree medical premiums of \$64,000, retention of extra-help \$35,000, and decreases to unemployment insurance and workers compensation of \$19,000.
 - +\$80,000 increase to Other Charges due primarily to the increase to the cost and number of insurance and malpractice claims within the Countywide programs of \$228,000 and a reduction to liability insurance of \$137,000.
- Net non-operating expenditure decrease of \$5,361,000 due to:
 - -\$5,149,000 decrease to Increases to Fund Balances. This decrease is due primarily to:
 - -\$3,000,000 decrease in fund balance from actuarial reductions to Risk Funds in FY 2013-14 which is not budgeted to re-occur in FY 2014-15.
 - -\$2,000,000 decrease was due to a \$2,000,000 increase to fund balance

County Executive Office

- that was budgeted in FY 2013-14 that will not be necessary in FY 2014-15.
- -\$212,000 decrease to Capital Assets and not budgeting for Homeland Security equipment purchases.

These changes result in Recommended operating expenditures of \$42,367,000, non-operating expenditures of \$241,000, and total expenditures of \$42,608,000. Non-operating expenditures primarily include capital assets and increases to fund balances.

Revenues

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

These changes result in Recommended operating revenues of \$28,751,000, non-operating revenues of \$13,858,000, and total revenues of \$42,608,000. Non-operating revenues primarily include General Fund Contribution, transfers and changes to fund balances.

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

The FY 2015-16 proposed expenditures reflect a \$669,000 decrease over the FY 2014-15 Recommended budget that is primarily the result of:

- -\$847,000 decrease to Services and Supplies due to not budgeting for Homeland Security equipment and training purchases since these are not normally known until later in the year
- +\$190,000 increase to Salaries & Employee Benefits for increases to retirement, health insurance and employee salaries.
- -\$150,000 decrease to Other Charges for a decrease to liability insurance.
- +\$138,000 increase to Fund Balance due to savings from the reduction to the liability insurance.

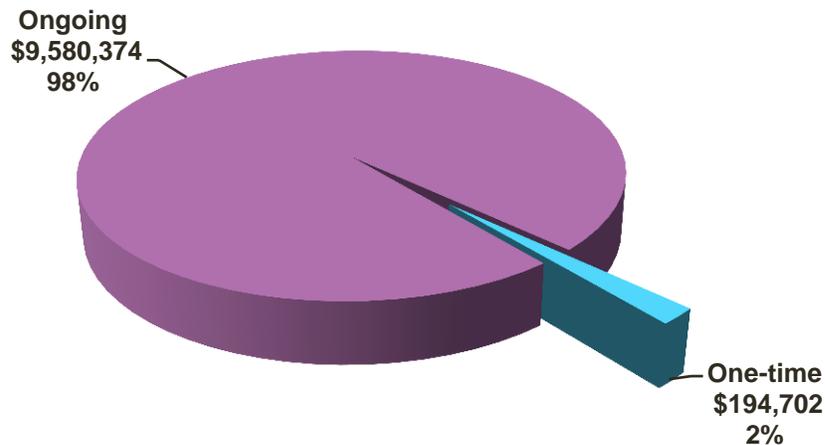
Related Links

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

County Executive Office

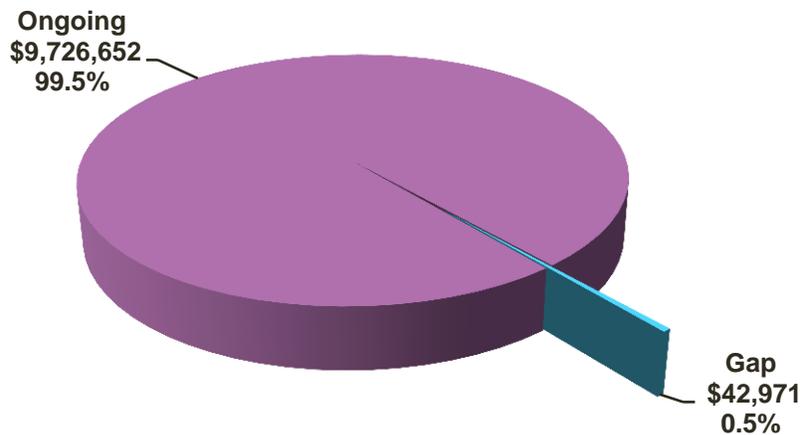
Gap Charts

FY 2014-15 Recommended Budget



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

FY 2015-16 Proposed Budget



To maintain FY 2014-15 service levels (excluding Internal Service Funds), it is estimated that \$9,727,000 of funding will be required in FY 2015-16. An additional \$43,000 must be identified to prevent the need for service level reductions.

County Executive Office

Performance Measures

<u>Description</u>	<u>FY 2011-12 Actual</u>	<u>FY 2012-13 Actual</u>	<u>FY 2013-14 Estimated Actual</u>	<u>FY 2014-15 Recommended</u>	<u>FY 2015-16 Proposed</u>
County Management: Includes Executive Management, Budget & Research, Clerk of the Board, Legislative Advocacy, CSB-TV/Public Engagement and Equal Employment Opportunity					
Percentage of County's General Fund Budget that is structurally balanced	100%	100%	100%	100%	100%
	\$356.5M/ \$329.3M	\$354.8M/ \$344.9M	\$341.8M/ \$311.7M	\$353.9M/ \$320.9M	\$359.1M/ \$322.7M
Percentage of Legislative Platform planks with bill sponsors, identified funding or advocacy actions	No change	54% 24/45	45% 18/40	No Change	No Change
Percentage of EEO complaints concluded in ninety days or less	87% 14/16	83% 18/22	92% 19/21	95% 18/19	95% 21/22
Percentage of Board of Supervisor Meeting Summaries posted on the County website within three working days	95%	98%	98%	100%	100%
Emergency Management:					
Number of Emergency Operations Center exercises	1	2	2	5	5
Number of certified Emergency Operations Center personnel	6	6	30	60	90

County Executive Office

Performance Measures Continued

<u>Description</u>	<u>FY 2011-12 Actual</u>	<u>FY 2012-13 Actual</u>	<u>FY 2013-14 Estimated Actual</u>	<u>FY 2014-15 Recommended</u>	<u>FY 2015-16 Proposed</u>
Human Resources:					
Average number of business days between approval of a recruitment requisition and the date a list is certified to a hiring department	NA	62	84	75	70
Percentage of new hires who score Medium or Highly Recommended on County Core Values (Accountability, Customer-focus, Efficiency)	NA	69% 89/129	82% 70/85	70% 98/140	70% 98/140
Risk Management & Employee Insurance:					
Percentage of compliance with safety audit recommendations within sixty days	77% 10/13	92% 12/13	95% 23/24	100% 24/24	100% 24/24
Percentage of total open Workers Compensation cases closed	94% 365/392	89% 397/449	96% 396/411	98% 400/410	98% 400/410

County Executive Office

Budget Overview

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

County Executive Office

Staffing Detail

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

County Executive Office

Staffing Detail Continued

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

County Executive Office



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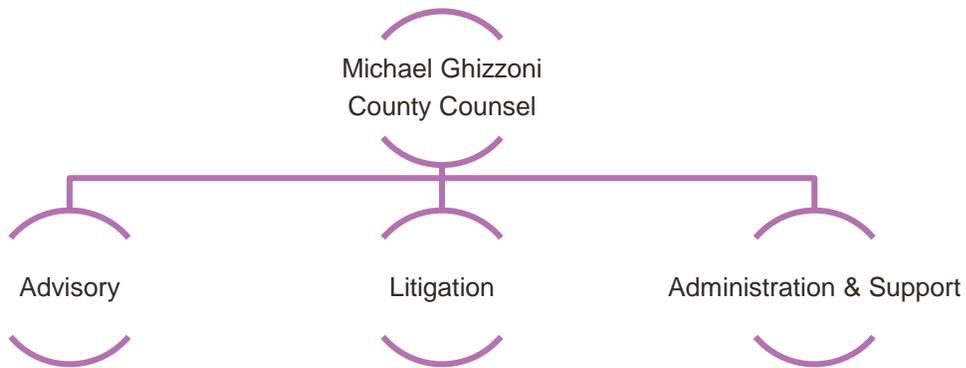


County Counsel

Budget & Full-Time Equivalents (FTEs) Summary

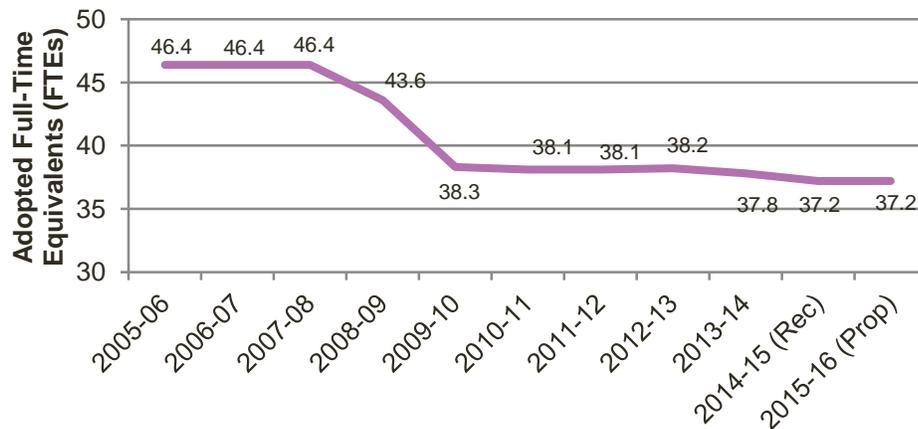
Operating	\$	7,121,749
Capital	\$	-
FTEs		37.2

Budget Programs Chart



Staffing Trend

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



County Counsel

Mission Statement

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

Department Description

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

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

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

2013-14 Anticipated Accomplishments

- Santa Barbara Ranch project litigation: Prevailed at the Court of Appeal in defending the County's approval of the Environmental Impact Report and Inland Project, which also protected the County from having to pay about \$500,000 or more of attorneys' fees. (In 2010, the Superior Court dismissed without prejudice claims relating to the Coastal Project which may be subject to review by the California Coastal Commission.)
- Northern Branch Jail project: Identified the County's risk of having to repay \$80 million of AB 900 funding if the State ultimately did not issue

finance bonds for the project, even if through no fault of the County, and persuaded the State to enter an agreement that removed that risk. Provided fast and thorough legal support to the County's successful application for another \$39 million of SB1022 funding. At County Counsel's request, the State's standard Jail Construction Agreement for follow-on SB 1022 funding has been changed, statewide, and would include this protection against repayment risk for SB1022 funding to the County.

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

County Counsel attorneys quickly and thoroughly supported direction by the Board of Supervisors that the County oppose these related actions, including through extensive comments that challenged the adequacy of the project's Environmental Assessment under NEPA. As an example, after appeals by the

County Counsel

County and other parties, the Interior Board of Indian Appeals, on October 24, 2013, vacated the Regional Director's decision approving the LCAP that the Chumash Tribe later withdrew; and dismissed the case as moot.

- Litigation of federal civil rights and state tort law cases: Successfully resolved sixteen cases for approximately \$900,000 less than Risk Management's reserves. Twelve of those cases were resolved with no County payouts; for example:
 - A jury found for the County at trial – meaning that the County will pay nothing – in a case where the plaintiff had demanded \$430,000 to settle his claim that a County road crew caused him to fall from his bicycle;
 - The County also obtained “no cost” dismissals in cases where:
 - Five individuals alleged that the County negligently caused them to be exposed to harmful pesticide spray from neighboring farms;
 - A company alleged that the County breached two contracts and violated the company's constitutional rights by requiring it to meet higher standards than other County contractors; and
 - A jail inmate alleged that the Sheriff's Office denied him reasonable accommodation for his disability.
- Prepared a proposed ballot measure for a business license tax on oil production.
- State audit of ADMHS Medi-Cal programs: Prevailed in appealing the State's State Fiscal Year (SFY) 05/06 audit, which will protect the County from having to repay about \$200,000 of disallowed costs. Began preparation for appeals and expected litigation of SFY 06/07 and 07/08 audits, which involve about \$6 million of disallowed costs.

- U.S. Department of Housing and Urban Development's (“HUD”) audits of Community Services Department's affordable housing programs: Throughout the year, invested attorney time supporting County's responses to HUD Monitoring Report and HUD Inspector General's Audit of the County's HOME Investment Partnerships Program (\$3.6 million of expenditures disputed).
- Quaid bail bond litigation: Prevailed in defending \$500,000 of \$1 million of bail bonds posted on behalf of Randall Quaid and Ewegenia Quaid after they fled to Canada. The California Supreme Court denied further review on February 19, 2014. The California Supreme Court's action left in place the November 2013 order of the Court of Appeal that vacated Randy Quaid's \$500,000 bail forfeiture and denied vacation of Ewegenia Quaid's \$500,000 bail forfeiture, both at no cost to the County.
- Supported County's consideration of other major projects, including: Goleta Beach 2.0; Gaviota Coast Plan; Mission Canyon Community Plan; Key Site 17, Montecito Ranch Estates; Santa Maria Energy; Vincent Tier III Winery; Paradiso del Mare Inland and Ocean Estates; Las Varas; Hollister Ranch/YMCA Offer to Dedicate; Santa Barbara Veteran's Memorial Building; Orcutt Community Plan amendments; State Water Project issues; and Inclusionary Housing Ordinance.

2014-16 Objectives

- Property tax: Defend against a series of multi-year property tax assessment appeals and expected litigation by “United Launch Alliance,” involving about \$710 million of disputed Roll Value from commercial space activities at Vandenberg Air Force Base.
- Northern Branch Jail project: Continue intensive legal support for the “bidding” and “construction” phases of the Northern Branch Jail Project, which has a combined project size of

County Counsel

about \$139 million and involves State funding from both AB900 and SB1022.

- Resource Recovery Project (proposed use of conversion technology to extend the life of the Tajiguas Landfill): We expect to use significant attorney time to review this \$60 million project's compliance with CEQA, proposed Joint Powers Agreement and draft master contract with the vendor.
- Medi-Cal audits: Prevail in the ongoing appeals and expected litigation of California Department of Health's FY 2006-07 and 2007-08 audits of ADMHS Medi-Cal programs, to avoid or reduce County's repayment of approximately \$6M in disallowed costs.
- Fee-to-trust: Since federal rulemaking in 2013 removed the 30-day waiting period from some title transfer decisions, be prepared to immediately respond should there be federal approval of the 1,400-acre "fee-to-trust" application by the Santa Ynez Band of Chumash Indians.
- HUD audits: Defend against HUD's potential order that the County repay some or all of the disputed expenditures from the HUD Monitoring Report and OIG Audit, with more than \$3.6 million disputed.
- Litigation of federal civil rights and state tort cases: Economically defend these cases "in-house" rather than referring them to more expensive Outside Counsel:
 - Trials in two federal court civil rights cases, and two state court medical malpractice cases; and
 - Ongoing federal court appeals in three civil rights cases.
- State Water Project: Provide timely legal support to the Board of Supervisors about significant water issues, including:
 - Potential extension of the 1963 Water Supply Agreement with the State of California; and
 - The proposed Bay Delta Conservation Plan.
- Workers' Compensation "tail claims:" Continue to economically reduce the County's remaining portfolio of 45 litigated Workers' Compensation cases that are open for injuries occurring before July 2010, to free the County's self-insurance from future liabilities.
- "Taxpayer" suits regarding recording mortgage documents: Defend ongoing Superior Court litigation cases against combinations of the County Recorder, County Sheriff and County employees related to recording real estate documents.
- Ballot measure for Transient Occupancy Tax increase: Prepare a proposed referendum, for the November 2014 General Election, to increase the County's Transient Occupancy Tax.
- "Land use" projects. Provide advisory legal support for major projects, including: Housing Element 8-year Update; Goleta Beach 2.0; Eastern Goleta Valley Community Plan; Las Varas Project (Gaviota coast); Crown Castle Telecommunications Project (29 facilities in Montecito); GPS Mining Project (similar to and next door to the Diamond Rock Project that we successfully litigated to Court of Appeal, 2008-2013); Shell Guadalupe Dunes Project; Cuyama Solar Project (40 megawatt project on 327 acres); and Winery Ordinance.

County Counsel

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

Staffing

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

Expenditures

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

These changes result in recommended operating expenditures of \$7,121,700, non-operating revenues of \$0, resulting in total expenditures of \$7,121,700.

Revenues

- Net operating revenue increase of \$121,300:
 - Charges for Services – Increase of \$108,500 in Charges for Services. All County Counsel billing was impacted by an 11% increase in the overhead rate for Fiscal Year 2014-15. Additionally, there is a continuing shift from revenue generating legal services to non-revenue generating legal services to handle such items as the Community Services Department, Planning and Development, Sheriff, and Public Health’s implementation of the Affordable Care Act.
 - “Legal Services to Other Funds” are billings to Risk Management, which increased by \$210,500.
 - “Legal Services” decreased by \$122,400.
 - “Other Services” increased by \$40,300.

- “Services County Provided” decreased by \$20,000.
- Miscellaneous Revenue increase of \$12,800.
- Net non-operating revenue decrease of \$77,700 primarily due to:
 - Decreases to Fund Balance of \$279,000. This represents a decrease in the use of one-time funding from the Program Restoration Fund Balance account, needed to balance the budget due to a loss in revenue.
 - General Fund Contribution – Increase of \$206,600 reflects the recommended increase to the GFC target.

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

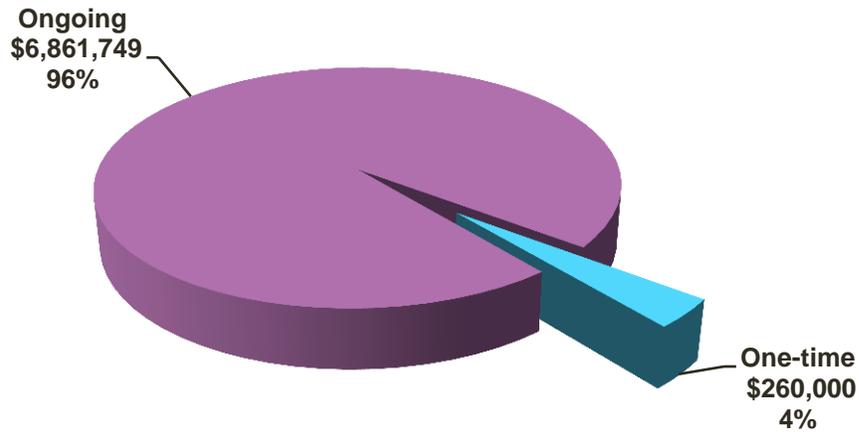
Changes & Operational Impact: 2014-15 Recommended to 2015-16 Proposed

The FY 2015-16 Proposed expenditures reflect a \$178,000 increase over the FY 2014-15 recommended budget that is mostly the result of a \$176,000 increase in Salaries and Employee Benefits, which includes a \$106,000 increase to salaries and other benefits, a \$40,000 increase to retirement contributions, and a \$30,000 increase to health insurance and retiree medical premiums.

County Counsel

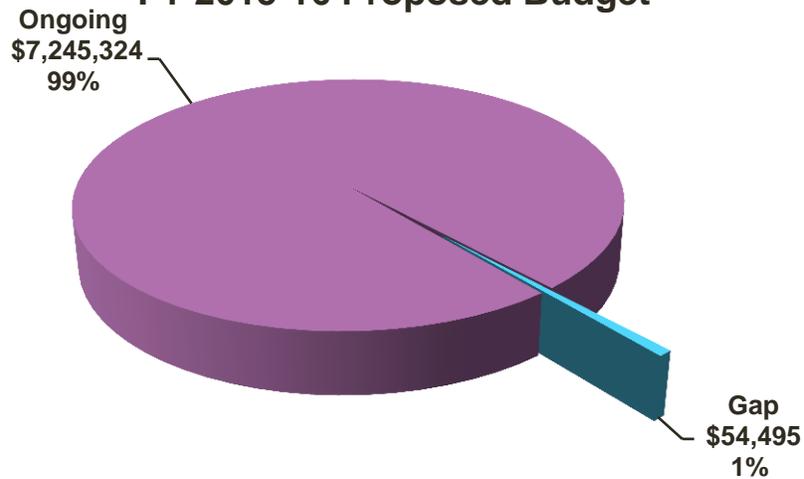
Gap Charts

FY 2014-15 Recommended Budget



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

FY 2015-16 Proposed Budget



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

County Counsel

Performance Measures

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

County Counsel

Budget Overview

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

County Counsel

Staffing Detail

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

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, fire prevention services, 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
- Defending the constitutional rights of all residents
- Delivering effective and timely law enforcement services to all County residents

Strategic Goals

- Continue succession planning efforts to ensure sworn personnel have a guide/roadmap to

enhance their leadership, emergency operations, and management skills.

- Upgrade information technology infrastructure (dispatch, records management, patient care, and inspections) to improve data availability and analysis related to response times, patient care, and occupancy hazards.
- Coordinate with State and local Fire, EMS, and Law officials to develop active shooter protocols and training for all first responders.
- Develop and provide large scale emergency incident command training to all Fire Chief Officers and Executive Team members.
- Ensure properties have defensible space between structures and flammable vegetation.
- Ensure that offenders under probation supervision will exit probation without committing a new sustained felony.
- Increase rehabilitation efforts and reduce recidivism through the use of evidence base practices for all youth on probation, including the development and implementation of a seamless system of intervention and treatment services for high risk females.
- 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.
- In conjunction with the Human Trafficking Task Force, increase the understanding of human trafficking in Santa Barbara County in order to educate the public, identify and serve victims, promote cross training opportunities, and more effectively prevent and eradicate this crime.
- Perform outreach at local schools by educating young people about the negative consequences inherent in criminal activities and gang association.
- Enhance the prosecution and investigation of workers' compensation insurance fraud cases.
- Pursue the completion of the North County Jail to allow for more flexibility in detaining those who break the law.

Public Safety

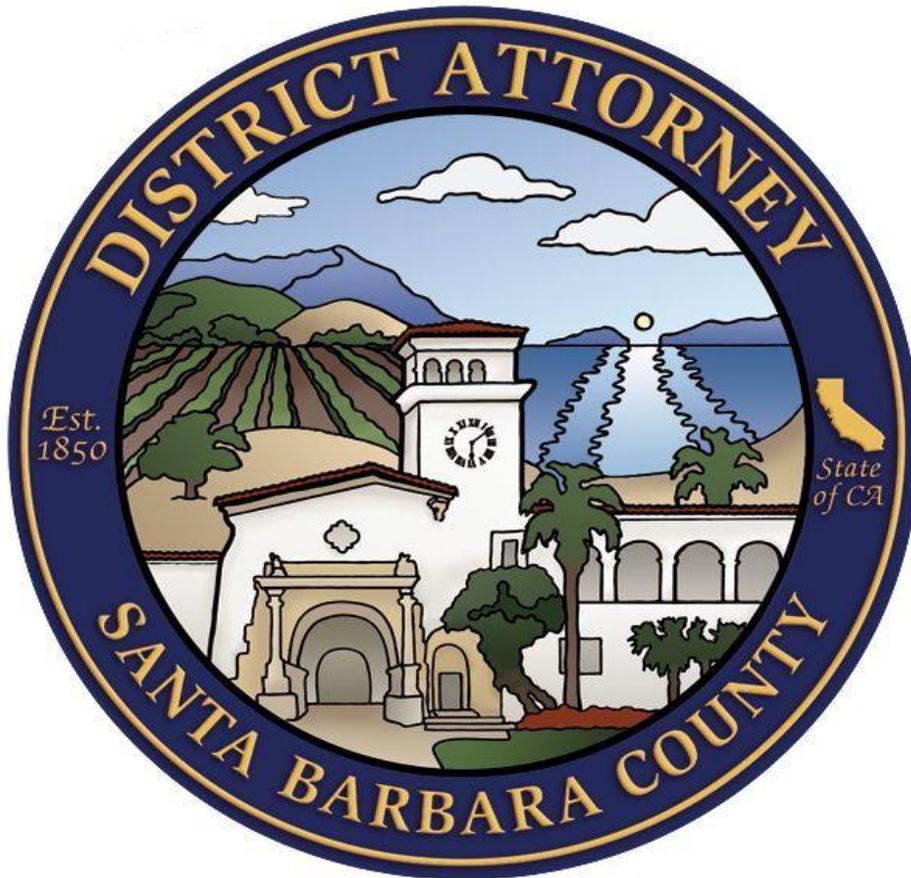
Functional Summary

Staffing By Budget Department	2012-13 Actual	2013-14 Adopted	Change from FY13-14 Ado to FY14-15 Rec	2014-15 Recommended	2015-16 Proposed
District Attorney	126.01	123.00	3.00	126.00	126.00
Probation	347.37	356.50	(9.50)	347.00	347.00
Public Defender	66.22	65.00	(0.75)	64.25	64.25
Fire	231.41	239.00	-	239.00	239.00
Sheriff	614.70	643.54	-	643.54	643.54
Total	<u>1,385.70</u>	<u>1,427.04</u>	<u>(7.25)</u>	<u>1,419.79</u>	<u>1,419.79</u>
Budget By Budget Department					
District Attorney	\$ 19,134,691	\$ 19,943,976	\$ 955,281	\$ 20,899,257	\$ 21,126,035
Probation	47,022,950	51,125,565	384,259	51,509,824	51,914,956
Public Defender	9,559,779	10,039,778	343,322	10,383,100	10,703,776
Court Special Services	15,356,430	15,228,403	15,197	15,243,600	15,243,600
Fire	50,409,856	54,102,754	1,934,543	56,037,297	57,689,557
Sheriff	116,511,720	120,366,802	2,198,849	122,565,651	121,234,581
Total	<u>\$ 257,995,426</u>	<u>\$ 270,807,278</u>	<u>\$ 5,831,451</u>	<u>\$ 276,638,729</u>	<u>\$ 277,912,505</u>
Budget By Categories of Expenditures (1)					
Salaries and Employee Benefits	\$ 205,474,764	\$ 218,110,651	\$ 4,108,363	\$ 222,219,014	\$ 224,906,488
Services and Supplies	28,737,420	29,018,098	1,602,298	30,620,396	28,796,631
Other Charges	23,783,243	23,678,529	120,790	23,799,319	24,209,386
Total Operating Expenditures	<u>257,995,426</u>	<u>270,807,278</u>	<u>5,831,451</u>	<u>276,638,729</u>	<u>277,912,505</u>
Capital Assets	2,389,014	520,500	(322,885)	197,615	228,000
Other Financing Uses	45,316,526	4,449,047	(99,375)	4,349,672	4,755,258
Intrafund Expenditure Transfers (+)	3,128,888	567,406	(13,029)	554,377	554,377
Increases to Fund Balances	7,994,663	2,953,746	(231,275)	2,722,471	2,780,659
Fund Balance Impact (+)	2,133,547	-	-	-	-
Total	<u>\$ 318,958,063</u>	<u>\$ 279,297,977</u>	<u>\$ 5,164,887</u>	<u>\$ 284,462,864</u>	<u>\$ 286,230,799</u>
Budget By Categories of Revenues					
Taxes	\$ 36,695,887	\$ 37,218,401	\$ 4,237,599	\$ 41,456,000	\$ 44,209,000
Licenses, Permits and Franchises	307,746	20,000	-	20,000	20,000
Fines, Forfeitures, and Penalties	2,329,117	2,569,740	(59,973)	2,509,767	2,409,765
Use of Money and Property	662,028	581,600	6,400	588,000	588,000
Intergovernmental Revenue	64,288,184	65,754,356	2,344,257	68,098,613	67,668,854
Charges for Services	34,534,187	34,540,921	1,508,209	36,049,130	36,255,207
Miscellaneous Revenue	4,755,293	3,880,411	20,851	3,901,262	3,943,112
Total Operating Revenues	<u>143,572,442</u>	<u>144,565,429</u>	<u>8,057,343</u>	<u>152,622,772</u>	<u>155,093,938</u>
Other Financing Sources	35,612,326	3,769,311	(308,591)	3,460,720	3,418,239
Intrafund Expenditure Transfers (-)	3,091,433	550,197	33,603	583,800	584,800
Decreases to Fund Balances	15,189,279	5,181,378	(1,717,106)	3,464,272	2,025,823
General Fund Contribution	121,491,301	123,346,827	984,473	124,331,300	124,025,900
Fund Balance Impact (-)	1,283	1,884,835	(1,884,835)	-	1,082,099
Total	<u>\$ 318,958,063</u>	<u>\$ 279,297,977</u>	<u>\$ 5,164,887</u>	<u>\$ 284,462,864</u>	<u>\$ 286,230,799</u>

Public Safety



District Attorney

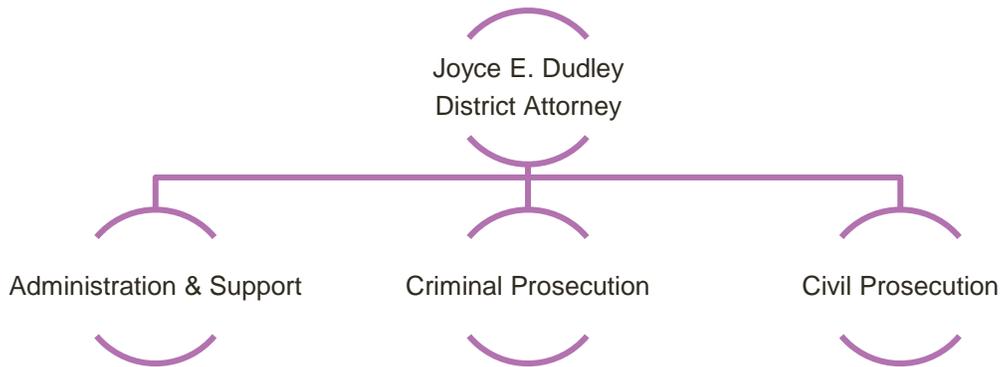


District Attorney

Budget & Full-Time Equivalent (FTEs) Summary

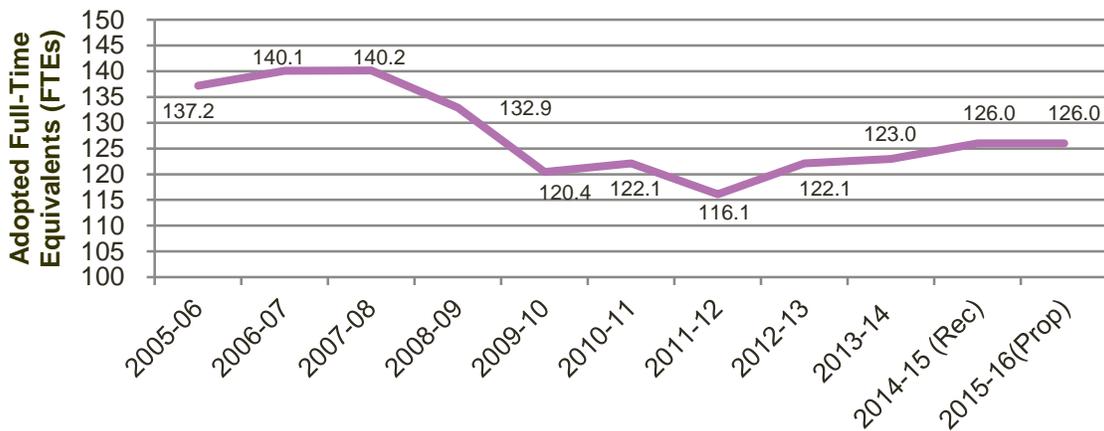
Operating	\$ 20,899,257
Capital	\$ 80,000
FTEs	126.0

Budget Programs Chart



Staffing Trend

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



District Attorney

Mission Statement

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

Department Description

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

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

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

Administration & Support

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

Criminal Prosecution

Criminal prosecution consists of various units:

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

District Attorney

responsible for providing investigative and technical support services to prosecutions, including complex criminal investigations and interviewing and subpoenaing witnesses.

- Welfare Fraud Investigations and Prosecution- Welfare Fraud investigation and prosecution is presently a contracted program with the Department of Social Services (DSS) that conducts the initial investigation of fraudulent receipts of aid and secures cost recovery or criminal penalties where appropriate.
- Victim Witness Assistance Program- The Victim Witness program provides comprehensive services to over 3,500 victims of crime annually to mitigate the aftermath of crime as well as prevent future crimes. The State Victim Compensation program provides funding for victim compensation claims, which expedites recovery to victims and local service providers. The Victim Witness Program provides administrative oversight for the Sexual Assault Response Team (SART) which facilitates forensic medical and legal services to sexual assault victims.

Civil Prosecution

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

2013-14 Anticipated Accomplishments

Administration & Support

Advancements for Justice

- Electronic Discovery: Administrative staff completed the process of electronic transfer of ongoing discovery to private defense attorneys, in addition to the Public Defender. This has streamlined the process from burning CDs to sending information online in a stable

and secure manner. Electronic discovery conserves use of equipment, paper, and staff time.

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

Criminal Prosecution

Promises Delivered

- Truancy Program: Established in FY 2012-13, the District Attorney (DA) Truancy Program achieved significant first-year results in FY 2013-14. This dynamic program ensures that the children in our community receive a high school education while identifying and helping “at risk” kids before they fall prey to criminal behavior or victimization. DA Truancy Program staff collaborated with community stakeholders and all 20 school districts in Santa Barbara County to form 5 new School Attendance Review Boards. The program received 6,849 truancy referrals resulting in 2,031 truancy interventions, of which all but 4 children were successfully returned to regular daily attendance in school. Costing less than half of prior truancy programs, these first-year numbers tell a story of remarkable success.
- Misdemeanor Diversion Program (MDP): Implemented in FY 2012-13, the MDP began with a goal to clear over 1,000 misdemeanor cases in the first-year from our congested courts, thus creating enormous savings in resources for our public safety partners while promising a reduction in recidivism at the same time. MDP is available to first-time and non-recidivist offenders who commit petty crimes. If the offender pays \$250, including a \$50 administrative fee to the DA, completes a rehabilitative program, pays restitution to victims, and does not commit any new offenses during the program period, the DA agrees not to file the case. During the first year of operation for MDP, 1,029 offenders

District Attorney

successfully paid for and completed the program and paid \$25,600 in restitution. Early recidivism numbers are encouraging with less than 4% re-offending during the first year.

Programs Created and Enhanced

- **Task Forces:** Formed two new task forces, Human Trafficking and Anti-Animal Abuse, in an effort to collaborate with law enforcement partners and community groups to combat these crimes. The Human Trafficking Task Force consists of over 70 members that work together to identify and serve victims of human trafficking and promote greater understanding of this crime. The Anti-Animal Abuse Task Force was formed in an effort to reduce the number of animals being abused and prevent those who are cruel to animals from engaging in other forms of abuse such as domestic violence and child or elder abuse.
- **Project LEAD:** Project LEAD (Legal Enrichment and Decision Making) was initiated in 2013. Overseen by two attorneys, Project LEAD teaches fifth graders who attend A-OK after-school programs at Franklin and Adelante Schools in Santa Barbara about the criminal justice system. Children learn social and legal consequences of juvenile crime such as truancy, illicit drug use, and shoplifting, as well as respecting diversity and achieving economic goals through education. The hope is that graduates of Project LEAD will maintain positive attitudes about the justice system, and will learn the importance of education and the benefits of making the right life choices at an early age.
- **Financial Elder Abuse:** Obtained grant funding from the Department of Insurance to provide prosecution, outreach, and victim advocacy services to address financial elder abuse. Staff developed a CASE (Communities Against Senior Exploitation) booklet as the basis for educational presentations to community groups and retirement homes. In addition, staff participated in a weekly radio show on KTMS 990 AM designed to alert listeners to

the current scams operating in Santa Barbara County.

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

Civil Prosecution

Successful Partnerships

- **Civil Violations:** The civil team collaborated with the Weights and Measures Division of the Agricultural Commissioner's Office to prosecute civil violations. Two large corporations have been criminally prosecuted for scanning violations and the civil team is actively working on similar investigations, including businesses engaged in slack fill violations (incompletely filled or deceptively packaged products).
- **Civil Penalties:** Approximately \$50,000 in civil penalty revenue was secured in FY 2013-14 through settlements of civil cases countywide.

2014-16 Objectives

Administration & Support

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

Criminal Prosecution

Enhance the Department of Insurance Workers' Compensation Insurance Fraud Program in order

District Attorney

to more vigorously prosecute individuals who file fraudulent claims, as well as medical provider fraud, premium fraud, and failure to provide workers' compensation insurance.

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

Civil Prosecution

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

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

Staffing

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

Expenditures

- Net operating expenditure increase of \$955,300:
 - +\$966,300 increase in Salaries and Employee Benefits due to increases in

County retirement contributions, health insurance costs, and workers' compensation premiums, which are partially offset by a reduction in the unemployment insurance premium.

- +\$26,600 increase in Other Charges due to a liability insurance premium rate increase and an increase in data processing (County IT) service charges.
- -\$37,600 decrease in Services and Supplies due to a server hardware purchase being reclassified to Fixed Assets.
- Net non-operating expenditure increase of \$80,000:
 - +\$80,000 increase for critical one-time server storage purchase.

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

Revenues

- Net operating revenue increase of \$806,000 primarily due to:
 - +\$682,700 increase in Charges for Services primarily due to increased recording fees collected for the Real Estate Fraud Unit, as well as increased funding for the Welfare Fraud Program funded by the Department of Social Services.
 - +\$112,900 increase in Intergovernmental Revenue primarily due to a \$209,000 increase in Public Safety Sales Tax (Proposition 172) offset by a loss of \$100,000 in Southwest Border Prosecution Initiative revenue.
 - +\$15,300 increase in Fines, Forfeitures and Penalties due to revenue collected on asset forfeiture cases.
 - -\$5,000 decrease in Miscellaneous Revenue for the reduction in revenue for the Bad Check program.

District Attorney

- Net non-operating revenue increase of \$229,400:
 - +\$244,400 increase in General Fund Contribution.
 - +\$29,700 increase in Intrafund Transfers for AB 109 – Public Safety Realignment allocation offset by a decrease in grant revenue for the prosecution of drug cases.
 - -\$44,700 decrease in the use of one-time Fund Balance

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

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

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

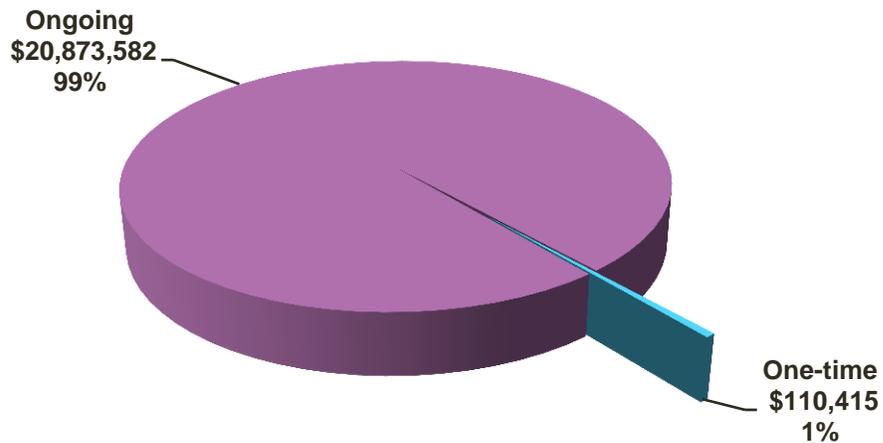
Related Links

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

District Attorney

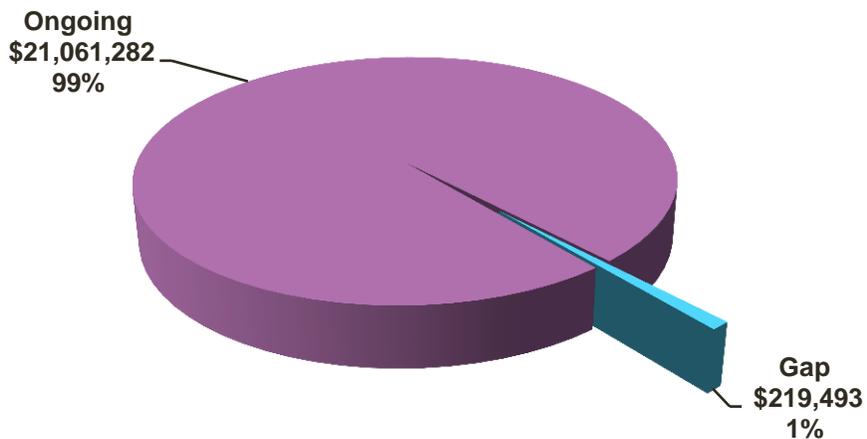
Gap Charts

FY 2014-15 Recommended Budget



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

FY 2015-16 Proposed Budget



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

District Attorney

Performance Measures

<u>Description</u>	<u>FY 2011-12 Actual</u>	<u>FY 2012-13 Actual</u>	<u>FY 2013-14 Estimated Actual</u>	<u>FY 2014-15 Recommended</u>	<u>FY 2015-16 Proposed</u>
Departmentwide:					
Percent of newly filed misdemeanor cases disposed of at the arraignment stage to maximize court and criminal justice resources.	66% 8,733/13,264	70% 7,434/10,668	66% 3,182/4,844	70% 7,350/10,500	70% 7,350/10,500
Percent of felony convictions for cases past the preliminary hearing stage to make effective use of judicial proceedings.	82% 197/240	79% 271/345	80% 107/133	80% 240/300	80% 240/300
Percent of felony cases resolved before preliminary hearing, thus reducing jail population and number of court appearances.	73% 1,803/2,462	64% 1,976/3,083	65% 1,026/1,589	65% 1,625/2,500	65% 1,625/2,500
Percent of new Victims of Violent Crime claims verified and filed within 90 days of application thereby expediting reimbursements.	100% 941/941	100% 759/759	97% 404/416	100% 850/850	100% 850/850

District Attorney

Budget Overview

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

District Attorney

Staffing Detail

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

District Attorney



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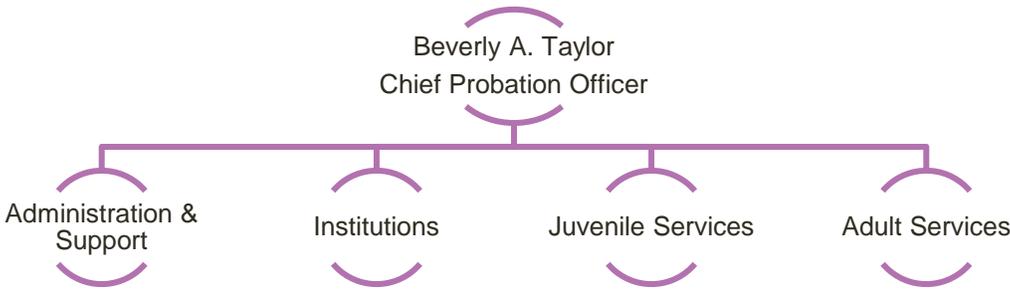


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Budget & Full-Time Equivalent (FTEs) Summary

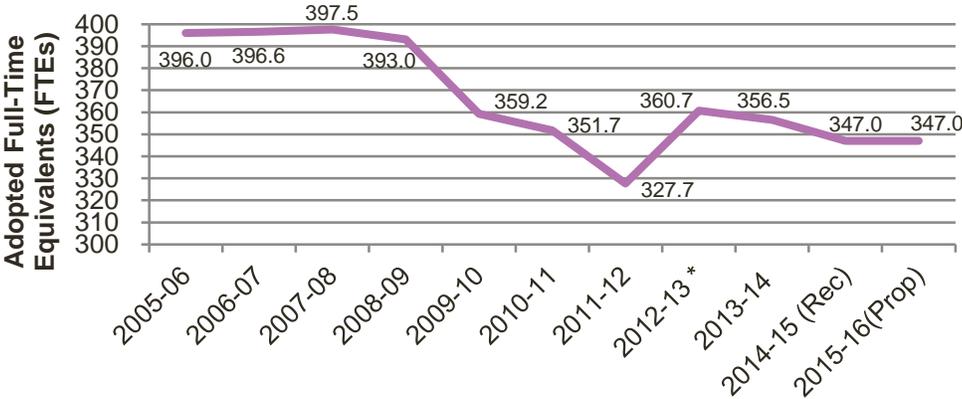
Operating	\$	51,509,824
Capital	\$	-
FTEs		347.0

Budget Programs Chart



Staffing Trend

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



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

Probation

Mission Statement

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

Department Description

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

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

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

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

2013-14 Anticipated Accomplishments

Administration & Support

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

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

Focus Area: Providing Quality Staffing for Departmental Operations

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

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

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

Institutions

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

- Complete the Department's Zero Tolerance to Sexual Assault and Staff Misconduct policy and incorporate Federal Prison Rape Elimination Act (PREA) standards into Institution policy and procedures.
- Successfully complete eleven institutional inspections, including the biennial Board of

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State and Community Corrections and the Institute of Medical Quality inspections, with no remediation or corrective action required.

- Complete the expansion of Moral Recognition Therapy (MRT), an evidence-based cognitive behavioral program, from the juvenile institutions into the Alternative Report and Resource Centers (ARRC) in Santa Maria and Santa Barbara.
- Successfully consolidate the Los Prietos Boys Camp and Boys Academy programs and use demand staffing strategies to meet service level and facility needs to decrease the use of extra help and overtime.
- Enhance and coordinate gender-specific programming for the at-risk female offenders detained in the SMJH to address assessed needs and high-risk behavior.

Juvenile Services

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

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

Adult Services

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

- Launch the Criminal Justice Quality Assurance Committee whose mission is to assess and ensure fidelity with the use of evidence-based models, to support skill building by creating opportunities for joint training and

development, to identify gaps in service and ensure efficient service delivery, and to promote improved outcomes through ongoing collaborative quality assurance efforts.

- Support discharge planning efforts for high risk/high need inmates exiting the jail through oversight of the Jail Discharge Planning Team and improve efficiencies related to these efforts through an integrated data management system that allows multi-agency personnel to view and update release planning information, which will greatly enhance efficiency and reduce duplicative or redundant work.
- Effectively implement the FY 2013-14 Santa Barbara County AB109 Plan.

2014-16 Objectives

Administration & Support

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

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

Focus Area: Providing Quality Staffing for Departmental Operations

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

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

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

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Institutions

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

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

Juvenile Services

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

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

Adult Services

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

- Oversee the local implementation of the Transition from Jail to Community (TJC) Initiative which involves the development, implementation, and evaluation of a model for jail to community transition.

- Implement a violation sanction matrix that is responsive to offender risks and needs and which allows for intermediate sanctions as well as the use of evidence-based programs.
- Coordinate and facilitate the Pew-MacArthur Results First Initiative which is designed to help assess the costs and benefits of intervention options available to the criminal justice system and allow for the use of data to make decisions based on proven results.

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

Staffing

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

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

Expenditures

- Net operating expenditures increase of \$384,000 primarily due to:
 - +\$442,000 increase in Salaries and Employee Benefits due to negotiated labor agreements and increases in Workers Compensation contributions.

Probation

- -\$30,000 decrease in Services and Supplies due to a reduction in expenditures related to the consolidation of the Los Prietos Boys Camp and Academy Programs.
- -\$27,000 decrease in Other Charges primarily reflects a decrease in liability insurance offset by various increases and decreases in other accounts.
- Net non-operating expenditures increase of \$437,000:
 - +\$7,000 increase in Intrafund Expenditure Transfers:
 - -\$40,000 decrease due to one-time funding to General Services for assistance with the Los Prietos Business Center.
 - -\$31,000 decrease due to Sheriff's Office no longer providing dinners to the Santa Barbara ARRC and a reduction in polygraph examinations for new employees.
 - +\$48,000 increase to the District Attorney's Office for AB109 funded services.
 - +\$30,000 increase to the Public Defender's Office for AB 109 funded services.
 - +\$430,000 in increases in Fund Balances reflects an anticipated one-time increase in California Community Corrections Incentives Act (Senate Bill 678) revenue in excess of ongoing needs.
- -\$18,000 decrease in reimbursement for collecting restitution due to delays at the State.
- +\$637,000 increase in Intergovernmental Revenue primarily due to:
 - +\$734,000 increase to 2011 Public Safety Realignment revenue primarily consisting of a \$697,000 increase in SB 678.
 - +\$379,000 increase in Proposition 172 Public Safety Sales Tax.
 - -\$256,000 decrease in Federal Title IV-E revenue due to decreased reimbursable activities and a decreased rate of Federal eligibility.
 - -\$195,000 decrease in Federal grant revenue for primarily related to the ending of a domestic violence grant (\$96,000) and a re-entry drug court grant (\$69,000).
 - -\$26,000 decrease in Federal meal reimbursement revenue due to a reduction in average daily population in the juvenile institutions.
- -\$235,000 decrease in Charges for Services primarily due to:
 - -\$167,000 decrease in investigation and monthly supervision fees.
 - -\$54,000 decrease due to revenue at the Los Prietos Business Center being lower than budgeted.
 - -\$53,000 decrease in Community Work Service enrollment fees.
 - +\$52,000 increase in parental reimbursement for youth committed to the juvenile institutions resulting from the recommencement of billing through the Department's new collection system.

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

Revenues

- Net operating revenues increase of \$365,000 primarily due to:
 - -\$37,000 decrease in Fines, Forfeitures, and Penalties primarily due to:
 - -\$20,000 decrease in reimbursable expenditures related to mandatory collection of DNA from offenders.
- Net non-operating revenues increase of \$456,000:
 - -\$138,000 decreases in Fund Balance primarily due to:
 - +\$336,000 increase in the use of fund balance to maintain the AB109 program.
 - +\$111,000 increase due to the use of fund balance to balance the Recommended budget.

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- +\$71,000 increase in the use of fund balance to maintain the Youthful Offender Block Grant Program.
- -\$370,000 decrease due to funding provided in FY 2013-14 that was one-time in nature.
- -\$11,000 decrease in anticipated expenditures of donated funds.
- +\$353,000 increase in General Fund Contribution based on the adopted General Fund Allocation Policy.
- -\$35,000 decrease in Other Financing Sources funding provided by the Department of Alcohol, Drug, and Mental Health Services.

These changes result in Recommended operating revenues of \$24,916,000, non-operating revenues of \$27,608,000, and revenues of \$52,524,000. Non-operating revenues primarily include General Fund Contribution, transfers and decreases to fund balances.

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

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

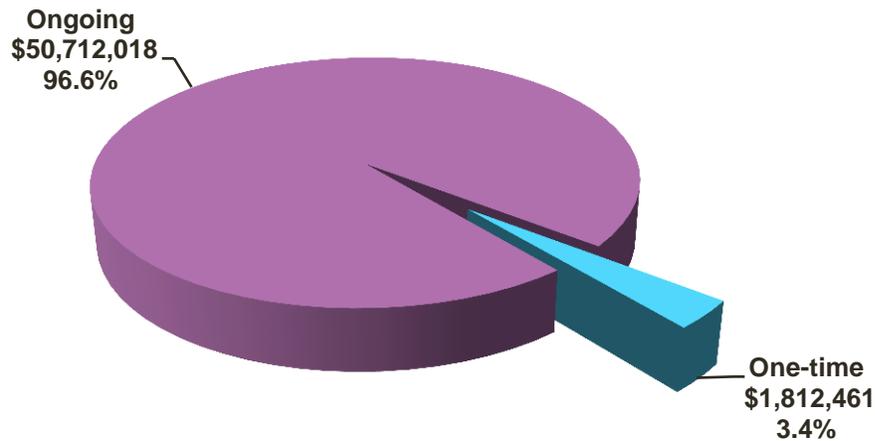
Related Links

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

Probation

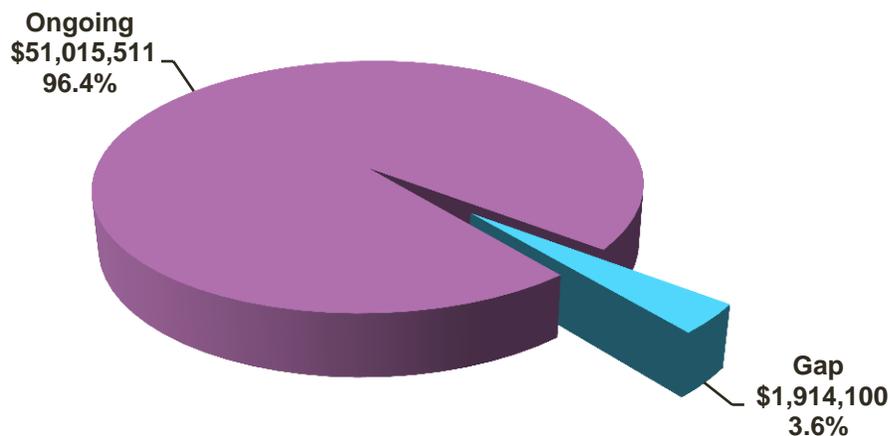
Gap Charts

FY 2014-15 Recommended Budget



The FY 2014-15 Recommended Budget relies on one-time sources to fund 3.4% of the Department's ongoing operations. These funds include \$1,001,000 from the Local Realignment 2011 restricted fund balance component, \$265,000 from the Juvenile Justice Crime Prevention Act restricted fund balance component, \$402,000 from the Youthful Offender Block Grant restricted fund balance component, \$111,000 from the Public Safety restricted fund balance component, and \$33,000 from the Donations restricted fund balance component. These funds allowed the Department to maintain a higher level of service than would otherwise have been possible; however, because these funds are one-time in nature, they will not be available to fund operations in FY 2015-16.

FY 2015-16 Proposed Budget



The FY 2015-16 Proposed Budget relies on one-time sources of \$1,914,400 to fund 3.6% 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 the future.

Probation

Performance Measures

<u>Description</u>	<u>FY 2011-12 Actual</u>	<u>FY 2012-13 Actual</u>	<u>FY 2013-14 Estimated Actual</u>	<u>FY 2014-15 Recommended</u>	<u>FY 2015-16 Proposed</u>
Administration and Support:					
Collect restitution, fines and fees from adult and juvenile offenders (Target => \$2,000,000)	\$2,084,035	\$1,840,615	\$2,000,000	\$2,000,000	\$2,000,000
Arrange for youthful and adult offenders to provide Community Service Work hours (Projection = 20,000)	52,602	38,728	20,000	20,000	20,000
Juvenile Institutions:					
Average number of youth housed on daily basis at the Santa Maria Juvenile Hall and the Los Prietos Boys Camp (Projection = < 115) *	162	143	115	115	115
Number of Home Detention Supervision days provided to youth in lieu of Juvenile Hall (Projection => 12,000)	12,235	12,007	12,500	12,000	12,000
Productive work hours provided to the County and community by youth assigned to the Alternative Detention Program, Juvenile Hall and Los Prietos Boys Camp (Projection = 45,000) *	48,551	47,475	44,000	45,000	45,000
Successful completion rate for youth committed to the Los Prietos Boys Camp (Target => 85%) *	82% 83 / 101	98% 93 / 95	95% 99 / 104	90% 90 / 100	90% 90 / 100

Probation

Performance Measures Continued

<u>Description</u>	<u>FY 2011-12</u> <u>Actual</u>	<u>FY 2012-13</u> <u>Actual</u>	<u>FY 2013-14</u> <u>Estimated</u> <u>Actual</u>	<u>FY 2014-15</u> <u>Recommended</u>	<u>FY 2015-16</u> <u>Proposed</u>
Juvenile Services:					
Rate of youthful offenders who will not have a new sustained petition or conviction for a felony offense while they are on probation (Target => 80%)	83% 510 / 615	81% 412 / 506	80% 360 / 450	80% 336 / 420	80% 320 / 400
Rate of youthful offenders who will not have a new sustained petition or conviction for a felony offense within one year of successfully completing probation (Target => 95%)	98% 443 / 454	97% 440 / 452	98% 357 / 365	95% 308 / 324	95% 300 / 315
Rate of average number of youth in group-foster home placement (Target => 5.5%)	3.1% 29 / 926	4.3% 31 / 730	5.9% 36 / 612	5.5% 31 / 560	5.6% 30 / 540
Adult Services:					
Number of Sentencing Investigations completed on all adult offenders assigned by the Superior Court (Projection = 1,800)	1,407	1,709	1,700	1,800	1,850
Number of traditional adult offenders receiving supervision services (Projection = 4,200)	3,806	3,913	4,000	4,200	4,410
Number of AB 109 realigned adult offenders receiving supervision services (Projection = 550)	184	366	525	550	575
Rate of adult offenders who will not have a new conviction for a felony while they are on AB 109 supervision (Target =>90%)	100% 5 / 5	81% 82 / 101	85% 255 / 300	90% 293 / 326	90% 325 / 360

*Santa Maria Juvenile Hall combined with Los Prietos Boys Academy in October 2013

Probation

Budget Overview

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

Probation

Staffing Detail

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

Probation

Staffing Detail Continued

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

Probation



Public Defender



Public Defender

Budget & Full-Time Equivalent (FTEs) Summary

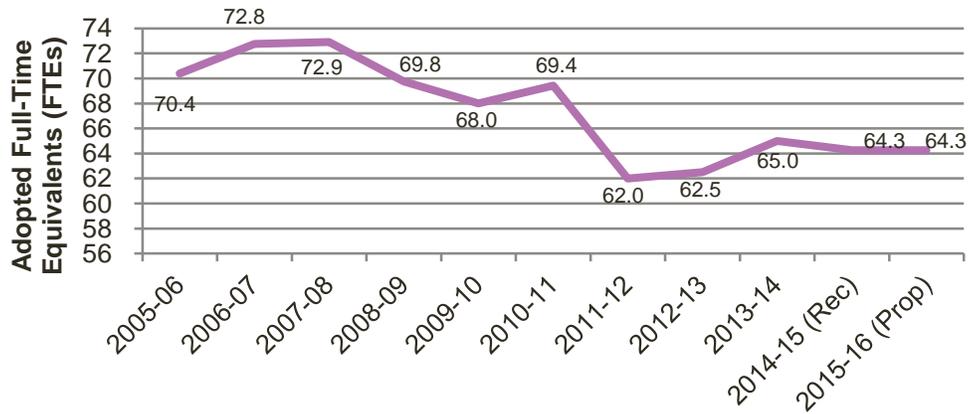
Operating	\$10,383,100
Capital	\$ -
FTEs	64.3

Budget Programs Chart



Staffing Trend

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



Public Defender

Mission Statement

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

Department Description

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

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

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

2013-14 Anticipated Accomplishments

Administration & Support

- Continued collaboration with the Community Corrections Partnership and the Juvenile Justice

Coordinating Council to improve the functioning of our Adult and Juvenile Justice Systems.

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

Adult Legal Services

- Represented clients in over 21,000 matters brought to the Superior Court with no declaration of unavailability.
- Resolved the majority of felonies (70%) and almost all misdemeanors (95%) within 90 days of arraignment, as reported by our Superior Court.
- Continued using volunteer attorneys and interns, where appropriate.
- Twenty one attorneys or aspiring attorneys were provided valuable training and experience. This helped mitigate the financial challenges faced by the Department through providing valuable resources at no additional cost to the County.
- Implemented use of paralegal and investigative internships subsidized by a local business college.
- Used our extra-help Rehabilitation Services Coordinators to help 290 in-custody clients locate alternatives to incarceration by finding residential treatment facilities, sober living

Public Defender

housing, or other programs, thereby reducing jail overcrowding.

- Worked with Justice Partners to accommodate increased workload to justice agencies accompanying the transfer of parole revocation hearings to the Courts as of July 1, 2013.
- Undertook representation of 31 individuals who received life sentences under the former “Three Strikes” law who were eligible to file petitions for resentencing under Penal Code Sec. 1170.126.

Juvenile Legal Services

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

2014-16 Objectives

Administration & Support

- Expand use of volunteers to meet non-core functions, freeing support staff to focus on high-priority matters.
- Continue successful implementation of 2011 Criminal Justice Realignment (AB 109) by converting two extra-help Rehabilitation Services Coordinators positions into full-time staff positions. These two employees work with the Courts, Sheriff, Probation and defense attorneys to find and place clients in appropriate alternative sentencing programs. By coordinating our efforts with Sheriff and Probation staff, each agency is able to serve a different segment of the jail population to achieve the best outcome for individual clients.

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

Adult Legal Services

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

Juvenile Legal Services

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

Public Defender

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

Staffing

- Decrease of 0.75 FTEs:
 - This decrease is due to a conversion of 2.0 out of 3.0 AB 109 extra help positions to permanent positions and retaining 0.25 as extra help.

Expenditures

- Net operating expenditure increase of \$343,300:
 - +\$345,200 increase in Salaries and Employee Benefits due to:
 - +\$30,000 increase in additional AB 109 costs
 - +\$315,200 increase due to negotiated labor agreements and increases in County retirement contributions.
 - -\$4,100 decrease in Services and Supplies for miscellaneous costs.
 - +\$2,200 increase in Other Charges for miscellaneous costs.

These changes result in recommended operating expenditures of \$10,383,100, non-operating expenditures of \$0, and total expenditures of \$10,383,100.

Revenues

- Net operating revenue increase of \$164,600 due to:
 - +\$175,600 increase in Intergovernmental Revenue due to:
 - +\$152,100 increase in Proposition 172 Sales Tax Revenues.
 - +\$23,500 increase in Local Realignment 2011.
 - -\$11,000 decrease in Charges for Services due to a decrease in Public Defender Fees.

- Net non-operating revenue increase of \$178,700 due to:
 - +\$30,000 increase in Intrafund Expenditure Transfers due to AB 109 funding.
 - -\$9,900 decrease in Decreases to Fund Balances due to one-time FY 2013-14 salary increases.
 - +\$158,600 increase in General Fund Contribution.

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

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

Staffing

- No change in staffing is proposed.

Expenditures

- Net operating expenditure increase of \$320,700:
 - +\$290,700 increase in Salaries and Employee Benefits due to negotiated labor agreements and increases in County retirement contributions.
 - +\$20,300 increase in Services and Supplies for miscellaneous costs.
 - +\$9,700 increase in Other Charges for miscellaneous costs.

Revenues

- Net operating revenue increase of \$161,500:
 - +\$159,400 increase in Intergovernmental Revenue due to increases in Proposition 172 Sales Tax Revenues.

Public Defender

- +\$2,100 increase in Charges for Services due to increases in Public Defender Fees.
- Net non-operating revenue decrease of \$2,400:
 - -\$2,400 decrease in General Fund Contribution.

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

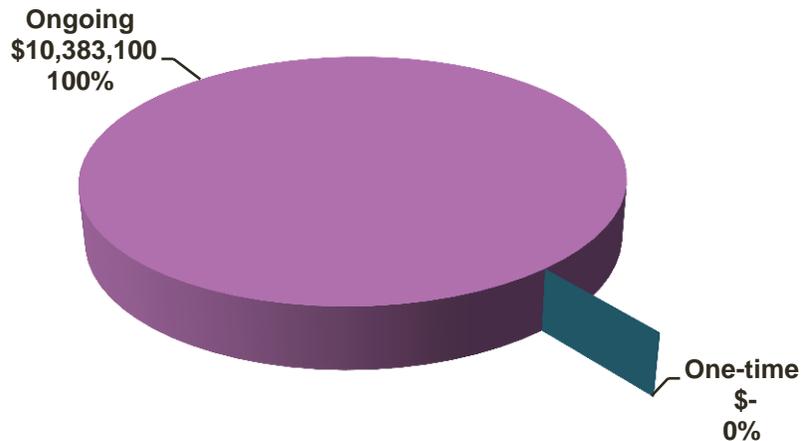
Related Links

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

Public Defender

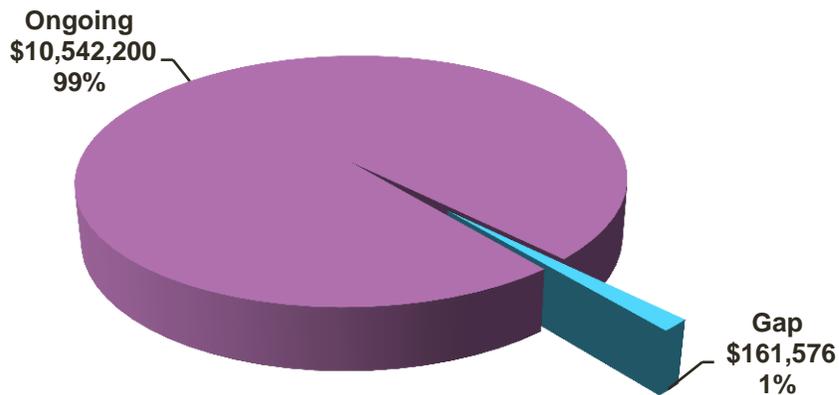
Gap Charts

FY 2014-15 Recommended Budget



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

FY 2015-16 Proposed Budget



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

Public Defender

Performance Measures

<u>Description</u>	<u>FY 2011-12 Actual</u>	<u>FY 2012-13 Actual</u>	<u>FY 2013-14 Estimated Actual</u>	<u>FY 2014-15 Recommended</u>	<u>FY 2015-16 Proposed</u>
Departmentwide:					
Percent of patients in the County's Psychiatric Health Facility visited for their statutory access to Court	Not used in prior years	100%	100%	100%	100%
Percentage of clients requesting records' clearing whose petitions will be acted upon within 30 days of the request	Not used in prior years	80%	80%	>75%	>75%
Percent of felony cases closed versus felony cases opened while providing expeditious exercise of a client's legal rights without compromising vigorous and professional representation	Not used in prior years	94%	93%	90%	90%
Percent of misdemeanor cases closed versus misdemeanor cases opened while providing expeditious exercise of a client's legal rights without compromising vigorous and professional representation	Not used in prior years	98%	97%	95%	95%
Personally contact and evaluate clients under civil commitment at least once a year	Not used in prior years	100%	100%	100%	100%
Personally contact and evaluate clients under extended commitment per penal code sections 1026 and 2970 at least once a year	Not used in prior years	100%	100%	100%	100%
Combat California drought conditions by aggressively recycling material, saving at least 20,000 verifiable gallons of water per year	Not used in prior years	24,435	28,746	20,000	20,000

Public Defender

Budget Overview

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

Public Defender

Staffing Detail

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

Court Special Services

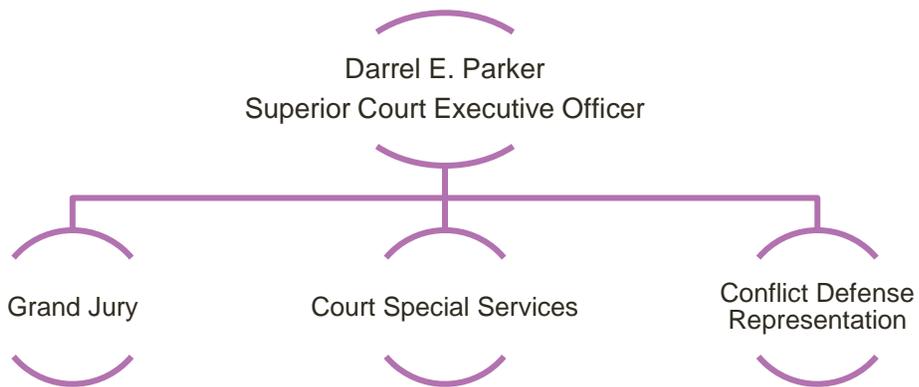


Court Special Services

Budget & Full-Time Equivalent (FTEs) Summary

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

Budget Programs Chart



Staffing Trend

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

Court Special Services

Mission Statement

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

Department Description

With the passage of the Lockyer-Isenberg Trial Court Funding Act of 1997 (AB 233), the primary responsibility for funding Court operations shifted from the County to the State. As a result of this shift, the County is required to make a Maintenance of Effort (MOE) financial contribution to the State for court funding, which is fixed by statute and determined using the County's Fiscal Year (FY) 1994-95 base year expenditures. Along with the shift of financial responsibility, most of the Court's operating budget also shifted to the State. The budget presented here for Court Special Services includes the County's obligation for funding the annual MOE contribution to the State of \$10.5 million. This contribution is comprised of \$8.5 million in General Funds and approximately \$2.0 million from County's share of Fees, Fines & Penalties.

Court Special Services are budgeted in three Programs: Grand Jury, Court Special Services, and Conflict Defense. The Grand Jury is comprised of both the Civil and Criminal Grand Jury programs. Court Special Services are comprised of Court Administered Dispute Resolution (CADRe), Juvenile Justice Commission/Delinquency Prevention Commission, Pre-Trial (Own Recognizance and Jail Overcrowding) Services, and Enhanced Revenue Collection programs. Conflict Defense is comprised of Alternate Public Defender/Conflict Defense Services.

In FY 2002-03, County funded programs and various grants were removed from the Court

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

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

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

Court Special Services

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

2013-14 Anticipated Accomplishments

Grand Jury

Recruitment of the Civil Grand Jury

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

Court Special Services

Collection of Delinquent Revenue

The Court continues to refine its process for collecting delinquent fees and fines. The Court referred \$21.3 million in delinquent debt to the Enhanced Collections Unit in FY 2012-13. In FY 2013-14 the Court's Enhanced Collections Unit collected \$6.2 million and outside collection agencies, including the Franchise Tax Board Court Ordered Debt and Alliance One collected \$2.4 million for a combined total of \$8.6 million in delinquent revenues collected.

Collection Program Cost Recovery

The Court has developed a cost recovery process where the County implemented PC 1463.007 "Deduction by Counties and Courts of Costs of

Operating Program to Collect Delinquent Fees, Fines, Forfeitures, Penalties and Assessments." The program reimbursement revenue from the State for FY 2013-14 was \$1.2 million. This revenue is reported in Miscellaneous Revenue.

Conflict Defense Representation

Reduced Court Ordered Attorneys Cost

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

2014-16 Objectives

Grand Jury

Functions of the Civil and Criminal Grand Jury

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

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

Court Special Services

Enhanced Collections

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

Court Special Services

Conflict Defense Representation

Conflict Defense for Indigent Defendants

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

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

Staffing

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

Expenditures

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

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

Revenues

- Net operating revenue increase of \$11,600 primarily due to:
 - +\$71,700 increase in Charges for Services due to an increase in administrative services, collection fees, family mediation fees and bank charges. There was a decrease in traffic school fees collected due to a decrease in citations issued and a decrease in defendants signing up for traffic school.
 - -\$54,300 decrease in Fines and Forfeitures due to fewer traffic citations being written as a result of staff reductions and patrol officers being reassigned to higher priority activities.
- Net non-operating revenue remained relatively constant, decreasing by \$2,300.

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

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

No significant changes.

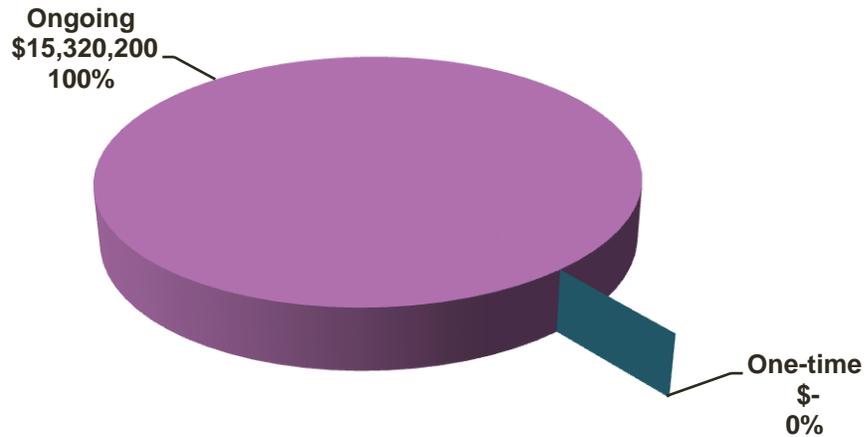
Related Links

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

Court Special Services

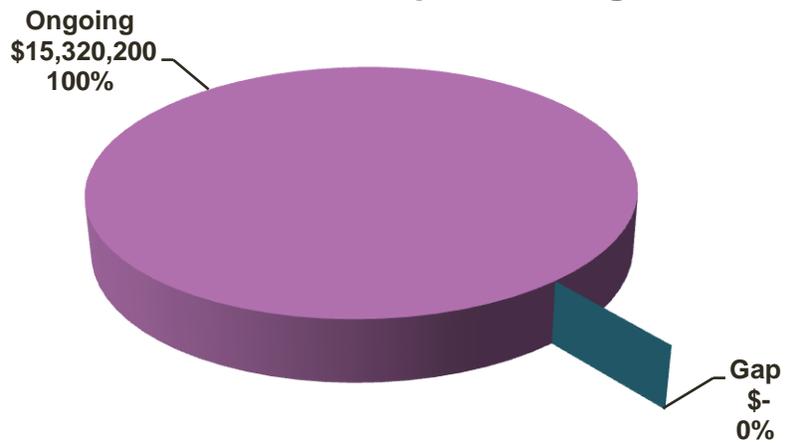
Gap Charts

FY 2014-15 Recommended Budget



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

FY 2015-16 Proposed Budget



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

Court Special Services

Performance Measures

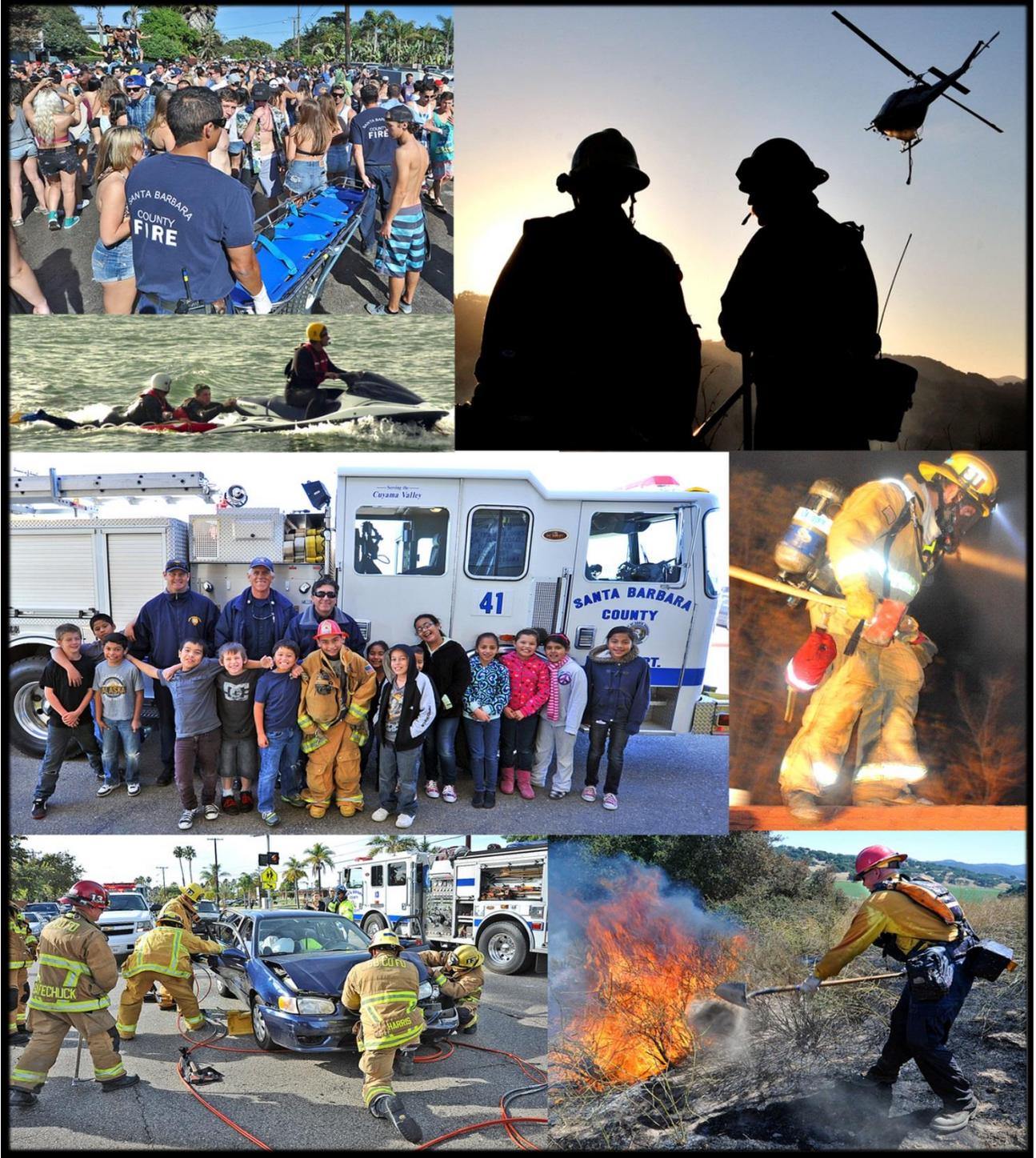
<u>Description</u>	<u>FY 2011-12 Actual</u>	<u>FY 2012-13 Actual</u>	<u>FY 2013-14 Estimated Actual</u>	<u>FY 2014-15 Recommended</u>	<u>FY 2015-16 Proposed</u>
Court Special Services:					
Percent and amount of non-warrant bookings reviewed within 48 hours for probable cause.	100% 3,336	100% 3,061	100% 3,362	100% 3,100	100% 3,100
Percent and amount of detainees eligible for release on their own recognizance/reduced bail interviewed within 24 hours of being booked into jail to reduce overcrowding. Based on number of bookings.	100% 17,562	100% 15,730	100% 16,528	100% 16,200	100% 16,200
Percent and amount of detainees released on their own recognizance/reduced bail that fail to appear in court.	.8% 6/725	.5% 3/547	2% 11/558	2% 11/600	2% 11/600
Percent and amount of qualified cases resolved through alternative dispute resolution process.	55% 243/441	64% 224/352	69% 225/326	70% 224/320	70% 224/320

Court Special Services

Budget Overview

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

Fire

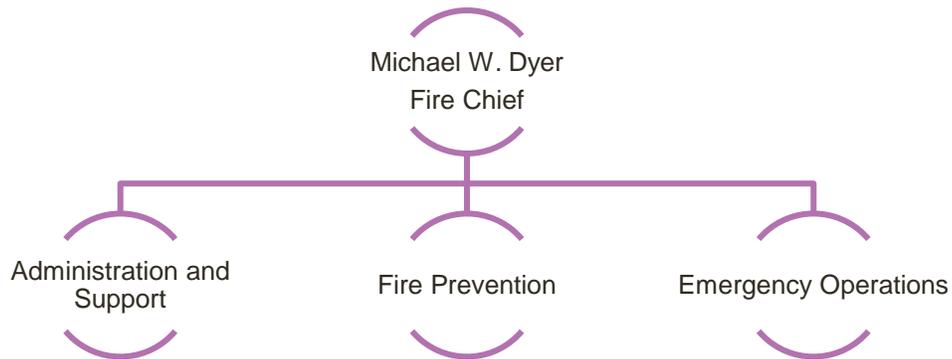


Fire

Budget & Full-Time Equivalent (FTEs) Summary

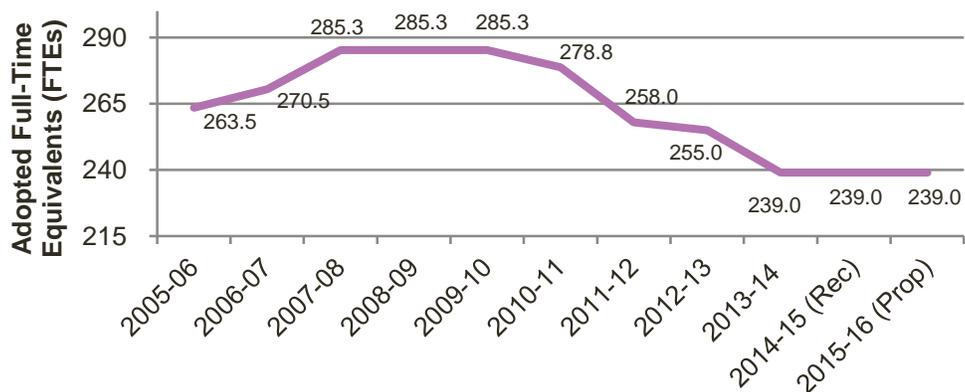
Operating	\$ 56,037,297
Capital	\$ 39,615
FTEs	239.0

Budget Programs Chart



Staffing Trend

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



Fire

Mission Statement

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

Department Description

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

The Fire Department responds from 16 fire station locations to all types of emergencies, including: fire, medical, rescue, and hazardous materials incidents. The station locations range from Cuyama to Orcutt in the North County to Mission Canyon in the South County. Each fire station is staffed around the clock with a minimum of 3 firefighters and a Type I (structure) engine. Additionally, one station is staffed with a 100 foot aerial ladder truck. Other specialized pieces of equipment are strategically placed throughout the County and are cross-staffed with existing engine personnel. The specialized equipment includes, but is not limited to: Type III (wildland) fire engines, a 75 ft. TeleSQUART engine, water tenders, paramedic rescue ambulances, 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 to fire, pre-fire, flood, and other disasters. Department personnel also join Sheriff Department personnel to provide aviation services including fire suppression and rescue.

The Fire Department operates under a regional systems approach for providing emergency services to District cities and unincorporated areas of the County. This regional system requires

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

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

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

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

Fire

2013-14 Anticipated Accomplishments

Administration and Support

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

Fire Prevention

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

Emergency Operations

- Participated in the County's Emergency Medical Services (EMS) System redesign resulting in a partnership with Ventura County to propose a community paramedicine pilot program that received State approval.
- Updated the Santa Barbara County Operational Area Response Plan ensuring consistent communications and timely emergency response.
- Received a Type II certification from the California Emergency Management Agency for our Hazardous Materials Response Team.

2014-16 Objectives

Administration and Support

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

Fire

Fire Prevention

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

Emergency Operations

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

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

Staffing

- No change in total FTEs

Expenditures

- Net operating expenditure increase of \$1,935,000:
 - +\$723,000 increase in Salaries and Employee Benefits due to:
 - +\$0.7 million increase in regular salaries as a result of negotiated labor agreements;
 - +\$0.2 million increase in health insurance and employee health clinic costs;
 - +\$0.2 million increase for retiree medical benefits;
 - +\$0.2 million increase in reimbursable overtime reflecting increased fire activity anticipated throughout the State resulting from the drought;
 - -\$0.4 million decrease in County retirements contributions;
 - -\$0.2 million decrease in unemployment insurance and workers compensation premiums;
 - +\$1,212,000 increase in Services and Supplies & Other Charges primarily due to:
 - +\$0.9 million increase related to the replacement of portable radios;
 - +\$0.3 million increase for facilities maintenance;
 - +\$0.1 million increase for motor pool charges;
 - +\$0.1 million increase for liability insurance;
 - -\$0.3 million decrease for cost allocation.
- Net non-operating expenditure decrease of \$1,184,000:
 - -\$0.6 million decrease in additions to the fund balance compared to prior year; however, overall fund balance in both years is projecting increases. A \$1.7 million increase is included in the Adopted FY 2013-14 Budget and a \$1.2 million addition to fund balance in FY 2014-15. In FY 2014-15, \$1.0 million of the \$1.2 million is identified for future capital needs.

Fire

- -\$0.4 million decrease in Capital Assets due to the replacement of an operating cost water tender in fiscal year 2013-14;
- -\$0.2 million decrease in Other Financing Uses due to a reduction in the amount of funds transferred to the Vehicle Operations Fund for engine replacements.

These changes result in recommended operating expenditures of \$56,037,000, non-operating expenditures of \$3,908,000, for total expenditures of \$59,945,000. Non-operating expenditures primarily include capital assets, transfers and increases to fund balances.

Revenues

- Net operating revenue increase of \$4,983,000:
 - +\$4,238,000 increase in Taxes consists of three main components:
 - +\$2.2 million increase in the natural property tax growth increment for the Fire District;
 - +\$1.9 million increase represents the 25% allocation of the estimated growth in General Fund property tax revenues to the Fire District. This tax revenue growth allocation to the Fire District was directed by the Board of Supervisors in May 2012;
 - +\$0.1 million increase in Redevelopment Agency (RDA) distributions reflects the estimated ongoing portion of the RDA dissolution impacts;
 - +\$1,098,000 increase in Charges for Services primarily due to:
 - +\$0.4 million increase for development impact mitigation fee revenues collected over several years and allocated in FY 2014-15 to mitigate equipment costs;
 - +\$0.3 million increase for non-governmental fire protection services reflecting the increased cost to provide services;
 - +\$0.2 million increase for fire incident reimbursements anticipated as a result of the drought conditions;

- +\$0.1 million associated with the State fire protection services contract;
 - -\$236,000 decrease in Intergovernmental Revenues due to Fire's reduced proportional share of Proposition 172 Public Safety Sales Tax revenues;
 - -\$117,000 decrease in Miscellaneous Revenue as a result of one-time donation revenues received in FY 2013-14 for the newly established Arson Dog Program and the receipt of backlogged training reimbursements in FY 2013-14.
- Net non-operating revenue decrease of \$4,231,000:
 - -\$2.2 million decrease in the use of one-time Fund Balance;
 - -\$1.7 million decrease in the Fund Balance Impact line item included in the FY 2013-14 adopted budget. This reflects the prior year end (FY 2012-13) positive position; which was added to the fund balance in FY 2013-14;
 - -\$0.3 million decrease in Other Financing Sources reflecting the reduction of cost allocation offset from the General Fund.

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

Fire

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

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

The \$1,652,000 million increase in operating expenditures is primarily due to:

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

The \$893,000 increase in FY 2015-16 Other Financing Uses reflects the purchase of a reserve ladder truck.

The FY 2015-16 proposed operating revenue increase of \$2,642,000 over the FY 2014-15 recommended budget is primarily the result of:

- +\$2.8 million increase in property tax revenues;
- -\$0.2 million decrease in Intergovernmental Revenues reflecting Fire's decreased share of Proposition 172 Public Safety Sales Tax revenues as a result of Board direction in May 2012.

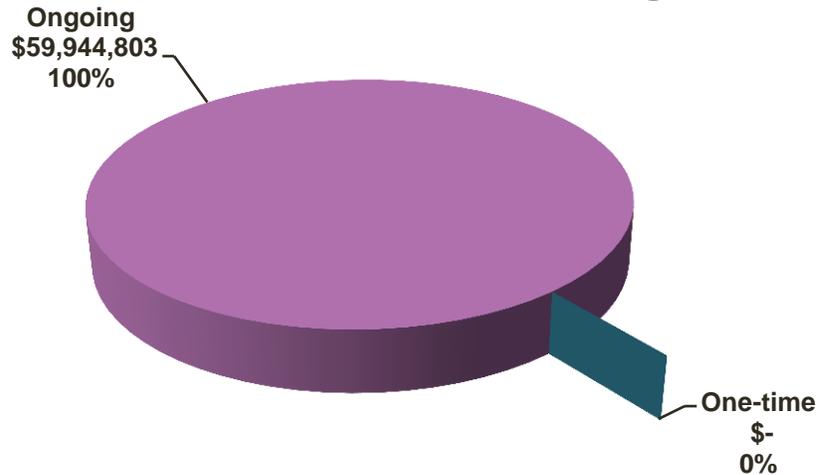
Related Links

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

Fire

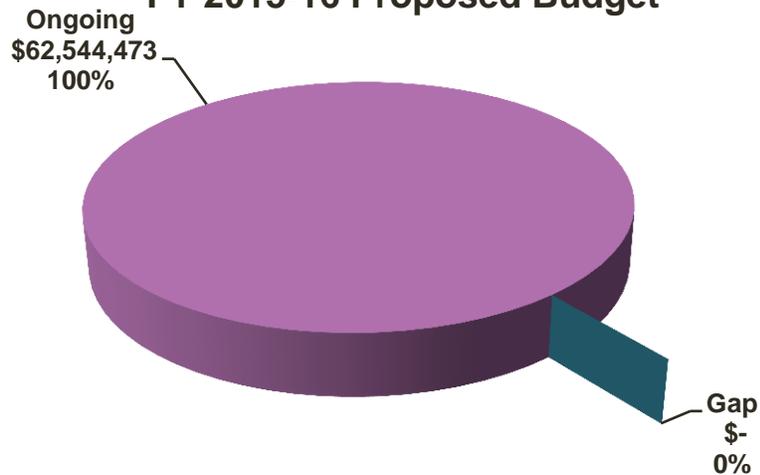
Gap Charts

FY 2014-15 Recommended Budget



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

FY 2015-16 Proposed Budget



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

Fire

Performance Measures

Description	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Estimated Actual	FY 2014-15 Recommended	FY 2015-16 Proposed
Administration and Support:					
Dispatch cost per call	\$138	\$127	\$127	\$129	\$130
Percentage of Advanced Life Support (ALS) responses that are in compliance with County protocols	Not used in prior years	Not used in prior years	Not used in prior years	100% 4,600	100% 4,600
Percentage of Basic Life Support (BLS) responses that are in compliance with County protocols	Not used in prior years	Not used in prior years	Not used in prior years	100% 4,080	100% 4,080
Fire Prevention:					
Percentage of fire code inspections conducted that meet the Department's target cycle time	Not used in prior years	Not used in prior years	Not used in prior years	100% 2,000	100% 2,000
Structure fire rate per 1,000 inspectable properties (May exclude intentional fires)	Not used in prior years	Not used in prior years	Not used in prior years	3.0	3.0
Percentage of building and wildland fires with a determination of cause to improve prevention and public education programs	Not used in prior years	Not used in prior years	Not used in prior years	90% 180/200	90% 180/200

Fire

Performance Measures Continued

Description	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Estimated Actual	FY 2014-15 Recommended	FY 2015-16 Proposed
Emergency Operations:					
Total number of calls	12,827	13,989	13,577	14,000	14,000
Percentage of medical calls versus total calls	64% 8,160/ 12,827	61% 8,599/ 13,989	61% 8,282/ 13,577	62% 8,680/ 14,000	62% 8,680/ 14,000
Percentage of all wildland fires contained to 10 acres or less to protect life and property	Not used in prior years	90% 56/62	96% 77/80	95% 76/80	95% 76/80
Percentage of all structure fires confined to the room of origin to protect life and property	N/A*	74% 28/38	68% 26/38	80% 32/40	80% 32/40

*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

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

Fire

Staffing Detail

Staffing Detail By Budget Program	2012-13 Actual	2013-14 Adopted	Change from FY13-14 Ado to FY14-15 Rec	2014-15 Recommended	2015-16 Proposed
Administration & Support					
FIRE CHIEF	1.00	1.00	-	1.00	1.00
DEPUTY CHIEF	1.00	1.00	-	1.00	1.00
DIVISION CHIEF	2.00	2.00	-	2.00	2.00
BATTALION CHIEF	1.99	2.00	-	2.00	2.00
PROGRAM MANAGER	1.00	1.00	-	1.00	1.00
FISCAL MANAGER	1.00	1.00	-	1.00	1.00
FIRE CAPTAIN STAFF	5.11	6.00	-	6.00	6.00
EDP OFFICE AUTO SPEC	-	-	1.00	1.00	1.00
HAZARD MATERIALS SUPV	0.99	-	-	-	-
COMPUTER SYSTEMS SPEC SUPV	-	1.00	(1.00)	-	-
FINANCIAL OFFICE PRO	4.77	4.95	-	4.95	4.95
ADMIN OFFICE PRO	6.67	5.00	-	5.00	5.00
FIRE ENG INSPECTOR STAFF	0.25	-	-	-	-
ACCOUNTANT	1.98	2.00	-	2.00	2.00
COMPUTER SYSTEMS SPEC	1.00	1.00	-	1.00	1.00
HAZ MATERIALS SPEC SR	0.12	-	-	-	-
FIREFIGHTER STAFF	-	-	-	-	-
FIRE CAPTAIN SHIFT	1.22	-	-	-	-
EXECUTIVE SECRETARY	0.77	1.00	-	1.00	1.00
HAZ MATERIALS SPEC	0.39	-	-	-	-
FIRE ENG INSPECTOR SHIFT	0.27	-	-	-	-
FIREFIGHTER SHIFT	0.10	-	-	-	-
STOREKEEPER	1.00	1.00	-	1.00	1.00
EXTRA HELP	1.07	1.00	-	1.00	1.00
Administration & Support Total	33.69	30.95	-	30.95	30.95
Fire Prevention					
FIRE CAPTAIN STAFF	3.41	4.00	-	4.00	4.00
FINANCIAL OFFICE PRO	0.01	0.05	-	0.05	0.05
FIRE ENG INSPECTOR STAFF	2.76	3.00	-	3.00	3.00
HAZ MATERIALS SPEC SR	-	-	1.00	1.00	1.00
FIRE CAPTAIN SHIFT	0.19	-	-	-	-
MAPPING/GIS TECH	0.97	1.00	-	1.00	1.00
Fire Prevention Total	7.33	8.05	1.00	9.05	9.05
Emergency Operations					
DIVISION CHIEF	1.23	1.00	-	1.00	1.00
BATTALION CHIEF	6.01	6.00	-	6.00	6.00
FIRE EQUIPMENT OPER SUPV	1.00	1.00	-	1.00	1.00
FIRE CAPTAIN STAFF	3.08	1.00	-	1.00	1.00
FIRE EQUIPMENT OPER	3.00	3.00	-	3.00	3.00
FIRE ENG INSPECTOR STAFF	0.40	-	-	-	-
FIREFIGHTER STAFF	0.07	-	-	-	-
FIRE CAPTAIN SHIFT	48.36	53.00	-	53.00	53.00
FIRE ENG INSPECTOR SHIFT	50.49	56.00	(1.00)	55.00	55.00
MAPPING/GIS TECH	0.03	-	-	-	-
FIREFIGHTER SHIFT	58.44	74.00	-	74.00	74.00
FIREFIGHTER TRAINEE	4.81	-	-	-	-
FIRE EQUIPMENT OPER ASST	0.65	1.00	-	1.00	1.00
EXTRA HELP	3.40	4.00	-	4.00	4.00
Emergency Operations Total	180.97	200.00	(1.00)	199.00	199.00

Fire

Staffing Detail Continued

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

Fire



Sheriff

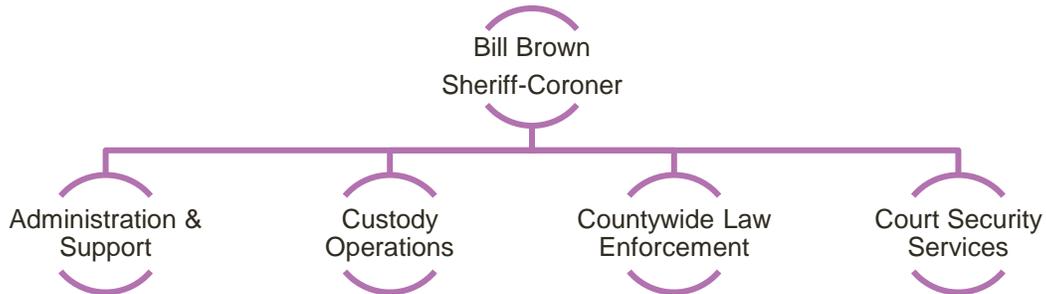


Sheriff

Budget & Full-Time Equivalent (FTEs) Summary

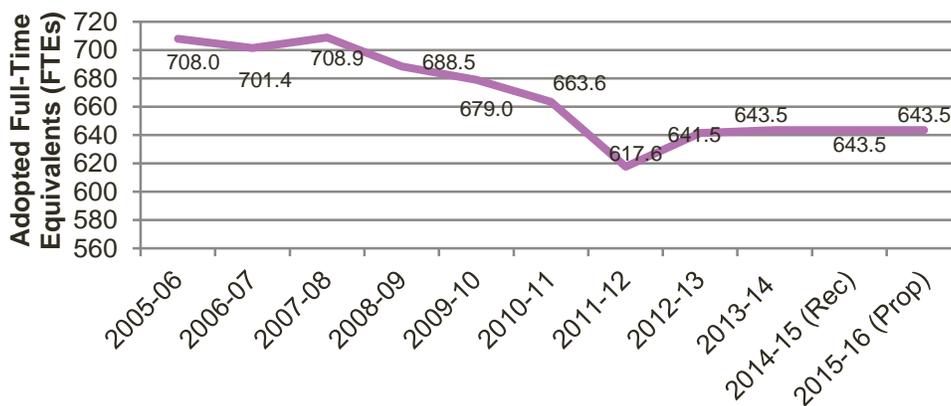
Operating	\$	122,565,651
Capital	\$	78,000
FTEs		643.5

Budget Programs Chart



Staffing Trend

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



Sheriff

Mission Statement

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

Department Description

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

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

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

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

2013-14 Anticipated Accomplishments

Administration & Support

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

Custody Operations

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

Countywide Law Enforcement

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

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- Completed 18,839 original reports in 2013, 391 more (2.1%) than the 2012 total of 18,448.
- Effectuated 9,730 arrests in 2013, 291 more (3.1%) than the 2012 total of 9,439.
- Replaced radio system consoles in Emergency Dispatch Center to provide a stable and reliable communications environment.
- COPLINK data-sharing program MOU completion formalized data sharing agreements between eight member agencies within the Santa Barbara County.
- Successfully competed for a \$375,000 federal grant via "Operation Stonegarden" to assist in the funding of additional human and physical resources to combat panga boat smuggling along the Santa Barbara County coastline.

2014-16 Objectives

Administration & Support

- Research best practices for Records Management Systems and replace current outdated system, to conform to updated technologies and become more efficient in preparing, processing and disseminating reports.
- Implement *Smart Justice* application for the department to allow Law Enforcement access to state-wide criminal justice data while in the field.
- Upgrade Computer-Aided Dispatch software application to latest version, including enhanced reporting capabilities to user agencies.

Custody Operations

- Complete the construction document phase for the Northern Branch Jail to maintain the timeline for groundbreaking in 2015.

- Complete a sewer upgrade and kitchen remodel project in the Main Jail. Through a partnership with County General Services, the upgraded jail sewer system and kitchen remodel will improve the infrastructure of these vital services in the custody facility.
- Research best practices for Jail Management Systems and replace current outdated system to conform to current technologies and allow for future growth in the Jail system.

Countywide Law Enforcement

- Initiate a selection process to choose the successor vehicle to the Ford Crown Victoria patrol vehicle, which is no longer manufactured.
- Enhance coordination and enforcement efforts with Homeland Security and other partnering agencies in the interdiction of panga boat smuggling along the Santa Barbara County coastline.
- Develop and implement an on-line citizen reporting tool. This web-based reporting system will leverage limited resources and help make crime reporting efficient.
- Develop and implement the WAVE Radio system, funded by a Homeland Security Grant, that allows deputies to utilize cell phone technology to tie into the County radio system.

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

Staffing

- FTEs are unchanged at 643.5.

Sheriff

Expenditures

- Net operating expenditure increase of \$2,199,000:
 - +\$1,632,000 increase in Salaries and Employee Benefits primarily due to:
 - +\$1,255,000 increase in Workers' Compensation premiums due to an increase in the number and cost of Sheriff claims, resulting in increased rates.
 - +\$296,000 increase in Medical Insurance premiums due to an anticipated 5% increase in rates.
 - +\$706,000 increase in Services and Supplies primarily due to:
 - +\$439,000 increase in Professional & Special Services due to a \$200,000 increase in the on-site medical services contract and \$200,000 increase in the costs of outside medical services for inmates.
 - +\$185,000 increase in Food costs due to an increase in the number of inmates being fed.
 - +\$125,000 increase in Pharmaceuticals costs due to an increase in use and composition of inmate prescriptions.
 - -\$139,000 decrease in Other Charges primarily due to a \$275,000 decrease in the Liability Insurance premiums, partially offset by other increased costs.
- Net non-operating expenditures are primarily unchanged.

These changes result in recommended operating expenditures of \$122,566,000, non-operating expenditures of \$2,740,000 and total expenditures of \$125,306,000. Non-operating expenditures primarily include capital assets, transfers to other departments, debt service, and increases to fund balances.

Revenues

- Net operating revenue increase of \$1,727,000 primarily due to:

- +\$1,654,000 increase in Intergovernmental Revenue primarily due to:
 - +\$782,000 increase in Proposition 172 Sales Tax revenue.
 - +\$460,000 increase in Public Safety Realignment (AB109) revenue consisting of Court Security Services, and Community Oriented Policing (COPs) programs.
 - +\$274,000 increase in State-Other revenue due to an increase in the Day Reporting Center grant.
 - +\$83,000 increase in Federal-Other revenue due to an increase in the Marijuana Suppression and Operation Stonegarden grants.
- Net non-operating revenue increase of \$477,000 primarily due to:
 - +\$649,000 increase in one-time funding for increased operating costs at the jail, including food, medical services and prescriptions, funded with one-time General Fund sources.
 - +\$228,000 increase in General Fund Contribution.
 - -\$300,000 decrease due to the elimination of roll-over funding from AB109 fund balances.

These changes result in recommended operating revenues of \$50,775,000, non-operating revenues of \$74,531,000, and total revenues of \$125,306,000. Non-operating revenues include primarily General Fund Contribution, transfers and decreases to fund balances.

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

Expenditures

The FY2015-16 Proposed Budget includes no changes in staffing levels from the FY2014-15 Recommended Budget. The decrease of \$1,854,000 in the total budget for FY 2015-16

Sheriff

compared to FY 2014-15 is due to the potential loss of the Day Reporting Center grant from the State.

Revenues

Operating revenues are expected to decrease \$820,000 in FY 2015-16 over the FY 2014-15 Recommended Budget. Increases in Public Safety Realignment (AB109) revenue and contract cities revenue are offset by potential losses in State grants. Non-operating revenues are projected to decrease by \$820,000, primarily the result of reduced use of fund balance.

FY2015-16 Budget Gap

To maintain FY 2014-15 service levels, \$123,452,000 of funding will be needed in FY2015-16. Departmental revenues, Other Financing Sources, planned use of Fund Balance, and General Fund Contribution will cover \$122,959,000 of the need, or 99.7%. The Sheriff's Office will be left with a \$420,000 gap, or 0.3% of the total funding.

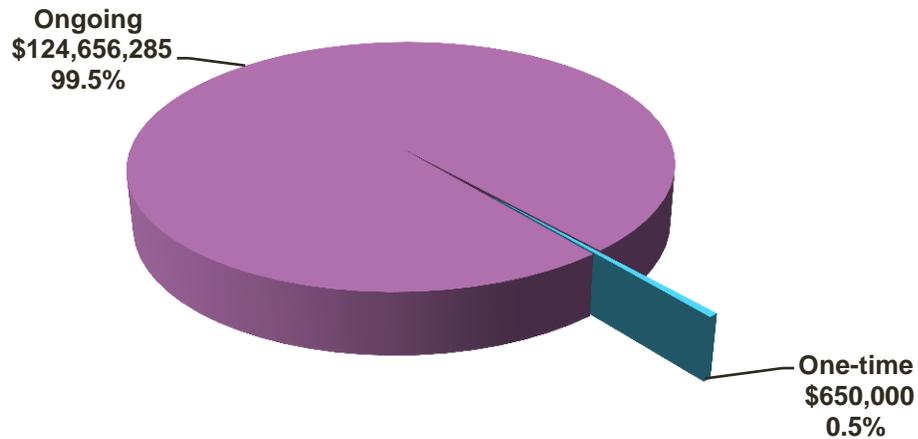
Related Links

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

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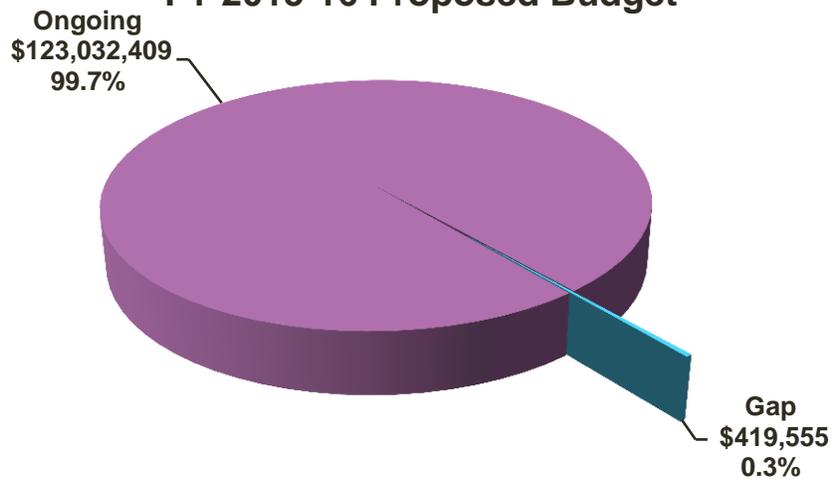
Gap Charts

FY 2014-15 Recommended Budget



The FY 2014-15 Recommended Budget is balanced but relies on \$650,000 of one-time General Fund sources to fund the Department's ongoing operations.

FY 2015-16 Proposed Budget



The FY 2015-16 Proposed Budget has a projected shortfall of \$419,555.

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Performance Measures

<u>Description</u>	<u>FY 2011-12 Actual</u>	<u>FY 2012-13 Actual</u>	<u>FY 2013-14 Estimated</u>	<u>FY 2014-15 Recommended</u>	<u>FY 2015-16 Proposed</u>
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Administration & Support Budget Program:

Complete 95% of all employee evaluations prior to the probationary/annual date of each active employee.	89%	99%	90%	95%	95%
Process 80% of all "Law" calls within 55 seconds.	53 seconds	51 seconds	42 seconds	51 seconds	51 seconds
Maintain the amount of unscheduled downtime of Computer Aided Dispatch (CAD) at or below 2% of 8,760 hours per year.	0.14% 12.5 hours	0.39% 34 hours	0.39% 24.5 hours	2% 200 hours	2% 200 hours
Answer 90% of 911 calls within 10 seconds.	96%	95%	98%	90%	90%

Custody Operations Budget Program:

Sheriff's Detention Health provider shall meet and maintain the agreed upon state or national accreditation standards for Medical Services, Mental Health Services, and Dental Services provided at Sheriff's Detention Facilities at 100%.	NA	NA	NA	100%	100%
Maintain enrollment in the Sheriff's Treatment Program at or above 80% of capacity.	NA	NA	NA	80%	80%
Maintain or exceed an 80% passing rate for inmates enrolled in the GED program.	NA	NA	NA	80%	80%

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Performance Measures Continued

<u>Description</u>	<u>FY 2011-12 Actual</u>	<u>FY 2012-13 Actual</u>	<u>FY 2013-14 Estimated</u>	<u>FY 2014-15 Recommended</u>	<u>FY 2015-16 Proposed</u>
Provide 100% of all inmates with information regarding Prison Rape Elimination Act (PREA) and how they can report a PREA incident while in custody.	NA	NA	NA	100%	100%
Countywide Law Enforcement Budget Program:					
Deputies will arrive at 90% of in-progress calls (person or property) within 8 minutes of being dispatched.	68%	70%	71%	90%	90%
Maintain or exceed the UCR "clearance by arrest" rate of 60% for aggravated assault cases. (FBI average is 55%)	76%	68%	68%	60%	60%
Maintain or exceed a filing rate of 65% of all cases submitted to the DA's office by the Criminal Investigations Division.	73%	65%	61%	65%	65%

Sheriff

Budget Overview

Staffing By Budget Program	2012-13 Actual	2013-14 Adopted	Change from FY13-14 Ado to FY14-15 Rec	2014-15 Recommended	2015-16 Proposed
Administration & Support	43.86	42.00	1.00	43.00	43.00
Custody Operations	238.88	249.06	-	249.06	249.06
Countywide Law Enforcement	277.29	309.60	(2.00)	307.60	307.60
Court Security Services	48.40	42.88	1.00	43.88	43.88
Unallocated	6.27	-	-	-	-
Total	614.70	643.54	-	643.54	643.54

Budget By Budget Program					
Administration & Support	\$ 8,455,368	\$ 8,677,697	\$ 492,068	\$ 9,169,765	\$ 9,280,102
Custody Operations	45,960,502	45,073,784	1,107,749	46,181,533	44,990,708
Countywide Law Enforcement	54,736,219	58,957,929	332,886	59,290,815	59,003,893
Court Security Services	7,352,430	7,657,392	266,146	7,923,538	7,959,878
Unallocated	7,201	-	-	-	-
Total	\$ 116,511,720	\$ 120,366,802	\$ 2,198,849	\$ 122,565,651	\$ 121,234,581

Budget By Categories of Expenditures					
Salaries and Employee Benefits	\$ 95,823,650	\$ 100,883,310	\$ 1,632,272	\$ 102,515,582	\$ 102,468,607
Services and Supplies	13,637,347	12,594,558	705,779	13,300,337	11,827,210
Other Charges	7,050,722	6,888,934	(139,202)	6,749,732	6,938,764
Total Operating Expenditures	116,511,720	120,366,802	2,198,849	122,565,651	121,234,581
Capital Assets	1,643,357	78,000	-	78,000	78,000
Other Financing Uses	10,011,949	1,557,776	120,420	1,678,196	1,191,226
Intrafund Expenditure Transfers (+)	346,535	22,271	(19,959)	2,312	2,312
Increases to Fund Balances	3,506,634	1,077,442	(95,316)	982,126	945,845
Fund Balance Impact (+)	394,343	-	-	-	-
Total	\$ 132,414,538	\$ 123,102,291	\$ 2,203,994	\$ 125,306,285	\$ 123,451,964

Budget By Categories of Revenues					
Fines, Forfeitures, and Penalties	\$ 365,957	\$ 409,940	\$ 16,060	\$ 426,000	\$ 426,000
Use of Money and Property	652,088	574,800	10,200	585,000	585,000
Intergovernmental Revenue	28,400,900	29,915,112	1,654,345	31,569,457	30,577,200
Charges for Services	15,228,065	15,807,467	(98,018)	15,709,449	15,839,381
Miscellaneous Revenue	3,246,509	2,340,361	144,863	2,485,224	2,527,071
Total Operating Revenues	47,893,520	49,047,680	1,727,450	50,775,130	49,954,652
Other Financing Sources	322,495	2,357,604	1,955	2,359,559	2,359,559
Intrafund Expenditure Transfers (-)	2,378,512	98,870	(26,070)	72,800	73,800
Decreases to Fund Balances	13,008,017	1,012,444	420,952	1,433,396	285,198
General Fund Contribution	68,811,994	70,436,985	228,415	70,665,400	70,359,200
Fund Balance Impact (-)	-	148,708	(148,708)	-	419,555
Total	\$ 132,414,538	\$ 123,102,291	\$ 2,203,994	\$ 125,306,285	\$ 123,451,964

Sheriff

Staffing Detail

Staffing Detail By Budget Program	2012-13 Actual	2013-14 Adopted	Change from FY13-14 Ado to FY14-15 Rec	2014-15 Recommended	2015-16 Proposed
Administration & Support					
UNDERSHERIFF	1.00	1.00	-	1.00	1.00
SHERIFF-CORONER	1.00	1.00	-	1.00	1.00
SHERIFFS COMMANDER	0.01	-	-	-	-
SHERIFFS LIEUTENANT	2.07	2.00	-	2.00	2.00
CHIEF FINANCIAL OFFICER	-	-	1.00	1.00	1.00
PROGRAM/BUS LDR-GEN	1.00	1.00	(1.00)	-	-
IT MANAGER	0.92	1.00	-	1.00	1.00
EDP OFFICE AUTO SPEC	3.69	4.00	-	4.00	4.00
SHERIFFS SERGEANT	3.91	4.00	-	4.00	4.00
ACCOUNTANT SUPERVISING	1.00	1.00	-	1.00	1.00
SHERIFFS DEPUTY S/DUTY	5.11	4.00	1.00	5.00	5.00
ADMIN OFFICE PRO	5.46	5.00	-	5.00	5.00
FINANCIAL OFFICE PRO	1.92	2.00	-	2.00	2.00
POLYGRAPH EXAMINER	0.85	1.00	-	1.00	1.00
COMPUTER SYSTEMS SPEC SUPV	0.96	1.00	-	1.00	1.00
SHERIFFS DEPUTY	0.05	-	-	-	-
COMPUTER SYSTEMS SPEC	4.00	4.00	-	4.00	4.00
PROGRAM MANAGER	0.50	1.00	-	1.00	1.00
CUSTODY DEPUTY S/DUTY	1.93	2.00	-	2.00	2.00
ACCOUNTANT	0.73	1.00	-	1.00	1.00
CUSTODY DEPUTY	0.05	-	-	-	-
EXECUTIVE SECRETARY	1.00	1.00	-	1.00	1.00
OPERATIONS MANAGER	0.12	-	1.00	1.00	1.00
ADMINISTRATIVE LDR-GEN	-	1.00	(1.00)	-	-
SHERIFFS DEPUTY TR	0.04	-	-	-	-
STOREKEEPER	1.00	1.00	-	1.00	1.00
UTILITY WORKER, INSTITUTIONS	1.00	1.00	-	1.00	1.00
CUSTODIAN	2.00	2.00	-	2.00	2.00
EXTRA HELP	2.54	-	-	-	-
Administration & Support Total	43.86	42.00	1.00	43.00	43.00
Custody Operations					
CHIEF DEPUTY SHERIFF	1.00	1.00	-	1.00	1.00
SHERIFFS COMMANDER	0.34	1.00	-	1.00	1.00
SHERIFFS LIEUTENANT	0.01	-	-	-	-
CUSTODY COMMANDER	1.00	1.00	-	1.00	1.00
CUSTODY LIEUTENANT	7.00	7.00	-	7.00	7.00
SHERIFFS SERGEANT	0.05	-	-	-	-
SHERIFFS DEPUTY S/DUTY	1.56	1.00	-	1.00	1.00
FINANCIAL OFFICE PRO	2.00	2.00	-	2.00	2.00
ADMIN OFFICE PRO	30.15	35.00	(1.00)	34.00	34.00
CUSTODY SERGEANT	15.47	15.37	-	15.37	15.37
SHERIFFS DEPUTY	8.77	-	-	-	-
CUSTODY DEPUTY S/DUTY	23.95	27.25	(2.00)	25.25	25.25
ACCOUNTANT	2.00	2.00	-	2.00	2.00
ALC/DRUG COUN SUP-COR FAC	1.00	1.00	-	1.00	1.00
CUSTODY DEPUTY	108.95	124.44	2.00	126.44	126.44
EXECUTIVE SECRETARY	1.00	1.00	-	1.00	1.00
ALC/DRUG COUN-CORR FAC	3.88	4.00	-	4.00	4.00
SHERIFFS DEPUTY TR	0.85	-	-	-	-

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Staffing Detail Continued

Staffing Detail By Budget Program	2012-13 Actual	2013-14 Adopted	Change from FY13-14 Ado to FY14-15 Rec	2014-15 Recommended	2015-16 Proposed
MAINTENANCE PAINTER	1.00	1.00	-	1.00	1.00
SHERIFF PRNTSHP CSTDY SUP	1.00	1.00	-	1.00	1.00
FOOD SERVICES SUPERVISOR	1.00	1.00	-	1.00	1.00
SOCIAL SERVICES WORKER	0.42	2.00	-	2.00	2.00
COOK SHERIFFS INSTITUTIONS	6.38	7.00	-	7.00	7.00
PARK RANGER I, GROUNDS	-	1.00	-	1.00	1.00
LAUNDRY COORDINATOR	1.88	2.00	-	2.00	2.00
STOREKEEPER	0.85	1.00	(1.00)	-	-
UTILITY WORKER, INSTITUTIONS	9.00	10.00	2.00	12.00	12.00
EXTRA HELP	8.36	-	-	-	-
Custody Operations Total	238.88	249.06	-	249.06	249.06
Countywide Law Enforcement					
FORENSIC PATHOLOGIST	1.00	1.00	-	1.00	1.00
CHIEF DEPUTY SHERIFF	0.96	1.00	-	1.00	1.00
SHERIFFS COMMANDER	3.88	4.00	-	4.00	4.00
SHERIFFS LIEUTENANT	9.78	9.50	-	9.50	9.50
SHERIFFS SERGEANT	29.95	30.35	-	30.35	30.35
HELICOPTER PILOT	1.88	2.00	(1.00)	1.00	1.00
COMMUNICATION DISP MANAGER	1.00	1.00	-	1.00	1.00
SHERIFFS DEPUTY S/DUTY	62.56	65.00	1.00	66.00	66.00
SHERIFFS DEPUTY S/DUTY-M	1.00	1.00	-	1.00	1.00
LEGAL OFFICE PRO	4.92	5.00	(1.00)	4.00	4.00
ADMIN OFFICE PRO	40.17	38.75	1.00	39.75	39.75
SHERIFFS HELICOPTER PILOT	-	-	1.00	1.00	1.00
CUSTODY SERGEANT	-	-	-	-	-
SHERIFFS DEPUTY	80.92	101.00	(9.00)	92.00	92.00
FORENSIC TECHNICIAN SR	3.12	3.00	-	3.00	3.00
COMMUNICATIONS DISP SUPV	6.08	6.00	-	6.00	6.00
FORENSIC TECHNICIAN	-	1.00	-	1.00	1.00
AIRCRAFT MECHANIC	1.96	2.00	-	2.00	2.00
CUSTODY DEPUTY	0.08	-	-	-	-
COMMUNICATIONS DISP	20.00	24.00	-	24.00	24.00
SHERIFFS DEPUTY TR	2.69	12.00	6.00	18.00	18.00
MAPPING/GIS TECH	1.00	1.00	-	1.00	1.00
PARKING ENFORCEMENT OFFCR	1.00	1.00	-	1.00	1.00
EXTRA HELP	3.34	-	-	-	-
Countywide Law Enforcement Total	277.29	309.60	(2.00)	307.60	307.60
Court Security Services					
SHERIFFS LIEUTENANT	0.83	0.50	-	0.50	0.50
SHERIFFS SERGEANT	2.17	2.00	-	2.00	2.00
SHERIFFS DEPUTY S/DUTY	3.27	3.00	(1.00)	2.00	2.00
SHERIFFS DEPUTY S/DUTY-M	-	-	2.00	2.00	2.00
CUSTODY SERGEANT	0.52	0.63	-	0.63	0.63
SHERIFFS DEPUTY-M	1.00	1.00	-	1.00	1.00
SHERIFFS DEPUTY	22.26	22.00	-	22.00	22.00
CUSTODY DEPUTY S/DUTY	0.92	0.75	-	0.75	0.75
CUSTODY DEPUTY	10.11	13.00	-	13.00	13.00
EXTRA HELP	7.31	-	-	-	-
Court Security Services Total	48.40	42.88	1.00	43.88	43.88

Sheriff

Staffing Detail Continued

Staffing Detail By Budget Program	2012-13 Actual	2013-14 Adopted	Change from FY13-14 Ado to FY14-15 Rec	2014-15 Recommended	2015-16 Proposed
Unallocated					
SHERIFFS DEPUTY S/DUTY	1.69	-	-	-	-
SHERIFFS DEPUTY	2.54	-	-	-	-
CUSTODY DEPUTY	1.00	-	-	-	-
PARK RANGER I, GROUNDS	1.00	-	-	-	-
UTILITY WORKER, INSTITUTIONS	0.04	-	-	-	-
Unallocated Total	<u>6.27</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Department Total	<u>614.70</u>	<u>643.54</u>	<u>-</u>	<u>643.54</u>	<u>643.54</u>

Sheriff



Health & Human Services



Health & Human Services

Health & Human Services Functional Group

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

Strategic Values

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

Strategic Purpose

The Health and Human Services Group implements data-driven strategies through collaborative decision making that will result in a high quality, efficient, effective, seamless health, and public assistance service system providing:

- Primary and specialty care services for Medi-Cal, Medicare, low-income, homeless, and uninsured clients
- Child and elder abuse investigations and interventions
- Child and adult behavioral health and substance abuse treatment services leading to recovery, including prevention, screening, referral services, inpatient care, and crisis intervention
- Communicable disease investigation, response, treatment, and follow up
- Cash aid for families with children, grocery assistance, and in house support for needy adults and enforcement of child support orders and collection of payments

- Animal shelters and animal control response services
- Results-based funding to enhance outcomes for children and kindergarten readiness

Strategic Goals

- Begin a multi-year process to create a comprehensive safety net system that integrates mental health services, substance abuse services, physical health care services, and support services, in order to better serve all clients with complex needs.
- Enhance communication and collaboration with community-based organizational providers to define and improve coordination and client outcomes and services.
- Divert individuals from jail, and reduce acute hospitalizations by enhancing continuum of care for people with addictions, people without homes, and people with psychiatric challenges.
- Ensure foster children and children at risk of entering the foster care system receive individualized critical wrap around services as mandated by California's Katie A. settlement.
- Maximize efforts to improve childhood development and education through the coordination of health and human services and innovative blending of public and private funding.
- Continue a quality assurance campaign with line staff aimed at reducing audit exceptions, case errors and improving accuracy rates in all areas.
- Identify gaps in the overall health and human services system of care, develop strategy to address, evaluate the effectiveness of services, communicate outcomes, ensure accountability, and promote continuous quality improvement of programs and services.

Health & Human Services

Functional Summary

Staffing By Budget Department	2012-13 Actual	2013-14 Adopted	Change from FY13-14 Ado to FY14-15 Rec	2014-15 Recommended	2015-16 Proposed
Public Health	498.22	486.43	2.73	489.16	475.66
Alcohol, Drug, & Mental Hlth Svcs	287.16	281.24	56.89	338.13	338.13
Social Services	730.32	803.94	65.31	869.25	869.25
Child Support Services	81.17	80.75	(2.19)	78.56	76.25
First 5, Children & Families	13.38	14.00	-	14.00	13.00
Total	1,610.26	1,666.36	122.73	1,789.10	1,772.29
Budget By Budget Department					
Public Health	\$ 79,275,722	\$ 80,457,439	\$ (3,592,367)	\$ 76,865,072	\$ 75,836,410
Alcohol, Drug, & Mental Hlth Svcs	79,672,405	78,209,559	13,989,201	92,198,760	92,094,538
Social Services	136,729,496	153,105,805	11,954,130	165,059,935	168,378,182
Child Support Services	9,194,896	9,430,091	15,569	9,445,660	9,462,416
First 5, Children & Families	5,672,630	5,086,168	(135,012)	4,951,156	4,577,736
Total	\$ 310,545,148	\$ 326,289,062	\$ 22,231,521	\$ 348,520,583	\$ 350,349,282
Budget By Categories of Expenditures (1)					
Salaries and Employee Benefits	\$ 157,601,544	\$ 174,550,422	\$ 13,820,431	\$ 188,370,853	\$ 190,387,677
Services and Supplies	92,719,449	90,669,498	5,709,923	96,379,421	94,241,537
Other Charges	60,224,154	61,069,142	2,701,167	63,770,309	65,720,068
Total Operating Expenditures	310,545,148	326,289,062	22,231,521	348,520,583	350,349,282
Capital Assets	750,556	585,500	74,164	659,664	319,667
Other Financing Uses	6,696,690	6,542,010	(678,181)	5,863,829	5,789,786
Intrafund Expenditure Transfers (+)	853,359	598,106	(135,913)	462,193	462,193
Increases to Fund Balances	15,781,928	13,157,119	(6,502,677)	6,654,442	6,482,917
Fund Balance Impact (+)	958,472	3,096,207	(3,096,207)	-	-
Total	\$ 335,586,153	\$ 350,268,004	\$ 11,892,707	\$ 362,160,711	\$ 363,403,845
Budget By Categories of Revenues					
Licenses, Permits and Franchises	\$ 966,974	\$ 1,323,216	\$ 50,530	\$ 1,373,746	\$ 1,389,176
Fines, Forfeitures, and Penalties	793,862	653,377	55,157	708,534	596,107
Use of Money and Property	214,956	455,434	(35,851)	419,583	460,035
Intergovernmental Revenue	214,204,100	219,623,082	9,920,781	229,543,863	232,567,684
Charges for Services	69,017,811	68,609,887	16,091,525	84,701,412	85,458,484
Miscellaneous Revenue	9,156,731	5,648,249	54,787	5,703,036	5,383,677
Total Operating Revenues	294,354,435	296,313,245	26,136,929	322,450,174	325,855,163
Other Financing Sources	6,796,079	9,998,157	(5,138,953)	4,859,204	4,764,532
Intrafund Expenditure Transfers (-)	853,359	608,655	(137,545)	471,110	471,110
Decreases to Fund Balances	16,622,354	28,614,627	(12,412,704)	16,201,923	8,673,654
General Fund Contribution	16,632,622	12,976,899	5,201,401	18,178,300	18,336,100
Fund Balance Impact (-)	327,304	1,756,421	(1,756,421)	-	5,303,286
Total	\$ 335,586,153	\$ 350,268,004	\$ 11,892,707	\$ 362,160,711	\$ 363,403,845

Health & Human Services



Public Health

PUBLIC HEALTH DEPARTMENT ~ YOUR HEALTH CARE HOME

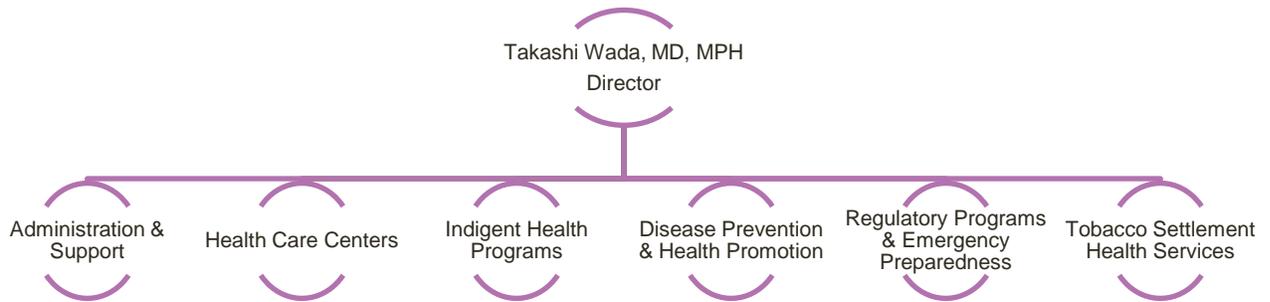


Public Health

Budget & Full-Time Equivalent (FTEs) Summary

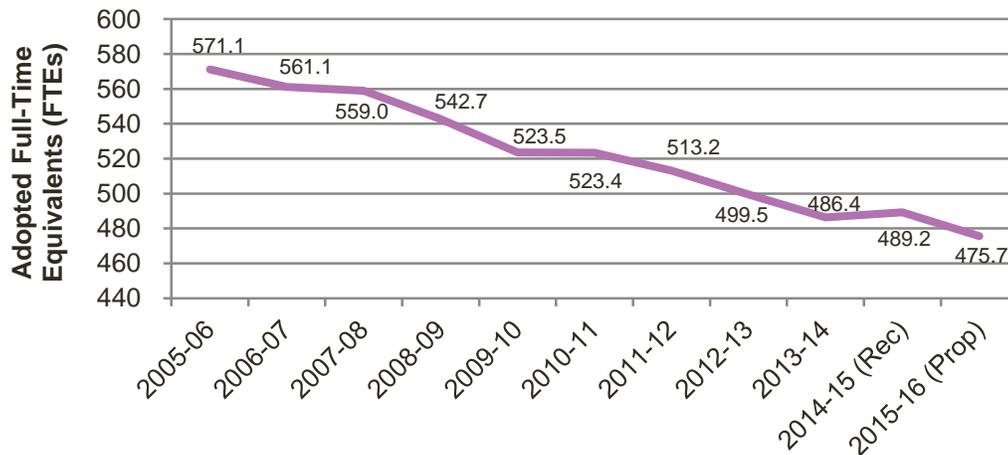
Operating	\$ 76,865,072
Capital	\$ 115,750
FTEs	489.2

Budget Programs Chart



Staffing Trend

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



Public Health

Mission Statement

The mission of the Public Health Department is to improve the health of our communities by preventing disease, promoting wellness, and ensuring access to needed health care.

Department Description

The Public Health Department (PHD) has six Budget Programs: "Health Care Centers," "Indigent Health Programs," "Disease Prevention and Health Promotion," "Regulatory Programs and Emergency Preparedness," "Administration and Support," and "Tobacco Settlement Health Services."

The PHD provides early healthcare intervention and medical services at five Federally Qualified Health Care Centers and three satellites and ensures access to primary medical care, and assessment for infants, children, teens, and adults.

The PHD works to prevent disease and promote healthy behaviors by monitoring, investigating, and controlling environmental hazards and communicable diseases and informs people about nutrition, maternal child and family health, and chronic diseases.

2013-14 Anticipated Accomplishments

Administration & Support

- Provided Violence in the Workplace training to all PHD employees to prepare and train staff on how to handle difficult or unsafe work situations.
- Performed an IT Security Risk Assessment and subsequent mitigation to comply with Meaningful Use and Health Insurance Portability and Accountability Act (HIPAA) mandated requirements.

Health Care Centers

- Developed and implemented a community-wide plan to implement the Affordable Care Act by assisting and enrolling County Health Care Center patients and residents in health care coverage. PHD became the largest provider of health care enrollment and assistance in the County by certifying over 85 staff and contractors to become state certified health care coverage enrollment counselors.
- Developed a Compliance Program infrastructure, Compliance Plan, and Compliance Training for over 400 PHD staff, volunteers, residents, and contractors to meet federal regulations, prevent fraud, waste and abuse, and reinforce PHD values and ethics.
- Developed and began implementation of the PHD Benefits and Referral Center (Center) to facilitate outreach and retention of PHD patients. The Center acts as a clearinghouse for information on the Affordable Care Act and actively works with patients to acquire and maintain their coverage eligibility. The Center will improve patient outcomes by ensuring they are retained in care.

Indigent Health Programs

- Worked collaboratively with Alcohol, Drug and Mental Health Services (ADMHS), the Department of Social Services (DSS), and community partners to expand healthcare coverage for eligible residents under the Affordable Care Act (ACA).

Disease Prevention & Health Promotion

- Published a Community Health Status Report with a focus on 3 behaviors that contribute to 4 chronic health conditions that account for more than 50% of all deaths in Santa Barbara County.
- Expanded the North Santa Maria Women, Infants, and Children (WIC) service site to better meet the needs of participants.

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Regulatory Programs & Emergency Preparedness

- Integrated the Hazardous Materials program with Environmental Health Services including filling vacancies, migrating technology, and reinvigorating a key technical advisory committee.
- Activated the Medical Emergency Operations Shelter Plan to test our ability to respond in a disaster. This involved providing shelter and medical care for patients in partnership with local healthcare providers and Medical Reserve Corps volunteers.

Tobacco Settlement Health Services

- Responded to loss of 1991 Health Realignment monies through reprioritization of Tobacco Settlement Allocations.

2014-16 Objectives

Administration & Support

- Implement International Classification of Diseases 10 (ICD-10) diagnosis coding by the mandated federal deadline of October 1, 2014. The project will include software installation, staff training, workflow changes, and testing.
- Participate in a Health Information Exchange program to securely exchange health information among providers for treatment purposes. Continue to meet federal requirements in order to receive Medi-Cal financial incentives.

Health Care Centers

- Fully implement the Patient Centered Medical Home (PCMH) practice model, which is a profound shift in the management of patients, scope of services provided, and methods for service delivery. This transition will be ongoing for several years. Initial success will be marked by Level 3 Accreditation of each practice site (Health Care Center) by the National Committee for Quality Assurance (NCQA).

- Enhance behavioral health services provided within the primary care model in County Health Care Centers in order to improve continuity of care. This is an expectation of the PCMH practice model and a requirement within the expanded scope of services for persons with Medi-Cal coverage.
- Collaborate with CenCal Health, the Medi-Cal Managed Care Plan, to assess and evaluate the provision of access to the increasing numbers of covered residents in areas of the County where capacity in the private medical community is limited.
- Analyze pharmacy access for all PHD patients as a result of expanded coverage of residents in order to determine if the PHD pharmacies continue to provide a critical service not available within the private community.

Indigent Health Programs

- Fully implement the Indigent Care Program by identifying essential medical services and eligibility requirements for those residents unable to qualify for any healthcare coverage. Identify and secure long-term funding to replace shrinking state and local funding for these services.

Disease Prevention & Health Promotion

- Implement a culturally competent, preventive initiative with community partners to prevent future cases of tuberculosis.
- Implement a five year community plan to improve the medical and psycho-social health and well-being of women of child-bearing age, infants, children, and adolescents. Work with community partners on focus areas that will include access to health and dental care and other areas such as gestational diabetes, and perinatal mental health and substance abuse.

Regulatory Programs & Emergency Preparedness

- Implement an electronic patient care medical record for Emergency Medical Services that will document, assess, and analyze the care

Public Health

provided within the EMS system for 9-1-1 medical emergencies.

- Develop robust data collection and reporting system for the Environmental Health Services to track key performance measures and program effectiveness in order to promote community health and safety.

Tobacco Settlement Health Services

- Engage community partners to evaluate alternatives and opportunities through the Affordable Care Act.

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

Staffing

- Net increase of 3.0 FTEs primarily due to:
 - Decrease of 3.50 FTEs due to efficiencies and reductions in the Medically Indigent Adult (MIA) and Utilization Review programs with the State's implementation of the ACA.
 - Increase of 3.0 FTEs, including 2.0 FTE Licensed Clinical Social Workers and support staff, for the expansion of behavioral health services in our Health Care Center network.
 - Decrease of 2.0 FTEs in Administration and Support due to business efficiencies and workload changes.
 - Increase of 1.5 FTEs with a change to use extra help staff, instead of independent contractors, for education and outreach for the Peer Counseling grant.
 - Increase of 1.5 FTEs due to an increase in the capacity of the California Children's Services (CCS) Medical Therapy Units (MTUs) to serve children with developmental disabilities.
 - Increase of 1.0 FTE in the Hazardous Materials Program for increased clerical workload.

- Increase of 1.0 FTE in the Communicable Disease program due to the need for more Public Health nursing support for outbreaks and contact follow up.
- Increase of 1.0 FTE in the Animal Services program for a Public Information Assistant to work with volunteers and staff.
- Decrease of .50 FTE in the Epidemiology program due to workload reductions and business efficiencies.
- Decrease of .50 FTE in the Clinical Laboratory program due to operational changes while the Department completes an assessment of future alternatives.

Expenditures

- Net operating decrease of \$3,592,000:
 - -\$5,430,000 decrease in Services and Supplies primarily due to:
 - -\$2,700,000 decrease due to efficiencies and reductions in the MIA and Utilization Review programs with the State's implementation of the ACA.
 - -\$1,009,000 decrease in Tobacco Settlement allocations to non-county organizations due to new funding opportunities made available under the ACA benefit expansions.
 - -\$900,000 decrease in countywide cost allocation plan charges.
 - -\$318,000 decrease in costs for services of medical residents, due to a renegotiated contract with Cottage Health System for their Graduate Medical Education program.
 - -\$218,000 decrease in costs for the services of hospitalists and other physicians, due to contract renegotiation and new funding opportunities made available under the ACA benefit expansions.
 - -\$190,000 decrease in costs for Environmental Health sewer projects.
 - -\$149,000 decrease in professional services costs due to the use of extra help staff for certain grant outreach activities.

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- +\$55,000 increase in miscellaneous expenditures.
- +\$1,830,000 increase in Salaries and Benefits, due to increases in retirement costs, health insurance costs, workers compensation premiums, as well as cost of living and merit increases for employees.
- +\$8,000 increase in Other Charges:
 - -\$151,000 decrease in premiums for Liability insurance.
 - +\$128,000 increase in premiums for medical malpractice insurance.
 - +\$31,000 increase in utilities costs.
- Net non-operating expenditure decrease of \$447,000:
 - -\$163,000 decrease in Other Financing Uses:
 - +\$317,000 increase in Tobacco Settlement allocations used to support PHD programs and the Health Care Centers.
 - -\$250,000 decrease in transfers due to a one-time previous year transfer of restricted funds with the consolidation of Environmental Health Services and the Hazardous Materials Unit into the General Fund.
 - -\$230,000 decrease in transfers for Environmental Health Services sewer and other projects.
 - -\$194,000 decrease in Increase to Fund Balances due to anticipated reductions in receipts in fees and fines from the Maddy/EMS Fund, due to the sunset of legislation: AB 412 (Williams).
 - -\$90,000 decrease in Capital Assets:
 - -\$175,000 decrease due to the previous year project for Santa Barbara Health Center improvements.
 - \$85,000 increase for an upgrade to the department's Practice Management System in anticipation of the implementation of ICD-10.

These changes result in recommended operating expenditures of \$76,865,000, non-operating expenditures of \$8,268,000 and total expenditures of \$85,133,000. Non-operating expenditures

primarily include capital expenditures, transfers to other funds and use of fund balance.

Revenues

- Net operating revenue decrease of \$3,380,000 primarily due to:
 - +\$51,000 increase in Licenses, Permits, and Franchises due to increased canvassing and animal license fees.
 - +\$55,000 increase in Fines, Forfeitures, and Penalties in Maddy Fund receipts due to the reauthorization of enabling legislation.
 - -\$23,000 decrease in Use of Money and Property due to a reduction in space leased to outside entities.
 - -\$7,011,000 decrease in Intergovernmental Revenues:
 - -\$7,621,000 decrease in 1991 Health Realignment monies due to the State's implementation of the ACA and the redirection of these funds to other State needs.
 - +\$257,000 increase in Health Resources and Services Administration (HRSA) grants due to the ACA.
 - +\$238,000 increase in California Children's Services funding, due to increases in program expenditures.
 - +\$115,000 increase in Maternal Child and Adolescent Health funding, due to increases in program expenditures.
 - +\$3,790,000 increase in Charges for Services:
 - +\$3,756,000 increase in Federally Qualified Health Center (FQHC) Medi-Cal revenue due to the conversion of previously uninsured patients to Medi-Cal benefits.
 - +\$187,000 increase due to the reclassification of revenues for services provided to other county departments.
 - -\$153,000 decrease in federal incentives payable for meaningful use of electronic health records due to a

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- reduction in year 2 payments and eligible practitioners that qualify.
- -\$241,000 decrease in Miscellaneous Revenue due to the reclassification of revenues to Charges for Services for services provided to other county departments.
- Net non-operating revenue decrease of \$660,000 primarily due to:
 - -\$190,000 decrease in Other Financing Sources due to the reduction of previous year one-time Tobacco Settlement funding.
 - -\$689,000 decrease in the use of departmental fund balances.
 - -\$750,000 decrease mostly due to the payment of a previous year Intergovernmental Transfer (IGT) for the area hospitals from Tobacco Settlement funds.
 - +\$283,000 increase due to the support of programs while the impacts of the ACA are given further review.
 - -\$222,000 decrease in Maddy Fund allocations to area hospitals and physicians.
 - +\$222,000 increase in General Fund Contribution.

These changes result in recommended operating revenues of \$66,331,985, non-operating revenues of \$18,800,968 resulting in total revenues of \$85,132,953. Non-operating revenues primarily include General Fund Contribution, transfers, and decreases to fund balances.

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

As a result of the State's implementation of the ACA in January of 2014, the Department will continue to respond to the State's redirection of over \$7 million of annual funding for indigent patients and public health services to other State needs. The focus on cost containment through

operating efficiencies will continue, as will the critical effort to perform outreach and enrollment (O&E) in our health centers and the community in order to connect indigent and uninsured patients with one of the health benefit programs made available under the ACA. In FY 2015-16, O&E activities will also incorporate retention efforts in order to help patients maintain their coverage.

In this era of reform, other changes to payment methodologies, practice models, documentation standards, Information Technology requirements, and compliance are anticipated. Only those changes that are known, such as the Patient Centered Medical Home model, have been incorporated into the FY 2014-15 Recommended and FY 2015-16 Proposed Budgets.

Increases in Medi-Cal revenues have been included in the FY 2014-15 Recommended and FY 2015-16 Proposed Budgets, however, the impacts of the ACA implementation could take months to years to fully develop. At this time, the Department projects that it will need to use approximately \$2 million of restricted fund balance to maintain current service levels for FY 2014-15.

Projected impacts to expenditures which are included in the FY 2015-16 figures include an approximate \$1.3 million increase to Salaries and Benefits due to retirement rate increases, merit and cost of living increases, and higher premiums for health insurance and worker's compensation which would need to be offset by a commensurate amount through additional revenue or decreased expenses through actions such as potentially contracting out of clinical laboratory services. Because of the uncertainty around the ACA, the Department projects to have a budget gap of \$918,000 for FY 2015-16.

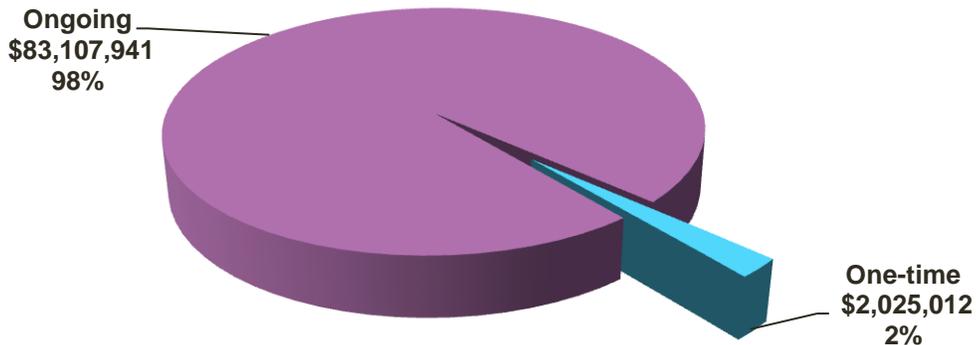
Related Links

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

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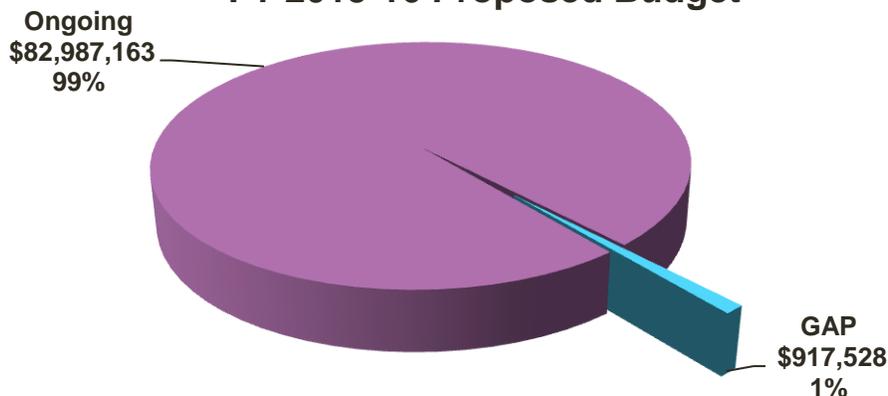
Gap Charts

FY 2014-15 Recommended Budget



The FY 2014-15 Recommended Budget relies on one-time sources of funding of approximately \$2 million or 2.0% for ongoing operations. Due to the Governor's implementation of the ACA, over \$7 million of the Department's 1991 Health Realignment funding has been redirected to other State needs. The Department has made changes starting in Fiscal Year 2013-14 to increase efficiencies, lower costs, and enhance revenues, to mitigate the loss. There continues to be unknowns as to the success of the aggressive efforts made regarding outreach and enrollment of indigent patients into the Medi-Cal coverage expansion, thus the Department projects to use approximately \$2 million of restricted fund balance to maintain current program service levels.

FY 2015-16 Proposed Budget



The FY 2015-16 Proposed Budget relies on one-time sources of funding of approximately \$917,000 or 1.0% of the Department's ongoing operations. The Department is working on a marketing plan to advertise its services to the newly eligible Medi-Cal population and will need to find additional efficiencies and other actions necessary to restore financial stability. The changing health care landscape will continue to bring new challenges and opportunities that will require evolving strategies to ensure fulfillment of the Department's mission.

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Performance Measures

<u>Description</u>	<u>FY 2011-12</u> <u>Actual</u>	<u>FY 2012-13</u> <u>Actual</u>	<u>FY 2013-14</u> <u>Estimated</u> <u>Actual</u>	<u>FY 2014-15</u> <u>Recommended</u>	<u>FY 2015-16</u> <u>Proposed</u>
Preventing Disease and Injury:					
Percent of PHD patients who give birth to infants at full term weighing 5.5 pounds (2,500 grams) or more to reduce medical and developmental complications.	99% 1,216/1231	99% 967/981	98% 980/1,000	99% 990/1,000	99% 990/1,000
Percent of infected TB contacts that will receive a chest x-ray to rule out active TB disease within 14 days of tuberculin skin or blood test result.	98% 50/51	89% 59/66	90% 45/50	90% 45/50	90% 45/50
Percent of age appropriate women (40-69) that will have a screening mammogram (exceeding the national standard of 50%) at the County Health Care Centers.	62% 205/331*	36% 144/405*	45% 2,075/4,600	50% 2,300/4,600	55% 2,550/4,600
Promoting Wellness:					
Number of dogs that are currently licensed to improve rabies vaccination rates and return rates for dogs that stray from their owners.	21,606	27,094	25,850	27,142	28,499

Public Health

Performance Measures Continued

<u>Description</u>	<u>FY 2011-12 Actual</u>	<u>FY 2012-13 Actual</u>	<u>FY 2013-14 Estimated Actual</u>	<u>FY 2014-15 Recommended</u>	<u>FY 2015-16 Proposed</u>
Percent of food borne illness complaints that are responded to within one working day to reduce the risk of others becoming ill.	95% 60/63	99% 144/145	100% 50/50	100% 50/50	100% 50/50
Percent of infants in the Women, Infants, and Children (WIC) program that will be exclusively breastfed each month.	31% 1,143/3,687	34% 1,217/3,558	34% 1,210/3,560	34% 1,210/3,560	34% 1,210/3,560
Percent of family cases referred to Maternal Child Adolescent Health with a high risk factor that receive a PHD in-home assessment within 10 working days of initial referral.	90% 902/1,002	88% 814/925	85% 786/925	85% 765/900	85% 765/900
Ensuring Access to Health Care:					
Percent of PHD adult diabetic patients who achieve hemoglobin A1C levels of 9% or lower to improve the health of our diabetic patients.	63% 2,188/3,482	72% 2,298/3,201	76% 2,475/3,250	77% 2,520/3,275	77% 2,520/3,275
Number of Medi-Cal eligible members who select a County Health Care Center as their medical home.	12,959	13,537	15,500	16,000	16,500

Public Health

Performance Measures Continued

<u>Description</u>	<u>FY 2011-12 Actual</u>	<u>FY 2012-13 Actual</u>	<u>FY 2013-14 Estimated Actual</u>	<u>FY 2014-15 Recommended</u>	<u>FY 2015-16 Proposed</u>
Number of California Children's Services patients receiving medical therapy to improve health care access of children with special needs.	410	413	411	415	415

* Prior to FY 2013-14 and the implementation of the Electronic Health Record (EHR), a sampling of charts was used to determine the measure. The measure is now generated from a report in EHR.

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Budget Overview

Staffing By Budget Program	2012-13 Actual	2013-14 Adopted	Change from FY13-14 Ado to FY14-15 Rec	2014-15 Recommended	2015-16 Proposed
Administration & Support	61.35	61.36	(2.05)	59.31	59.31
Health Care Centers	227.18	212.19	2.84	215.03	201.53
Indigent Health Programs	48.87	42.30	(1.98)	40.31	40.31
Disease Prevention & Health Promotion	88.02	89.34	2.08	91.41	91.41
Regulatory Programs & Emergency Prep	71.16	81.24	1.85	83.09	83.09
Unallocated	1.65	-	-	-	-
Total	498.22	486.43	2.73	489.16	475.66
Budget By Budget Program					
Administration & Support	\$ 8,681,823	\$ 8,923,367	\$ 281,736	\$ 9,205,103	\$ 9,133,848
Health Care Centers	37,812,349	36,491,465	139,888	36,631,353	35,238,797
Indigent Health Programs	10,673,690	9,876,132	(3,316,645)	6,559,487	6,527,895
Disease Prevention & Health Promotion	11,317,648	11,877,799	183,478	12,061,277	12,318,158
Regulatory Programs & Emergency Prep	9,300,316	11,439,797	162,948	11,602,745	11,812,605
Tobacco Settlement Health Services	1,505,825	1,848,879	(1,043,772)	805,107	805,107
Unallocated	(15,930)	-	-	-	-
Total	\$ 79,275,722	\$ 80,457,439	\$(3,592,367)	\$ 76,865,072	\$ 75,836,410
Budget By Categories of Expenditures					
Salaries and Employee Benefits	\$ 54,173,006	\$ 55,972,082	\$ 1,829,830	\$ 57,801,912	\$ 57,735,947
Services and Supplies	21,572,714	21,114,920	(5,429,772)	15,685,148	14,650,331
Other Charges	3,530,002	3,370,437	7,575	3,378,012	3,450,132
Total Operating Expenditures	79,275,722	80,457,439	(3,592,367)	76,865,072	75,836,410
Capital Assets	690,615	205,500	(89,750)	115,750	17,000
Other Financing Uses	4,206,367	3,738,333	(163,471)	3,574,862	3,574,862
Intrafund Expenditure Transfers (+)	38,264	12,976	(172)	12,804	12,804
Increases to Fund Balances	7,021,014	4,758,195	(193,730)	4,564,465	4,463,615
Fund Balance Impact (+)	3	1	(1)	-	-
Total	\$ 91,231,985	\$ 89,172,444	\$(4,039,491)	\$ 85,132,953	\$ 83,904,691
Budget By Categories of Revenues					
Licenses, Permits and Franchises	\$ 889,516	\$ 1,257,216	\$ 50,530	\$ 1,307,746	\$ 1,323,176
Fines, Forfeitures, and Penalties	784,924	635,877	55,157	691,034	578,607
Use of Money and Property	(32,453)	75,208	(23,414)	51,794	91,794
Intergovernmental Revenue	24,613,435	26,459,189	(7,010,855)	19,448,334	19,316,638
Charges for Services	38,806,167	37,109,783	3,790,236	40,900,019	41,109,239
Miscellaneous Revenue	6,167,921	4,174,235	(241,177)	3,933,058	3,903,304
Total Operating Revenues	71,229,510	69,711,508	(3,379,523)	66,331,985	66,322,758
Other Financing Sources	3,404,772	3,411,102	(190,354)	3,220,748	3,220,748
Intrafund Expenditure Transfers (-)	38,264	23,525	(1,804)	21,721	21,721
Decreases to Fund Balances	9,613,549	7,801,309	(689,410)	7,111,899	4,884,736
General Fund Contribution	6,945,890	8,225,000	221,600	8,446,600	8,537,200
Fund Balance Impact (-)	-	-	-	-	917,528
Total	\$ 91,231,985	\$ 89,172,444	\$(4,039,491)	\$ 85,132,953	\$ 83,904,691

Public Health

Staffing Detail

Staffing Detail By Budget Program	2012-13 Actual	2013-14 Adopted	Change from FY13-14 Ado to FY14-15 Rec	2014-15 Recommended	2015-16 Proposed
Administration & Support					
PUBLIC HLTH DIR/HLTH OFFCR	1.00	1.00	-	1.00	1.00
DEPUTY DIRECTOR	1.06	1.08	-	1.08	1.08
CHIEF FINANCIAL OFFICER	1.00	1.00	-	1.00	1.00
PROGRAM MANAGER	1.00	1.00	-	1.00	1.00
IT MANAGER	1.00	1.00	-	1.00	1.00
PROJECT MANAGER	1.03	1.05	(1.05)	-	-
EDP OFFICE AUTO SPEC	3.00	2.99	0.01	3.00	3.00
EDP SYS & PROG ANLST SR	1.00	1.00	1.00	2.00	2.00
HR MANAGER	1.00	-	-	-	-
EDP SYS & PROG ANLST	3.42	3.67	0.01	3.68	3.68
COST ANALYST	4.62	4.57	(0.04)	4.53	4.53
PUB HLTH PROGRAM ADMN	0.23	-	-	-	-
ADMIN OFFICE PRO	6.37	6.57	(0.07)	6.50	6.50
FINANCIAL OFFICE PRO	18.86	18.96	(1.16)	17.80	17.80
COMPUTER SYSTEMS SPEC SUPV	-	-	1.00	1.00	1.00
ACCOUNTANT	2.31	2.72	0.20	2.92	2.92
COMPUTER SYSTEMS SPEC	5.63	5.00	(1.00)	4.00	4.00
DEPT BUS SPEC	4.75	4.75	(0.75)	4.00	4.00
HEALTH CARE PROGRAM COORDINATOI	-	-	0.05	0.05	0.05
SAFETY OFFICER-DEPT	-	-	0.75	0.75	0.75
RADIOLOGICAL TECH SUPV	0.03	-	-	-	-
BUILDING MAINT WORKER	1.00	1.00	-	1.00	1.00
STOREKEEPER	1.00	1.00	-	1.00	1.00
UTILITY CLERK-DEPT	1.65	2.00	-	2.00	2.00
EXTRA HELP	0.39	1.00	(1.00)	-	-
Administration & Support Total	61.35	61.36	(2.05)	59.31	59.31
Health Care Centers					
MEDICAL DIRECTOR	0.95	1.00	-	1.00	1.00
STAFF PHYSICIAN SUPV	3.12	3.06	0.94	4.00	4.00
STAFF PHYSICIAN	16.27	16.44	(2.04)	14.40	14.40
PHARMACIST SUPV	1.00	1.00	-	1.00	1.00
PHARMACIST-IN-CHARGE	2.96	3.00	-	3.00	3.00
DEPUTY DIRECTOR	1.00	1.00	-	1.00	1.00
PROGRAM MANAGER	0.01	-	-	-	-
PROJECT MANAGER	1.00	1.00	-	1.00	1.00
HEALTH CARE PRACTITIONER	8.92	8.95	0.05	9.00	9.00
HEALTH SERVICES LAB SUPV	1.00	1.00	-	1.00	-
REGIONAL CLINIC MANAGER	3.58	3.00	1.00	4.00	4.00
PROGRAM/BUS LDR-GEN	-	1.00	(1.00)	-	-
PH PERFORM IMPROVE COORD	1.00	1.00	-	1.00	1.00
PUBLIC HEALTH NURSE SUPV	0.05	0.08	(0.01)	0.07	0.07
STAFF NURSE SUPV	7.63	8.00	-	8.00	8.00
EDP SYS & PROG ANLST	-	-	-	-	-
PUB HLTH PROGRAM ADMN	1.00	1.00	-	1.00	1.00
STAFF NURSE SR	0.09	0.05	0.95	1.00	1.00
FINANCIAL OFFICE PRO	26.15	26.00	(1.00)	25.00	25.00
ADMIN OFFICE PRO	39.10	34.00	2.00	36.00	35.00
NUTRITION SERVICES SUPV	0.01	-	-	-	-
PUBLIC HEALTH NURSE	3.62	3.57	0.18	3.75	3.75

Public Health

Staffing Detail Continued

Staffing Detail By Budget Program	2012-13 Actual	2013-14 Adopted	Change from FY13-14 Ado to FY14-15 Rec	2014-15 Recommended	2015-16 Proposed
CLINICAL LAB SCIENTIST SR	4.00	4.00	(1.00)	3.00	-
ADMINISTRATIVE LDR-GEN	0.42	-	-	-	-
STAFF NURSE	17.27	17.19	0.06	17.25	17.25
NUTRITION SITE SUPV	0.17	-	0.10	0.10	0.10
PH PROGRAM COORDINATOR	-	1.00	(1.00)	-	-
HEALTH CARE PROGRAM COORDINATOI	-	-	1.00	1.00	1.00
CLINICAL LAB SCIENTIST	1.00	1.00	(1.00)	-	-
ADMHS PRACTITIONER	-	-	2.00	2.00	2.00
NUTRITIONIST	1.53	1.75	(0.29)	1.46	1.46
RADIOLOGICAL TECH	0.20	-	-	-	-
RADIOLOGICAL TECH SUPV	0.21	-	-	-	-
LICENSED VOCATIONAL NURSE	1.65	2.00	-	2.00	2.00
HEALTH EDUC ASSOC	1.50	1.50	-	1.50	1.50
PHARMACY TECHNICIAN	8.00	8.00	-	8.00	8.00
MEDICAL ASSISTANT	49.80	51.38	0.88	52.25	52.25
HEALTH SERVICES AIDE SR	1.30	1.43	(0.19)	1.24	1.24
LABORATORY ASSISTANT	7.00	7.00	0.50	7.50	-
HEALTH SERVICES AIDE	1.00	1.00	-	1.00	1.00
EXTRA HELP	13.64	0.80	0.70	1.50	0.50
Health Care Centers Total	227.18	212.19	2.84	215.03	201.53
Indigent Health Programs					
STAFF PHYSICIAN SUPV	0.38	0.44	(0.44)	-	-
STAFF PHYSICIAN	0.52	0.52	0.02	0.54	0.54
PROGRAM MANAGER	1.00	1.00	-	1.00	1.00
EDP OFFICE AUTO SPEC	-	0.01	(0.01)	-	-
CCS SUPERVISING THERAPIST	4.00	4.00	-	4.00	4.00
EDP SYS & PROG ANLST	0.02	0.04	(0.04)	-	-
COST ANALYST	0.06	0.09	(0.01)	0.08	0.08
PUB HLTH PROGRAM ADMN	0.78	-	-	-	-
STAFF NURSE SR	1.52	1.45	(1.45)	-	-
CCS OCC/PHYS THERAPIST	8.36	7.75	1.25	9.00	9.00
ADMIN OFFICE PRO	7.76	7.43	0.57	8.00	8.00
FINANCIAL OFFICE PRO	0.76	0.82	(0.72)	0.10	0.10
PUBLIC HEALTH NURSE	4.23	5.53	(2.03)	3.50	3.50
STAFF NURSE	-	-	2.00	2.00	2.00
COMPUTER SYSTEMS SPEC	-	-	-	-	-
HEALTH CARE PROGRAM COORDINATOI	-	-	0.95	0.95	0.95
SR SERVICES SUPERVISOR	0.54	0.50	(0.50)	-	-
MEDICAL SOCIAL SERV SUPV	1.00	0.50	(0.50)	-	-
NUTRITIONIST	-	0.01	(0.01)	-	-
MEDICAL SOC SVC PRACT	1.75	1.25	(0.25)	1.00	1.00
MEDICAL SOC SVC WKR SR	0.54	0.50	0.25	0.75	0.75
CCS CASEWORKER	5.00	5.46	0.54	6.00	6.00
MEDICAL SERVICES REP	5.00	2.50	(2.50)	-	-
THERAPY ATTENDANT	2.50	2.50	-	2.50	2.50
EXTRA HELP	3.16	-	0.90	0.90	0.90
Indigent Health Programs Total	48.87	42.30	(1.98)	40.31	40.31
Disease Prevention & Health Promotion					
MEDICAL DIRECTOR	0.05	-	-	-	-

Public Health

Staffing Detail Continued

Staffing Detail By Budget Program	2012-13 Actual	2013-14 Adopted	Change from FY13-14 Ado to FY14-15 Rec	2014-15 Recommended	2015-16 Proposed
HEALTH OFFICER	-	-	0.88	0.88	0.88
STAFF PHYSICIAN	0.68	0.73	(0.57)	0.16	0.16
DEPUTY DIRECTOR	0.91	0.92	-	0.92	0.92
PROGRAM MANAGER	3.93	3.00	-	3.00	3.00
PROJECT MANAGER	0.92	0.95	0.05	1.00	1.00
PUBLIC HEALTH LAB SUPV	1.00	1.00	-	1.00	1.00
EDP SYS & PROG ANLST SR	-	-	-	-	-
PUBLIC HEALTH NURSE SUPV	3.91	3.92	0.01	3.93	3.93
EPIDEMIOLOGIST SR	0.56	0.50	(0.50)	-	-
EDP SYS & PROG ANLST	0.06	0.02	-	0.02	0.02
COST ANALYST	0.05	-	-	0.01	0.01
PUB HLTH PROGRAM ADMN	2.00	2.00	-	2.00	2.00
ADMIN OFFICE PRO	9.87	9.75	(0.25)	9.50	9.50
FINANCIAL OFFICE PRO	0.02	0.03	-	0.02	0.02
PUBLIC HEALTH NURSE	12.59	13.15	0.85	14.00	14.00
NUTRITION SERVICES SUPV	0.99	1.00	-	1.00	1.00
PUBLIC HEALTH MICROB SR	2.00	2.00	-	2.00	2.00
COMMUNITY HEALTH NURSE	-	0.60	-	0.60	0.60
STAFF NURSE	0.03	0.06	(0.06)	-	-
ACCOUNTANT	0.22	0.28	(0.20)	0.08	0.08
COMPUTER SYSTEMS SPEC	0.06	-	-	-	-
DEPT BUS SPEC	1.00	1.00	-	1.00	1.00
EPIDEMIOLOGIST/BIOSTAT	0.53	0.50	-	0.50	0.50
NUTRITION SITE SUPV	3.83	4.00	(0.10)	3.90	3.90
PH PROGRAM COORDINATOR	0.90	1.90	(1.90)	-	-
HEALTH CARE PROGRAM COORDINATOI	-	-	1.90	1.90	1.90
HEALTH EDUCATOR	3.92	3.50	-	3.50	3.50
PUBLIC HEALTH MICROB	1.56	1.63	(0.03)	1.60	1.60
NUTRITIONIST	4.47	5.24	0.12	5.36	5.36
LACTATION CONSULTANT	1.60	1.60	-	1.60	1.60
MEDICAL SOC SVC PRACT	0.50	0.50	-	0.50	0.50
HEALTH EDUC ASSOC	1.00	1.00	-	1.00	1.00
MEDICAL ASSISTANT	1.03	1.00	-	1.00	1.00
HEALTH EDUCATION ASST SR	6.00	6.00	-	6.00	6.00
HEALTH SERVICES AIDE SR	5.20	5.07	0.19	5.26	5.26
HEALTH EDUCATION ASST	11.96	13.00	(1.00)	12.00	12.00
LABORATORY ASSISTANT	0.38	1.00	-	1.00	1.00
EXTRA HELP	4.26	2.48	2.70	5.18	5.18
Disease Prevention & Health Promotion Total	88.02	89.34	2.08	91.41	91.41
Regulatory Programs & Emergency Preparedness					
DEPUTY DIRECTOR	0.02	-	-	-	-
PROGRAM MANAGER	1.77	2.00	-	2.00	2.00
PROJECT MANAGER	0.05	-	-	-	-
EDP OFFICE AUTO SPEC	-	-	-	-	-
ANIMAL HEALTH & REG DIR	1.00	1.00	-	1.00	1.00
PH PERFORM IMPROVE COORD	2.00	2.00	-	2.00	2.00
GEOLOGIST REGISTERED	-	1.00	-	1.00	1.00
HAZARD MATERIALS SUPV	-	2.00	-	2.00	2.00
ENVIRON HEALTH SPEC SUPV	3.00	3.00	-	3.00	3.00
EDP SYS & PROG ANLST	0.27	0.27	0.03	0.30	0.30

Public Health

Staffing Detail Continued

Staffing Detail By Budget Program	2012-13 Actual	2013-14 Adopted	Change from FY13-14 Ado to FY14-15 Rec	2014-15 Recommended	2015-16 Proposed
COST ANALYST	0.26	0.18	-	0.18	0.18
PUB HLTH PROGRAM ADMN	1.00	1.00	-	1.00	1.00
FINANCIAL OFFICE PRO	2.82	2.00	-	2.00	2.00
ADMIN OFFICE PRO	9.76	12.00	1.00	13.00	13.00
ENVIRON HEALTH SPEC SR	6.00	6.00	-	6.00	6.00
ACCOUNTANT	0.47	-	-	-	-
COMPUTER SYSTEMS SPEC	-	-	-	-	-
DEPT BUS SPEC	-	1.00	(0.50)	0.50	0.50
HAZ MATERIALS SPEC SR	-	4.00	(1.19)	2.81	2.81
EPIDEMIOLOGIST/BIOSTAT	0.47	0.50	-	0.50	0.50
ENVIRON HEALTH SPEC	9.00	10.00	-	10.00	10.00
COMM OUTFRCH CRD ANML HLTH	1.00	1.00	-	1.00	1.00
ANIMAL CONTROL OFF SUPV	4.00	4.00	-	4.00	4.00
PUBLIC HEALTH MICROB	0.44	0.37	0.03	0.40	0.40
HAZ MATERIALS SPEC	-	5.00	1.00	6.00	6.00
PUBLIC INFO ASSISTANT	0.65	1.00	1.00	2.00	2.00
RADIOLOGICAL TECH	0.18	-	-	-	-
EMERG SVCS PLANNER	-	-	2.00	2.00	2.00
ANIMAL CONTROL OFF	7.69	8.00	-	8.00	8.00
REGISTERED VET TECH	0.69	1.00	-	1.00	1.00
ENVIRON HEALTH SPECTR	1.00	-	-	-	-
HEALTH EDUC ASSOC	0.65	1.00	-	1.00	1.00
ANIMAL SHELTER ATTENDANT	7.23	8.00	-	8.00	8.00
CONTRACTOR	2.19	2.60	(2.00)	0.60	0.60
EXTRA HELP	7.53	1.32	0.48	1.80	1.80
Regulatory Programs & Emergency Preparedness Total	71.16	81.24	1.85	83.09	83.09
Unallocated					
ADMIN OFFICE PRO	1.58	-	-	-	-
PUBLIC HEALTH NURSE	0.04	-	-	-	-
REGISTERED VET TECH	0.04	-	-	-	-
Unallocated Total	1.65	-	-	-	-
Department Total	498.22	486.43	2.73	489.16	475.66

Alcohol, Drug and Mental Health



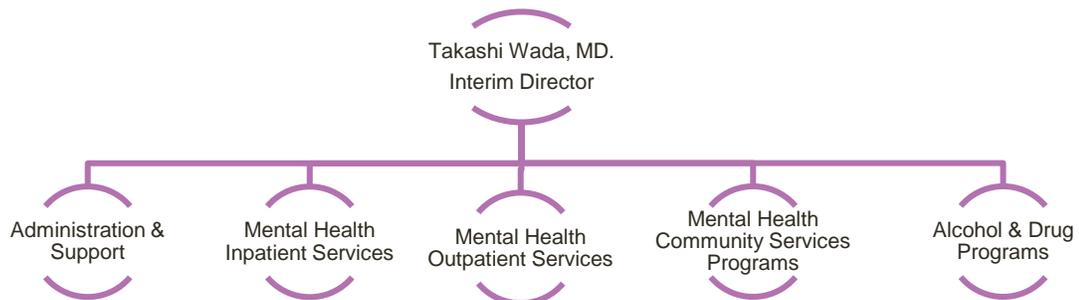
*Artwork by Patrick Begin, Founding Member, Healing Arts Council of Santa Barbara County
and Member, ADMHS Consumer and Family Member Advisory Committee*

Alcohol, Drug and Mental Health

Budget & Full-Time Equivalent (FTEs) Summary

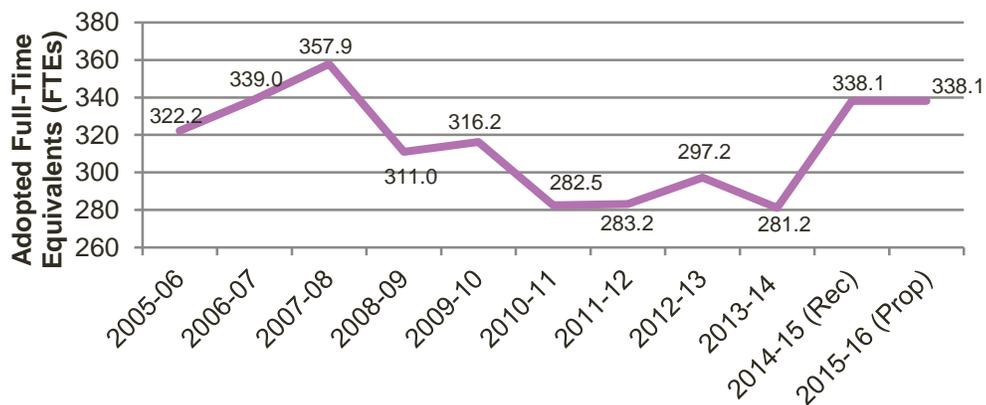
Operating	\$	92,198,760
Capital	\$	323,914
FTEs		338.1

Budget Programs Chart



Staffing Trend

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



Alcohol, Drug and Mental Health

Mission Statement

The mission of Alcohol, Drug & Mental Health Services (ADMHS) is to promote the prevention of and recovery from addiction and mental illness among individuals, families, and communities, by providing effective leadership and delivering state-of-the-art, culturally competent services.

Department Description

At the end of June 2013, a comprehensive “Systems Change” initiative began at the direction of the Board of Supervisors based on two commissioned reports from TriWest Group and Health Management Associates (HMA) to review ADMHS inpatient and outpatient programs. “Systems Change” uses a continuous quality improvement (CQI) approach to address problems documented by the comprehensive reports. The unprecedented Countywide “Systems Change” effort has focused on access to services, welcoming clients, increasing cultural competence, the integration of peer staff, improved services for children and individuals in crisis, and enhanced forensic services for persons involved with the justice system.

“Systems Change” involves collaboration among all the partners in the system – ADMHS programs, community-based organizations (CBOs), other county and city departments, consumers, families, front line staff, change agents, team leaders, managers, and system administrators.

The Fiscal Year 2014-15 Mental Health Services Act (MHSA) Plan Update proposes to integrate the principles of the Act into all outpatient programs and services. This involves the creation of new specialty teams at adult and children’s outpatient clinics that will adhere to the five guiding principles of MHSA: cultural competence, community collaboration, a client and family-driven system, seamless transitions between services, and a focus on wellness and resiliency.

The Department is receiving grant funds for the establishment of crisis facilities, as well as greater

revenue from changes to federal reimbursement rules associated with the Affordable Care Act (ACA). The increased funding will help facilitate the system change effort.

2013-14 Anticipated Accomplishments

Administration & Support

- Completed a comprehensive evaluation of the Department, conducted by a consultant agency (TriWest Group). This effort resulted in identification of key areas for system change throughout the organization. Improvements have begun in individual programs with the development of internal workgroups and in comprehensive cross-system Action Teams, all working together and coordinated by a diverse and inclusive Behavioral Health Steering Committee to advance systems change.
- In response to the comprehensive evaluation, restructured departmental administrative functions resulting in enhanced leadership and oversight of clinical care, including the hiring of a Deputy Director of Clinical Services, increased the allocation of the Medical Director to full time, established a Chief of Compliance, and developed an Office of Strategy Management.
- Worked with CenCal to improve and increase access for Medi-Cal beneficiaries to the full continuum of services, ranging from low mental health need to specialty mental health services, through expanded benefits of the ACA.
- In order to improve the service experience of clients and positively impact clinical outcomes, developed a consumer and family member subcommittee and implemented a consumer satisfaction survey to gather input from recipients about the care received.

Alcohol, Drug and Mental Health

Mental Health Inpatient Services

- Increased access to inpatient care by improved utilization management of the Psychiatric Health Facility (PHF) reducing lengths of stay by stepping down level of care as quickly as possible.
- Integrated and increased use of Electronic Health record to ensure continuity of care between inpatient and outpatient setting.
- Focused inpatient treatment on recovery and re-entry into the community by incorporating peer recovery specialists into program milieu.
- Expanded the capacity to treat complex conditions by integration of alcohol and drug assessments and services in the inpatient setting.

Mental Health Outpatient Services

- Enhanced care for foster children by hiring 11 additional FTEs, within the Children's System, who will implement the Core Practice Model of the Katie A. settlement agreement.
- Created evidenced-based specialty treatment teams in all outpatient clinics to provide levels of care based on individualized needs within a full array of recovery-based treatment services.

Mental Health Community Services Programs

- Launched a continuous quality improvement (CQI) approach to address system-wide issues as part of an unprecedented countywide systems change initiative.
- Received SB82 grant funding to develop Crisis Triage teams and improved crisis response in each region of the County.
- Expanded the crisis system of care through the development of a grant, in partnership with Cottage Hospital, to fund a Crisis Stabilization Unit and a Crisis Residential

Treatment Facility in South County.

- Integrated MHA plan update process, which includes stakeholder input, for the entire department budgeting process for FY 2014-15.
- Became a certified enrollment entity as a part of the ACA to improve and expand access to healthcare benefits.

Alcohol & Drug Programs

- Integrated co-occurring capacity at outpatient Mental Health clinics with use of Screenings, Brief Intervention, and Referral to Treatment for alcohol and drug issues (SBIRT).
- Developed capacity to care for medically compromised individuals by establishing Medicated Assisted Treatment (MAT) teams at two outpatient clinics.
- Sustained and expanded treatment services for drug court in the south county and for adolescents throughout the county.

2014-16 Objectives

Administration & Support

- In order to better serve clients with complex needs, begin a multi-year process to create a comprehensive behavioral health system that integrates mental health services, substance abuse services, physical health care services, and support services.
- Through the newly created Office of Strategic Management, designed to assist with creating, communicating, executing, and sustaining strategic initiatives within the Department, ADMHS will improve in communication, measurement of outcomes for care, and enhance staff development through quality improvement, communication, evaluation, and training plans.

Alcohol, Drug and Mental Health

- Continue collaborative efforts to transform organizational culture with ongoing outreach and involvement in program development to staff, clients, families, and community-based providers, resulting in improved client outcomes.
- Develop capacity to measure and evaluate systems, programs, and individual outcomes.
- Provide structure and establish a framework for care and recovery by development of defined long-term organizational strategic plans.

Mental Health Inpatient Services

- Complete planning of Consolidated Mental Health Treatment Center to provide for additional inpatient beds in Santa Maria in conjunction with Marian Medical Center.
- Improve client outcomes and reduce lengths of stay through the expansion of the crisis service system through the SB 82 awarded funding.
- Increased access to inpatient care by improved utilization management of the PHF reducing lengths of stay and stepping down level of care as quickly as possible.

Mental Health Outpatient Services

- Establish evidence-based practices, delivered through specialty teams at all adult and children's outpatient clinics, to individualize services based on unique needs.
- Equip all outpatient adult clinics with fully developed co-occurring services to serve individuals with serious mental health, substance use, and medical conditions through a comprehensive system of recovery and resiliency.
- Expand community care resources by increasing the number of homeless shelter

and board and care bed resources.

- Enhance communication and collaboration with CBO providers to review and update all outpatient service contracts to define and improve clinical client outcomes.
- Expand forensic programming and homeless services Countywide to improve continuity of care, divert individuals from jail, and reduce acute hospitalizations.

Mental Health Community Services Programs

- Integrate the principles of MHSA into all outpatient programs and services that includes adherence to established evidence-based practices delivered through specialty teams at all adult and children's outpatient clinics.
- Implement a crisis stabilization unit and crisis residential facility in the South County.
- Transform access and assessment services provided by CARES clinics into mobile assessment teams in all three regions.
- Expand the MHSA innovations programs to transform the justice alliance program into a forensic system of care and expand services to the homeless in each geographic region.

Alcohol and Drug Program

- Further integrate substance abuse services with the outpatient MHSA-funded programs.
- Implement State approved, expanded Medical services.

Alcohol, Drug and Mental Health

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

Staffing

- Increase of 56.9 FTEs due to the following:
 - +22.0 FTEs increase from the Mobile Crisis Triage grant approved in February 2013.
 - +19.0 FTEs increase for additional extra help and Contractor on Payroll FTEs that support the “System Change” effort and are funded through additional revenues.
 - +7.0 FTEs increase for the Juvenile Justice program that were maintained to provide services to the Probation Department at the Juvenile Hall and Boys’ Camp after proposed reductions in FY 2013-14.
 - +8.9 FTEs increase for funding of authorized regular civil service FTEs that have been vacant and unfunded, that support the “System Change” effort.

Staffing Reallocation Due to System Change

The Department continues to undergo significant System Change efforts to reallocate resources throughout the organization. The following is a breakdown of the additional FTEs by Budget Program:

- Increase of 11.0 FTEs in Administration and Support:
 - 4.5 FTEs were moved from other Budget Programs, 5.0 FTEs are extra help administrative support positions, and the remaining 1.5 FTEs are due to the reallocation and reclassification of an unfunded authorized position within the Department to provide sufficient support in the Patients’ Rights and Facilities programs.
- Increase of 0.5 FTEs in Inpatient Services:
 - 2.0 administrative FTEs were moved to the Administration and Support Budget Program, offset by the 0.4 FTE increase in psychiatrist time for the PHF (now that

the PHF Medical Director has also assumed the administrative management of the PHF). In addition, a reallocation and reclassification of 2.0 FTE unfunded authorized positions within the Department to support the PHF nurse supervision function, funded by operating revenues. There is a net increase of 0.11 in extra help and Contractors on Payroll FTE.

- Decrease of 45.6 FTEs in Outpatient Services:
 - The 45.6 FTE decrease is due primarily to transforming the Outpatient clinic program into a set of MHS-funded programs and moving Outpatient clinic staff to the Community Services Budget Program (47.5 FTEs) and ADP Budget Program (0.3 FTE), while adding a net increase of 2.1 extra help and Contractors on Payroll FTEs to support services to the Probation Department.
- Increase of 92.2 FTEs in Community Services Programs:
 - The 92.2 FTE increase is primarily due to the following:
 - 47.5 FTEs: Moved from Outpatient Services Budget Program.
 - 7.0 FTEs: Juvenile Justice program staff
 - 22.0 FTEs: Mobile Crisis Triage staff
 - 11.8 FTEs: Extra help staff and Contractors on Payroll to support MHS-funded programs.
 - 4.0 FTEs: The reallocation and reclassification of unfunded authorized positions within the department to provide sufficient support in the Quality Assurance program and Outpatient programs.
- Decrease of 1.3 FTEs in Alcohol and Drug Programs primarily due to:
 - The 1.3 FTE decrease is primarily due to moving out 2.5 administrative FTEs to the Administration and Support Budget Program, moving in 0.3 clinical FTE from the Outpatient Services Budget Program and the reallocation and reclassification of 1.0 FTE unfunded authorized position

Alcohol, Drug and Mental Health

within the Department to provide supervision of the Alcohol and Drug Programs operations.

The following is a chart of the Staffing Reallocation:

	<u>Staffing Reallocation</u>					
	Administration & Support	Inpatient Services	Outpatient Services	Community Services Programs	Alcohol & Drug Programs	Totals
Moved between Budget Programs	4.5	(2.0)	(47.8)	47.5	(2.2)	-
Reclassification - Unfunded Authorized	1.5	2.0		4.0		7.5
Added Positions		0.4		29.0		29.4
Extra Help / Contractors on Payroll	5.0	0.1	2.1	11.8	1.0	20.0
Total	11.0	0.5	(45.7)	92.3	(1.2)	56.9

Expenditures

- Net operating expenditure increase of \$13,989,000:
 - +\$4,841,000 increase in Salaries and Employee Benefits due to negotiated labor increases as well as the addition of 29.0 regular civil service and 19.0 extra help/Contractors on Payroll FTEs, and the funding of 8.9 FTEs previously unfunded but authorized.
 - +\$8,503,000 increase in Services and Supplies due primarily to a placeholder for Innovation program expenses (\$1,700,000, which has not been allocated by Object Level), an increase in Out-of-County inpatient contract bed costs (\$1,900,000), and intra-department expenses that are offset by intra-department revenues (\$4,700,000).
 - +\$645,000 increase in Other Charges due primarily to increases in the Department's liability and Medical Malpractice insurance premiums, as well as costs for services provided by other departments.
- Net non-operating expenditures decrease of \$1,943,000 primarily due to:
 - +\$200,000 increase due to moving allocated funds for the Lompoc

Outpatient Children's programs to a new location

- +\$1,200,000 increase in the Intrafund transfer within the Department for the reallocation of costs associated with the Quality Assurance program
- -\$3,300,000 decrease in the Intrafund Expenditure Transfers, Increases to Fund Balances, and Fund Balance Impact

These changes result in Recommended operating expenditures of \$92,199,000, non-operating expenditures of \$3,078,000, and total expenditures of \$95,277,000. Non-operating expenditures primarily include capital assets, transfers, and increases to fund balances.

Revenues

- Net operating revenue increase of \$15,917,000:
 - +3,606,000 increase in Intergovernmental Revenue primarily due to:
 - +\$2,400,000 increase in new SB 82 Crisis grant funds,
 - +\$2,700,000 increased in MHSA revenue,
 - -\$1,300,000 decrease in 2011 Realignment revenues, and
 - -\$135,000 decrease in federal grant revenues.
 - Charges for Service increase of +\$12,301,000 primarily due to:

Alcohol, Drug and Mental Health

- +\$7,200,000 increase in Medi-Cal revenue,
 - +\$1,500,000 increase in revenue from other departments,
 - +\$395,000 increase in Medicare revenue,
 - +\$4,700,000 increase in Intrafund revenue for administrative fees
 - -\$1,300,000 decrease in Intrafund revenue for dual-funded employees (the last two are not actual revenue, just reallocation of administrative and personnel costs).
- Net non-operating revenue decrease of \$3,870,000 primarily due to:
 - -\$4,400,000 decrease in funding from the General Fund for prior known liabilities that are assumed to be fully paid in FY 2013-14
 - +\$1,300,000 increase in General Fund Contribution
 - +\$1,100,000 increase in Intrafund revenue associated with the Quality Assurance program and the ADP Fund
 - -\$1,652,000 decrease in the amount of the Department's fund balances used in FY 2014-15

These changes result in Recommended operating revenues of \$86,620,000, non-operating revenues of \$8,657,000, and total revenues of \$95,277,000. Non-operating revenues primarily include General Fund Contribution, transfers, and decreases to fund balances.

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

Expenditures

- Net expenditure decrease of \$420,000 primarily due to:
 - +\$875,000 increase in Salaries and Employee Benefits reflects negotiated labor agreements and increases in County

retirement and health insurance contributions.

- -\$919,000 decrease in Services and Supplies is due to a reduction in the expense placeholder amount for Innovation program costs and a projected decrease in building maintenance costs.
- -\$60,000 decrease in Other Charges is due to reduced costs for services provided by other departments.
- -\$241,000 decrease in Capital Assets is due to reduced one-time capital asset costs that are projected to occur only in FY 14-15.
- Other Financing: -\$74,000 is due to reduced amounts paid to other departments.

Revenues

- Total operating revenues are increasing \$1,613,000 and non-operating revenue is decreasing by \$2,031,000 for a combined net total revenue decrease of \$420,000 primarily due to:
 - +\$1,100,00 increase in Intergovernmental Revenue reflects an increase in Realignment and MHSA revenue, offset by a decrease in federal grant revenue.
 - +\$548,000 increase in Charges for Service reflects an increase in Medi-Cal and Medicare revenue
 - -\$2,800,00 decrease in Restricted due to a decrease in the Department's use of fund balances in FY 2015-16.
 - +\$758,000 increase in Fund Balance Impact (-) due to a projected deficit in FY 2015-16.

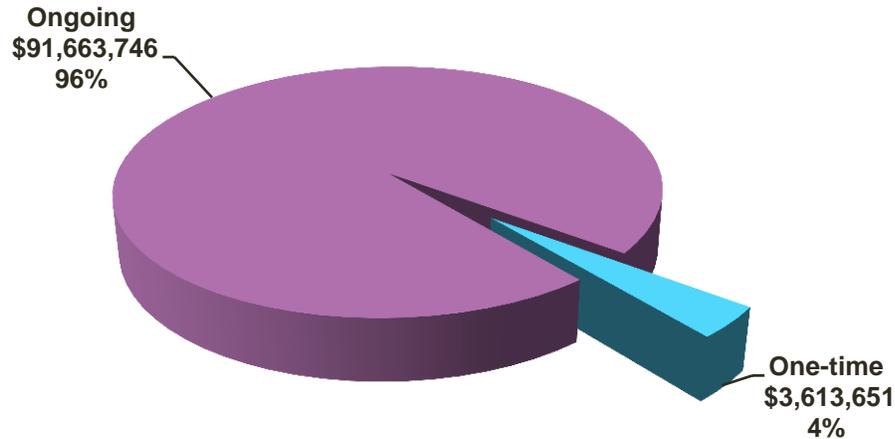
Related Links

For more information on the Alcohol, Drug and Mental Health Department, refer to the Web site at <http://www.countyofsb.org/admhs>.

Alcohol, Drug and Mental Health

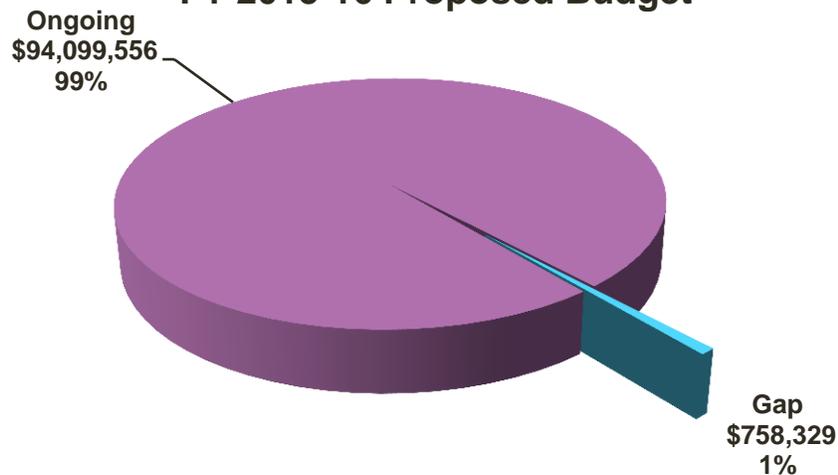
Gap Charts

FY 2014-15 Recommended Budget



The FY 2014-15 Recommended Budget relies the use of \$3,613,651 of one-time funds from the fund balances of the MHSA (\$2,449,465) and ADP Funds (\$1,164,186) to support the Department's ongoing operations.

FY 2015-16 Proposed Budget



The FY 2015-16 Proposed Budget projects a gap of \$758,329 between available funding and the funding required to maintain FY 2014-15 service levels. This funding gap is entirely in the Alcohol Drug Programs (ADP) Fund. The department will reduce costs in the ADP fund in FY 15-16 in order to have costs covered by the available funding.

Alcohol, Drug and Mental Health

Performance Measures

<u>Description</u>	<u>FY 2011-12 Actual</u>	<u>FY 2012-13 Actual</u>	<u>FY 2013-14 Estimated Actual</u>	<u>FY 2014-15 Recommended</u>	<u>FY 2015-16 Proposed</u>
Administration and Support:					
Reduce the percentage of “high cost” Medi-Cal beneficiaries (greater than \$30k per beneficiary, per year)	4.78% 232 / 4,851	4.99% 269 / 5,387	4.80% 254 / 5,295	2.50% 157 / 6,271	2.50% 157 / 6,271
Mental Health Inpatient Services:					
Decrease the percentage of clients who are readmitted to the PHF within 30 days of discharge by 30%	15.0% 81 / 540	13.7% 87 / 635	11.9% 44 / 371	8.4% 53 / 635	8.4% 53 / 635
Decrease the average acute inpatient length of stay to 7 days, while decreasing the number of acute bed days (VDM, Hillmont, PHF)	8.56 days 6,475 bed days	8.33 days 7,282 bed days	8.49 days 8,035 bed days	7.00 days 8,603/7,873* bed days	7.00 days 8,603/7,873* bed days
Mental Health Community Services Programs:					
Reduce Emergency Room wait times before transferring to an inpatient setting or outpatient care 50%	24 hours	18 hours	18 hours	9 hours	9 hours
Reduce time between admission and the first psychiatrist appointment by 30% for both adults and children	31 days	33 days	28 days	20 days	20 days
Budget Program 5: Alcohol and Drug Programs					
Increase the number of unique persons receiving substance abuse treatment services by 30%	4,114	4,309	4,500	5,850	5,850

*Projected number of acute bed days with implementation of crisis care facilities (effective 1/1/14)

Alcohol, Drug and Mental Health

Budget Overview

Staffing By Budget Program	2012-13 Actual	2013-14 Adopted	Change from FY13-14 Ado to FY14-15 Rec	2014-15 Recommended	2015-16 Proposed
Administration & Support	35.51	56.50	11.00	67.50	67.50
Mental Health Inpatient Services	41.33	42.49	0.51	43.00	43.00
Mental Health Outpatient Services	76.18	65.37	(45.62)	19.75	19.75
Mental Health Community Services Program	117.97	105.31	92.24	197.55	197.55
Alcohol & Drug Programs	16.10	11.58	(1.25)	10.33	10.33
Unallocated	0.08	-	-	-	-
Total	287.16	281.24	56.89	338.13	338.13
Budget By Budget Program					
Administration & Support	\$ 8,702,154	\$ 8,588,174	\$ 1,505,463	\$ 10,093,637	\$ 10,233,699
Mental Health Inpatient Services	9,949,100	9,195,572	1,373,383	10,568,955	10,701,615
Mental Health Outpatient Services	22,251,527	22,170,282	(8,034,672)	14,135,610	14,104,111
Mental Health Community Services Program	28,962,141	28,134,178	18,445,832	46,580,010	46,201,693
Alcohol & Drug Programs	9,813,682	10,121,353	699,195	10,820,548	10,853,420
Unallocated	(6,200)	-	-	-	-
Total	\$ 79,672,405	\$ 78,209,559	\$ 13,989,201	\$ 92,198,760	\$ 92,094,538
Budget By Categories of Expenditures					
Salaries and Employee Benefits	\$ 34,053,079	\$ 36,046,318	\$ 4,841,450	\$ 40,887,768	\$ 41,762,891
Services and Supplies	40,196,727	39,783,316	8,502,651	48,285,967	47,366,622
Other Charges	5,422,599	2,379,925	645,100	3,025,025	2,965,025
Total Operating Expenditures	79,672,405	78,209,559	13,989,201	92,198,760	92,094,538
Capital Assets	7,665	110,000	213,914	323,914	82,667
Other Financing Uses	1,525,069	1,031,032	1,156,302	2,187,334	2,113,291
Intrafund Expenditure Transfers (+)	815,095	585,130	(135,741)	449,389	449,389
Increases to Fund Balances	1,151,687	294,220	(176,220)	118,000	118,000
Fund Balance Impact (+)	-	3,001,003	(3,001,003)	-	-
Total	\$ 83,171,921	\$ 83,230,944	\$ 12,046,453	\$ 95,277,397	\$ 94,857,885
Budget By Categories of Revenues					
Fines, Forfeitures, and Penalties	\$ 3,407	\$ 4,300	\$ -	\$ 4,300	\$ 4,300
Use of Money and Property	19,280	44,714	8,044	52,758	52,758
Intergovernmental Revenue	43,728,184	38,955,860	3,605,996	42,561,856	43,626,660
Charges for Services	30,211,645	31,500,104	12,301,289	43,801,393	44,349,245
Miscellaneous Revenue	625,809	198,131	1,268	199,399	199,399
Total Operating Revenues	74,588,325	70,703,109	15,916,597	86,619,706	88,232,362
Other Financing Sources	2,331,003	4,753,945	(3,225,394)	1,528,551	1,528,551
Intrafund Expenditure Transfers (-)	815,095	585,130	(135,741)	449,389	449,389
Decreases to Fund Balances	2,370,694	5,265,435	(1,651,784)	3,613,651	803,254
General Fund Contribution	3,005,544	1,772,400	1,293,700	3,066,100	3,086,000
Fund Balance Impact (-)	61,259	150,925	(150,925)	-	758,329
Total	\$ 83,171,921	\$ 83,230,944	\$ 12,046,453	\$ 95,277,397	\$ 94,857,885

Alcohol, Drug and Mental Health

Staffing Detail

Staffing Detail By Budget Program	2012-13 Actual	2013-14 Adopted	Change from FY13-14 Ado to FY14-15 Rec	2014-15 Recommended	2015-16 Proposed
Administration & Support					
DIRECTOR	0.58	1.00	-	1.00	1.00
DEPUTY DIRECTOR	0.51	0.50	0.50	1.00	1.00
ASST DIRECTOR	1.00	1.00	0.50	1.50	1.50
CHIEF FINANCIAL OFFICER	1.00	1.00	-	1.00	1.00
PROGRAM MANAGER	0.85	1.00	1.00	2.00	2.00
DIVISION CHIEF	0.73	1.00	1.00	2.00	2.00
IT MANAGER	1.00	1.00	-	1.00	1.00
FISCAL MANAGER	0.89	1.00	-	1.00	1.00
EDP SYS & PROG ANLST SR	1.00	2.00	1.00	3.00	3.00
EDP SYS & PROG ANLST	2.00	3.00	(1.00)	2.00	2.00
COST ANALYST	0.85	2.00	1.00	3.00	3.00
ACCOUNTANT SUPERVISING	0.46	1.00	-	1.00	1.00
COMPUTER SYSTEMS SPEC SUPV	-	1.00	-	1.00	1.00
ADMIN OFFICE PRO	7.76	18.00	1.50	19.50	19.50
FINANCIAL OFFICE PRO	3.00	3.00	-	3.00	3.00
HR MANAGER	0.37	1.00	(1.00)	-	-
FINANCIAL SYS ANALYST	0.27	1.00	-	1.00	1.00
ACCOUNTANT	2.80	3.00	-	3.00	3.00
COMPUTER SYSTEMS SPEC	3.00	5.00	-	5.00	5.00
DEPT BUS SPEC	2.00	4.00	1.00	5.00	5.00
FACILITIES MANAGER	-	-	1.00	1.00	1.00
TEAM/PROJECT LDR-GEN	1.00	1.00	(1.00)	-	-
PATIENTS RIGHTS ADVOCATE	1.00	1.00	0.50	1.50	1.50
MEDICAL RECORDS ADMIN	1.00	1.00	-	1.00	1.00
BUILDING MAINT WORKER	0.97	1.00	-	1.00	1.00
EXTRA HELP	1.49	1.00	5.00	6.00	6.00
Administration & Support Total	35.51	56.50	11.00	67.50	67.50
Mental Health Inpatient Services					
MEDICAL DIRECTOR	0.51	1.00	-	1.00	1.00
PSYCHIATRIST	1.34	1.75	(0.10)	1.65	1.65
STAFF PHYSICIAN	0.50	0.50	-	0.50	0.50
PROGRAM MANAGER	1.00	1.00	(1.00)	-	-
PSYCHIATRIC NURSE SUPV	1.00	1.00	4.00	5.00	5.00
PSYCHIATRIC NURSE SR	1.00	1.00	(1.00)	-	-
ADMIN OFFICE PRO	1.43	2.50	(1.00)	1.50	1.50
PSYCHIATRIC NURSE	7.33	7.50	(2.50)	5.00	5.00
HEALTH CARE PROGRAM COORDINATOR	-	-	1.00	1.00	1.00
ADMHS PRACTITIONER	3.53	3.50	(2.50)	1.00	1.00
ADMHS PRACTITIONER INTERN	-	-	1.00	1.00	1.00
NUTRITIONIST	0.65	1.00	-	1.00	1.00
ADMHS PSYCHIATRIC TECH	9.27	9.50	(4.50)	5.00	5.00
RECREATIONAL THERAPIST	1.50	1.50	-	1.50	1.50
ADMHS RECOVERY ASSISTANT	1.50	3.00	7.00	10.00	10.00
CONTRACTOR	0.45	0.49	0.71	1.20	1.20
EXTRA HELP	10.30	7.25	(0.60)	6.65	6.65
Mental Health Inpatient Services Total	41.33	42.49	0.51	43.00	43.00
Mental Health Outpatient Services					
PSYCHIATRIST	6.23	7.40	(7.15)	0.25	0.25

Alcohol, Drug and Mental Health

Staffing Detail Continued

Staffing Detail By Budget Program	2012-13 Actual	2013-14 Adopted	Change from FY13-14 Ado to FY14-15 Rec	2014-15 Recommended	2015-16 Proposed
DEPUTY DIRECTOR	0.24	0.50	(0.50)	-	-
PROGRAM MANAGER	0.67	2.00	(1.00)	1.00	1.00
DIVISION CHIEF	0.06	0.50	(0.50)	-	-
REGIONAL CLINIC MANAGER	0.90	2.70	(2.70)	-	-
ADMHS TEAM SUPV-CLIN PSYCH	0.15	-	-	-	-
CLIN PSYCHOLOGIST	3.74	2.00	(2.00)	-	-
PSYCHIATRIC NURSE SR	2.00	2.00	-	2.00	2.00
ADMIN OFFICE PRO	11.97	6.00	(5.00)	1.00	1.00
QUALITY ASSURANCE COORD	0.38	-	2.00	2.00	2.00
PSYCHIATRIC NURSE	2.21	2.20	(2.20)	-	-
DEPT BUS SPEC	1.62	2.00	-	2.00	2.00
ADMHS TEAM SUPV-PRACTITIONER	2.84	2.52	(1.52)	1.00	1.00
ADMHS PRACTITIONER	17.32	13.95	(8.95)	5.00	5.00
CLIN PSY POST DOC INTERN	0.96	1.00	(1.00)	-	-
ADMHS PRACTITIONER INTERN	3.78	3.00	(3.00)	-	-
ADMHS PSYCHIATRIC TECH	9.90	9.45	(7.95)	1.50	1.50
ADMHS CASE WORKER	6.54	7.25	(6.25)	1.00	1.00
CONTRACTOR	0.84	0.90	(0.03)	0.88	0.88
EXTRA HELP	3.84	-	2.12	2.12	2.12
Mental Health Outpatient Services					
Total	76.18	65.37	(45.62)	19.75	19.75
Mental Health Community Services Programs					
MEDICAL DIRECTOR	0.49	-	-	-	-
PSYCHIATRIST	3.93	4.78	6.42	11.20	11.20
DEPUTY DIRECTOR	0.25	-	-	-	-
ASST DIRECTOR	-	-	0.50	0.50	0.50
PROGRAM MANAGER	2.32	1.00	1.00	2.00	2.00
DIVISION CHIEF	2.92	2.50	(1.50)	1.00	1.00
REGIONAL CLINIC MANAGER	2.10	0.30	2.70	3.00	3.00
ADMHS TEAM SUPV-CLIN PSYCH	1.04	1.00	1.00	2.00	2.00
EDP SYS & PROG ANLST SR	1.00	-	-	-	-
EDP SYS & PROG ANLST	1.00	-	-	-	-
CLIN PSYCHOLOGIST	2.34	3.00	0.75	3.75	3.75
PSYCHIATRIC NURSE SR	1.00	1.00	1.00	2.00	2.00
COST ANALYST	0.50	-	-	-	-
COMPUTER SYSTEMS SPEC SUPV	1.00	-	-	-	-
ADMIN OFFICE PRO	6.87	4.00	6.00	10.00	10.00
QUALITY ASSURANCE COORD	0.38	-	-	-	-
HR MANAGER	0.63	-	-	-	-
PSYCHIATRIC NURSE	11.04	11.05	4.95	16.00	16.00
ACCOUNTANT	0.15	-	-	-	-
COMPUTER SYSTEMS SPEC	1.00	-	-	-	-
DEPT BUS SPEC	3.00	2.00	(1.00)	1.00	1.00
TEAM/PROJECT LDR-GEN	0.23	-	-	-	-
ADMHS TEAM SUPV-PRACTITIONER	1.82	3.48	9.52	13.00	13.00
ADMHS PRACTITIONER	18.88	18.55	15.45	34.00	34.00
CLIN PSY POST DOC INTERN	0.50	-	2.00	2.00	2.00
ADMHS REHABILITATION SPEC	4.00	4.00	-	4.00	4.00
ADMHS PRACTITIONER INTERN	5.61	7.00	10.00	17.00	17.00
ALCOHOL & DRUG SERVICE SPEC	4.35	5.00	-	5.00	5.00
ADMHS PSYCHIATRIC TECH	6.68	7.05	14.45	21.50	21.50

Alcohol, Drug and Mental Health

Staffing Detail Continued

Staffing Detail By Budget Program	2012-13 Actual	2013-14 Adopted	Change from FY13-14 Ado to FY14-15 Rec	2014-15 Recommended	2015-16 Proposed
ADMHS CASE WORKER	9.46	11.25	6.25	17.50	17.50
ADMHS RECOVERY ASSISTANT	12.35	13.00	1.00	14.00	14.00
CONTRACTOR	2.52	2.70	(1.50)	1.20	1.20
EXTRA HELP	8.62	2.65	13.25	15.90	15.90
Mental Health Community Services Programs Total	117.97	105.31	92.24	197.55	197.55
Alcohol & Drug Programs					
PROGRAM MANAGER	0.02	-	-	-	-
DIVISION CHIEF	0.02	-	-	-	-
FISCAL MANAGER	0.11	-	-	-	-
CLIN PSYCHOLOGIST	-	-	0.25	0.25	0.25
COST ANALYST	0.50	1.00	(1.00)	-	-
ADMIN OFFICE PRO	3.09	1.50	(1.50)	-	-
ACCOUNTANT	0.66	-	-	-	-
COMPUTER SYSTEMS SPEC	1.00	-	-	-	-
DEPT BUS SPEC	1.00	-	-	-	-
PROJECT MANAGER	1.00	1.00	-	1.00	1.00
ADMHS TEAM SUPV-PRACTITIONER	1.00	1.00	1.00	2.00	2.00
HEALTH CARE PROGRAM COORDINATOR	-	-	3.00	3.00	3.00
ADMHS PRACTITIONER	1.00	1.00	-	1.00	1.00
ADMHS PRACTITIONER INTERN	0.62	1.00	(1.00)	-	-
ALCOHOL & DRUG SERVICE SPEC	5.38	5.00	(2.00)	3.00	3.00
CONTRACTOR	0.07	0.08	-	0.08	0.08
EXTRA HELP	0.64	-	-	-	-
Alcohol & Drug Programs Total	16.10	11.58	(1.25)	10.33	10.33
Unallocated					
ADMHS PRACTITIONER INTERN	0.04	-	-	-	-
ADMHS PSYCHIATRIC TECH	0.04	-	-	-	-
Unallocated Total	0.08	-	-	-	-
Department Total	287.16	281.24	56.89	338.13	338.13

Social Services

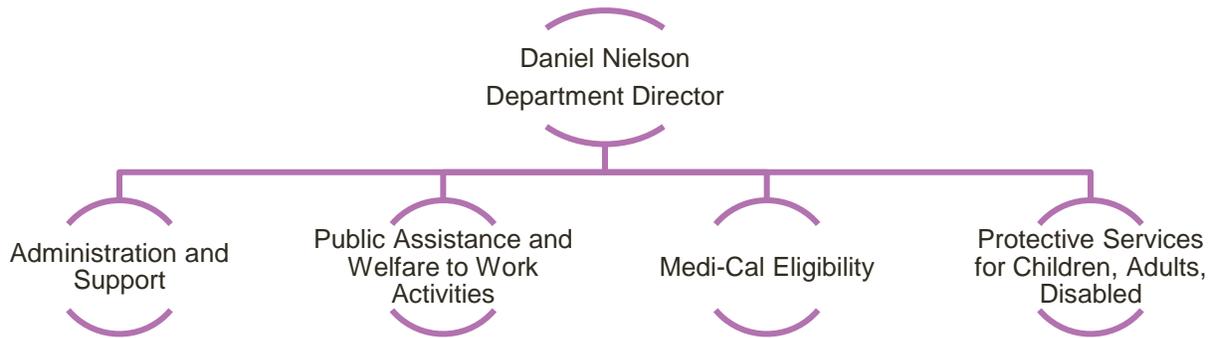


Social Services

Budget & Full-Time Equivalent (FTEs) Summary

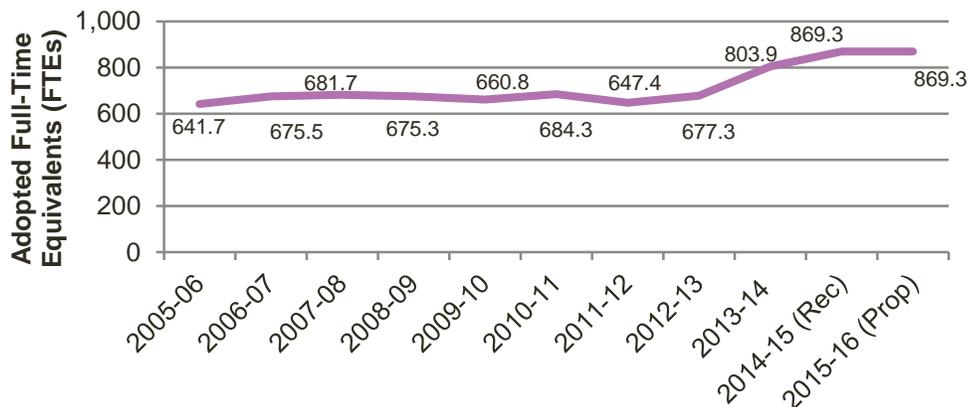
Operating	\$	165,059,935
Capital	\$	220,000
FTEs		869.3

Budget Programs Chart



Staffing Trend

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



Social Services

Mission Statement

The mission of the Department of Social Services is to provide protective services, employment services, and financial assistance that support the residents of Santa Barbara County enabling individuals 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, the elderly, and dependent adults. DSS supports individuals and families in achieving economic self-sufficiency through safety net services including cash assistance, CalFresh (formerly Food Stamps), General Relief, as well as employment training and placement assistance. Additionally, DSS assists clients in accessing health care benefits by providing eligibility determination.

The Santa Barbara County Department of Social Services is dedicated to supporting the dignity of social, ethnic, and cultural values through collaborative assessment and delivery of services. The Department serves the community from six office locations and utilizes technology to expand its services to clients throughout the County.

2013-14 Anticipated Accomplishments

Administration and Support

- Completed “A Snapshot of Poverty in Santa Barbara County,” a report that analyzed how well resources and services in the County are aligned with the areas of greatest need and provided focus areas for improvement.
- Expanded and enhanced space and infrastructure to support Health Care Reform and other mandated programs.

- Successfully deployed mobile technology to our Adult and Children's workforce to improve efficiency and customer service.

Public Assistance and Welfare to Work Activities

- Designed and implemented new State mandated Family Stabilization Services component to assist families in crisis so that adult Welfare to Work (WTW) family members are able to successfully complete required participation in Welfare to Work program activities.
- As mandated by legislation in AB74, designed and implemented an Expanded Subsidized Employment program to further assist WTW participants to enter the workforce and lessen the need for public assistance. New component features employer services provided by regional job developers that work collaboratively to place WTW participants in various county businesses and in public and private sector agencies that will likely lead to unsubsidized employment.
- Initiated an expanded On-the-Job Training program through Workforce investment Act Adult and Dislocated Worker Program, providing local employers with subsidies to encourage viable economic growth.
- Successfully transitioned public assistance case management system (CalWIN) from a desktop application to a web-based program in order to improve access and increase automation in the delivery of public assistance and to improve business process efficiency.
- Successfully planned, prepared, and trained eligibility staff in the new State mandated implementation of semi-annual reporting systems in CalWORKs and CalFresh. The new system changed client reporting responsibilities as well as the eligibility rules applied to clients receiving CalWORKs and CalFresh assistance.

Social Services

- Met or exceeded all Workforce Investment Act Adult and Dislocated Worker Program State mandated Performance Measures, including the number of participants entering employment, retaining employment, and achieving an earnings gain—a difficult goal to achieve during the extended economic recession.
- Developed a dedicated Welfare to Work training program for the Career Employment Specialists to provide staff with the necessary skills required in delivering family stabilization services and job development services for WTW program participants and the business community.

Medi-Cal Eligibility

- Launched Exchange Intake Unit (EIU) to process calls transferred from Covered California during expanded hours of operations. The EIUs have exceeded stringent State performance standards, including answering almost all calls within 30 seconds.
- Successfully collaborated with partner agencies to ensure County residents were aware of how to obtain affordable and quality health coverage through the new Health Care Reform law.

Protective Services for Children, Adults, Disabled

- Successfully completed the first phase of collaboration between Child Welfare and Children's System of Care (ADMHS) with the implementation of Katie A. case management in January 2014
- Enhanced supervisory oversight to our on-call after-hours Adult and Children's programs to improve customer service and quality.
- Successfully migrated the In-Home Supportive Services (IHSS) Public Authority from Case Management Information Payrolling System (CMIPS) to CMIPS II, moving over 3000 client files and records.

- Reduced the IHSS redetermination backlog to less than 1%.

2014-16 Objectives

Administration and Support

- Continue to refine hiring and training strategies for Medi-Cal and CalFresh staff to continue meeting critical State mandates.
- Implement a Tele-working Plan that will allow employees to share space and reduce the need for future expansion of brick and mortar space.

Public Assistance and Welfare to Work Activities

- Complete implementation of the Expanded Subsidized Employment and Family Stabilization Services initiatives as required by State law which will include a review of new procedures and the establishment program measures in newly created mandates.
- Initiate a quality assurance campaign with line staff aimed at reducing case errors and improving our accuracy rates in areas such as Income and Eligibility Verification System (IEVS) processing as noted in recent audit findings.
- Increase outreach to CalFresh recipients nearing eligibility renewal deadlines, which will help reduce the number of eligible recipients who wind up getting dropped from the program.

Medi-Cal Eligibility

- Develop plan for seamless coordination with State and local entities to create a quality experience for our residents when applying for public assistance.

Social Services

Protective Services for Children, Adults, Disabled

- Complete the implementation of Katie A. case management with ADMHS.
- Implement a unified, family friendly, and child-centered Resource Family Approval (RFA) program.
- Successfully implement all new IHSS policies and procedures for program recipients and providers.
- Incorporate the principles of the Safety Organized Practice (SOP) program into child welfare social work practice

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

Staffing

- Increase of 65.31 FTEs due to:
 - Of the total increase, 63 FTEs were approved by the Board of Supervisors on September 10, 2013, after adoption of the FY 2013-14 budget. These 63 FTEs are in the Medi-Cal eligibility, CalWORKs Program, and Administration & Support and are funded by Federal and State Revenues.
 - Additionally, there's an increase of 2.31 FTEs in Medi-Cal Eligibility for positions transferred from Public Health Medically Indigent Adults (MIA) program, effective January, 2014. These positions were partially funded in FY 2013-14 and are now fully funded in 2014-15.

The increase in FTEs will help in managing the Affordable Care Act (Health Care Reform) requirements and addressing increased funding and service delivery expectations in the CalWORKs program.

In addition, staffing is projected to increase pending approval of the submitted budget expansion. Budget expansion of \$1.3 million will increase staffing by 11.5 FTEs to ensure the safety net for vulnerable children and adults, 2.0 FTEs for specialized training associated with Welfare to Work, and 0.5 FTEs for community outreach and enrollment efforts. This request is not included in the FY 2014-15 Recommended Budget.

Expenditures

- Net operating expenditures increase of \$11,954,000 primarily due to:
 - +\$7,056,000 increase in Salaries and Employee Benefits due to increases in staffing (65.31 FTE's, \$7.7 million), retirement costs, health insurance costs, workers compensation premiums, and employee salaries. Overtime increased \$0.7 million based on FY 2013-14 actual trend and an increase in caseload activity as a result of the Affordable Care Act. Additionally, extra help decreased \$0.2 million due to increased full-time positions. The increase in Salaries and Employee Benefits is partially offset by a \$0.2 million decrease in unemployment insurance contribution rates. It is also offset by a salary savings of \$0.9 million based on an attrition rate of 4% in the following programs: Other Public Assistance; Child Welfare Services and Adult Protective Services; CalWORKs; Workforce Investment Board; and Quality Assurance/Fair Hearing/Collections.
 - +\$2,884,000 increase in Services and Supplies primarily due to:
 - +\$1,200,000 increase in charges to DSS for County support departments and building costs.
 - +\$1,100,000 increase in Contractual Services for contracts as part of expansion of the CalWORKs program and Workforce Investment Act Individual Training Account contracts to meet new SB734 mandates.
 - -\$700,000 decrease for shifting appropriations to the State as result of transferring IHSS Health Benefits to IHSS Wages.

Social Services

- +\$500,000 increase in social services contract services for the SB 163 Wraparound program (\$300k); net increase of \$200K for CWS program expenditures mainly for Enhanced Family Reunification Services.
- +\$500,000 increase in Furniture and Fixtures, IT Hardware Purchases, and Communications costs that support mandated programs.
- +\$200,000 increase in Other Professional Services due to a cost increase in welfare fraud investigations (conducted by the District Attorney's Office).
- -\$300,000 decrease in Consulting and Management Fees for one-time CalWIN special project.
- +\$200,000 increase in Rents/Leases for the new Carmen Lane Lease.
- +\$100,000 increase in IT Hardware Maintenance for Social Services' server.
- +\$100,000 increase in Travel and Training of new staff.
- +\$2,014,000 increase in Other Charges primarily due to:
 - +\$1,500,000 increase in Cash Assistance payments in Adoptions, Foster Care Program, and Emergency Assistance.
 - +\$200,000 increase in Data Processing Services for overall IT costs as network upgrades continue through FY 2014-15.
 - \$200,000 net increase in General Services rates for liability insurance, telephone services, and work orders and decreased toll charges.
 - +\$100,000 increase in motor pool charges for additional staff in Santa Maria.
- Net non-operating expenditure decrease of \$7,924,000:
 - -\$6,200,000 decrease in additions to fund balance includes a \$4.4 million one-time transfer between funds within the Department to correct fund balance classifications. This decrease has a corresponding increase on the revenue

side and has no impact to overall fund balance. Additionally, the carry forward of unused funds from FY 2012-13 that was added to fund balance in FY 2013-14 has contributed to the total decrease.

- -\$1,700,000 decrease in Other Financing Uses due to one-time fund balance transfer between funds within the Department that occurred in FY 2013-14. This transfer is offset by the decrease to Other Financing Sources.

These changes result in recommended operating expenditures of \$165,060,000, non-operating expenditures of \$2,220,000, resulting in total expenditures of \$167,280,000. Non-operating expenditures primarily include capital assets and increases in fund balances.

Revenues

- Net operating revenue increase of \$13,192,000 primarily due to:
 - +\$13,325,000 increase in Intergovernmental Revenue primarily due to:
 - +\$5,700,000 increase in Federal and State revenue to administer the Medi-Cal program and the new Affordable Care Act.
 - +\$3,400,000 increase in Federal and 2011 Realignment (formerly State revenue) used for realigned programs: Foster Care, Adoptions, Child Welfare Services, and Adult Protective Services.
 - +\$2,500,000 increase in Federal and State revenue to administer the CalFresh program.
 - +\$900,000 increase in State revenue allocation to administer the CalWORKS program.
 - +\$800,000 increase in the Department's 1991 Realignment revenue.
 - +\$100,000 net increase in Federal and State revenue for IHSS.
 - -\$100,000 decrease in Federal revenue for Independent Living Skill Program due to decreased program cost.

Social Services

- -\$133,000 decrease in Miscellaneous Revenue due to IHSS Health Benefits that will be eliminated in FY 2014-15.
- Net non-operating revenue decrease of \$9,162,000 primarily due to:
 - -\$9,500,000 decrease to Purpose of Fund (restricted and committed). This decrease reflects one-time transfers between funds within the Department of \$4.4 million to properly classify fund balance in FY 2013-14. The transfers are offset by the decrease to use of fund balance. Additionally, less fund balance was used in FY 2014-15 because the increased General Fund Contribution could be used as a local match instead.
 - +\$3,700,000 increase in General Fund Contribution.
 - -\$1,700,000 decrease in Other Financing Sources due to one-time fund balance transfer between funds within the Department that occurred in FY 2013-14. This transfer is offset by the decrease to Other Financing Uses.
 - -\$1,600,000 decrease in Fund Balance Impact.

These changes result in recommended operating revenues of \$155,301,000, non-operating revenues of \$11,979,000, resulting in total revenues of \$167,280,000. Non-operating revenues primarily include General Fund Contribution, transfers, and decreases to fund balances.

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

- Salaries and Employee Benefits are expected to increase primarily due to rate increases for health insurance contributions.
- Public assistance payments are anticipated to increase slightly based on the recent caseload trends.

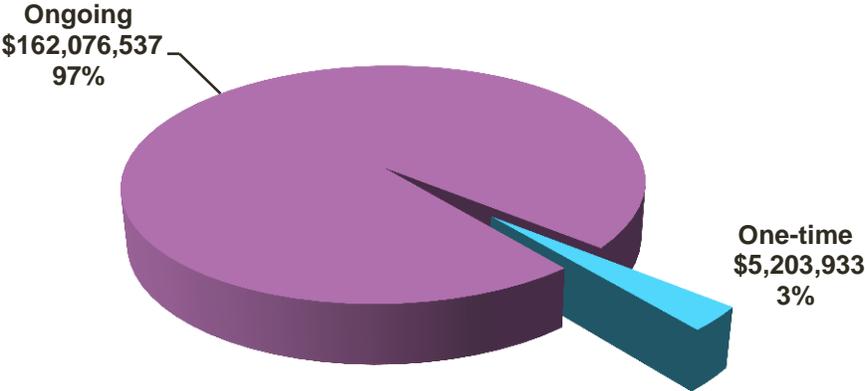
Related Links

For more information on the Department of Social Services, refer to the Web site at http://www.countyofsb.org/social_services/default.aspx.

Social Services

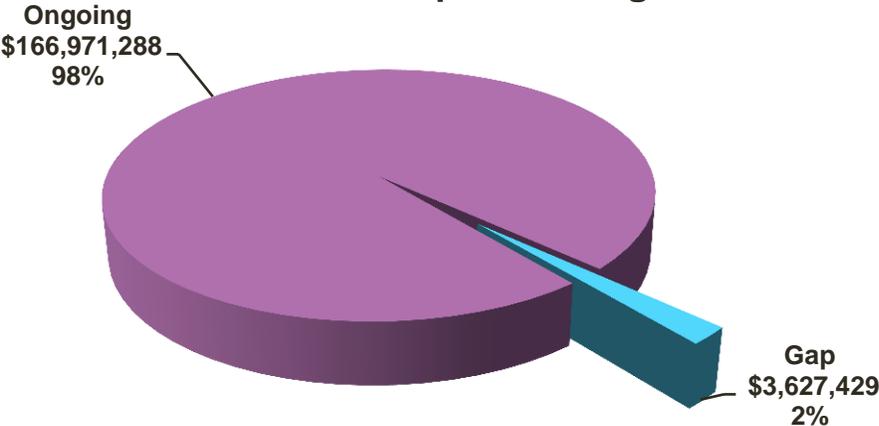
Gap Charts

FY 2014-15 Recommended Budget



The FY 2014-15 Recommended Budget relies on one-time sources to fund 3% of the Department's ongoing operations. These funds allowed the Department to meet their required match for Federal and State draw down of funds; however, because these funds are one-time in nature, they will not be available to fund operations in FY 2015-16.

FY 2015-16 Proposed Budget



To maintain FY 2014-15 service levels, it is estimated that \$3,627,429 of local funds will be required to fill the budget gap in FY 2015-16. Local funds are required as a match in order to "draw down" Federal and State funding for mandated programs.

Social Services

Performance Measures

<u>Description</u>	<u>FY 2011-12 Actual</u>	<u>FY 2012-13 Actual</u>	<u>FY 2013-14 Estimated Actual</u>	<u>FY 2014-15 Recommended</u>	<u>FY 2015-16 Proposed</u>
Administration & Support:					
Percent of staff training delivered through online, video conferencing, and other time-saving technologies (County Target = >35%)	Not Used in Prior Years	35% 2,465/7,043	35% 2,465/7,043	35%	35%
Number of internal program reviews conducted and summarizing reports produced (County Target = 8 reports)	3	8	7	8	8
Public Assistance & Welfare to Work Activities:					
Percent of CalWORKs cases processed within mandated timeframes (County Target = >95%)	97% 7,288/7,486	97% 7,963/8,168	99% 7,412/7,502	95%	95%
Percent of Welfare to Work participants engaged in activities leading to self-sufficiency (County Target = >70%)	Not Used in Prior Years	75% 3,639/4,855	74% 3,594/4,850	70%	70%
Percent of CalFresh cases processed within mandated timeframes (County Target = >95%) (Federal Target = >90%)	80% 15,415/19,152	91% 14,094/15,556	91% 14,846/16,308	95%	95%
Percent of General Relief cases processed within mandated timeframes (County Target = >95%)	Not Used in Prior Years	97% 4,268/4,405	94% 3,934/4,192	95%	95%

Social Services

Performance Measures Continued

<u>Description</u>	<u>FY 2011-12 Actual</u>	<u>FY 2012-13 Actual</u>	<u>FY 2013-14 Estimated Actual</u>	<u>FY 2014-15 Recommended</u>	<u>FY 2015-16 Proposed</u>
Medi-Cal:					
Percent of Medi-Cal cases processed within mandated timeframes (County Target = >95%) (State Target = >90%)	81% 15,315/18,887	96% 19,162/20,044	75% 20,272/27,050	95%	95%
Percent of Medi-Cal Redeterminations processed within mandated timeframes (County Target = >90%) (State Target = >90%)	53% 9,712/18,452	22% 4,268/18,996	34% 7,124/20,740	90%	90%
Protective Services for Children, Adults, Disabled:					
Percent of abuse and neglect allegations receiving timely contact (County Target = 100%) (State Target = >90%)	96% 2,866/2,995	97% 3,304/3,416	97% 2,970/3,058	100%	100%
Percent of children visited by a social worker, for whom a monthly in-person visit is required (County Target = 100%) (State Target = >90%)	97% 5,519/5,716	95% 5,342/5,624	95% 3,937/4,124	100%	100%
Percent of the average monthly recipients that are placed in long term care facilities (County Target = <1%)	0.15% 5/3,230	0.19% 6/3,198	0.16% 5/3,220	1%	1%
Percent of Adult Protective Services referrals that receive a Risk Assessment within 21 days of the initial face-to-face visit (County Target = >90%)	81% 860/1,063	82% 1,012/1,236	65% 1,014/1,552	90%	90%

Social Services

Budget Overview

Staffing By Budget Program	2012-13 Actual	2013-14 Adopted	Change from FY13-14 Ado to FY14-15 Rec	2014-15 Recommended	2015-16 Proposed
Administration & Support	139.97	157.37	0.56	157.93	157.93
Public Assistance and Welfare to Work A	270.72	223.38	34.40	257.78	257.78
Medi-Cal Eligibility	161.17	235.23	30.98	266.21	266.21
Protective Services for Children, Adults,	154.84	187.97	(0.64)	187.33	187.33
Unallocated	3.62	-	-	-	-
Total	730.32	803.94	65.31	869.25	869.25

Budget By Budget Program					
Administration & Support	\$ 16,091,946	\$ 19,448,162	\$ 462,101	\$ 19,910,263	\$ 20,190,918
Public Assistance and Welfare to Work A	56,967,821	60,819,765	2,252,685	63,072,450	63,781,482
Medi-Cal Eligibility	15,033,086	20,459,243	4,109,712	24,568,955	24,670,504
Protective Services for Children, Adults,	48,518,955	52,378,635	5,129,632	57,508,267	59,735,278
Unallocated	117,688	-	-	-	-
Total	\$ 136,729,496	\$ 153,105,805	\$ 11,954,130	\$ 165,059,935	\$ 168,378,182

Budget By Categories of Expenditures					
Salaries and Employee Benefits	\$ 60,059,785	\$ 72,914,694	\$ 7,056,293	\$ 79,970,987	\$ 81,204,842
Services and Supplies	25,769,353	25,212,189	2,883,983	28,096,172	28,245,652
Other Charges	50,900,359	54,978,922	2,013,854	56,992,776	58,927,688
Total Operating Expenditures	136,729,496	153,105,805	11,954,130	165,059,935	168,378,182
Capital Assets	30,784	270,000	(50,000)	220,000	220,000
Other Financing Uses	962,854	1,770,245	(1,671,012)	99,233	99,233
Increases to Fund Balances	7,405,668	8,104,704	(6,203,402)	1,901,302	1,901,302
Fund Balance Impact (+)	958,469	-	-	-	-
Total	\$ 146,087,271	\$ 163,250,754	\$ 4,029,716	\$ 167,280,470	\$ 170,598,717

Budget By Categories of Revenues					
Licenses, Permits and Franchises	\$ 77,458	\$ 66,000	\$ -	\$ 66,000	\$ 66,000
Fines, Forfeitures, and Penalties	5,530	13,200	-	13,200	13,200
Use of Money and Property	238,455	301,512	19	301,531	301,983
Intergovernmental Revenue	132,399,454	140,853,307	13,325,075	154,178,382	156,338,436
Miscellaneous Revenue	1,101,391	875,204	(133,285)	741,919	741,947
Total Operating Revenues	133,822,288	142,109,223	13,191,809	155,301,032	157,461,566
Other Financing Sources	1,060,304	1,833,110	(1,723,205)	109,905	15,233
Decreases to Fund Balances	4,523,491	14,723,426	(9,519,493)	5,203,933	2,781,589
General Fund Contribution	6,681,188	2,979,499	3,686,101	6,665,600	6,712,900
Fund Balance Impact (-)	-	1,605,496	(1,605,496)	-	3,627,429
Total	\$ 146,087,271	\$ 163,250,754	\$ 4,029,716	\$ 167,280,470	\$ 170,598,717

Social Services

Staffing Detail

Staffing Detail By Budget Program	2012-13 Actual	2013-14 Adopted	Change from FY13-14 Ado to FY14-15 Rec	2014-15 Recommended	2015-16 Proposed
Administration & Support					
DIRECTOR	0.65	1.00	-	1.00	1.00
DEPUTY DIRECTOR	3.16	4.00	-	4.00	4.00
CHIEF FINANCIAL OFFICER	1.00	1.00	-	1.00	1.00
IT MANAGER	1.00	1.00	-	1.00	1.00
EXECUTIVE STAFF ASST	0.35	1.00	(1.00)	-	-
EDP OFFICE AUTO SPEC	0.99	0.98	0.02	1.00	1.00
DIVISION CHIEF	4.26	6.00	(0.90)	5.10	5.10
PROJECT MANAGER	0.15	1.00	-	1.00	1.00
EDP SYS & PROG ANLST SR	3.95	3.95	0.05	4.00	4.00
EDP SYS & PROG ANLST	3.23	5.00	-	5.00	5.00
ACCOUNTANT SUPERVISING	1.00	1.00	-	1.00	1.00
COST ANALYST	3.61	4.00	-	4.00	4.00
ADMIN OFFICE PRO	51.08	53.05	0.95	54.00	54.00
FINANCIAL OFFICE PRO	11.69	12.00	-	12.00	12.00
OPERATIONS MANAGER	1.00	1.00	-	1.00	1.00
ACCOUNTANT	9.46	11.00	-	11.00	11.00
COMPUTER SYSTEMS SPEC	8.96	10.05	1.95	12.00	12.00
DEPT BUS SPEC	9.28	13.50	(0.80)	12.70	12.70
SOCIAL SERVICES SUPV	-	-	0.02	0.02	0.02
EXECUTIVE SECRETARY	1.00	1.00	-	1.00	1.00
BUILDING MAINT SUPV	2.00	2.00	-	2.00	2.00
ELIGIBILITY SUPERVISOR	1.70	2.00	0.05	2.05	2.05
ELIGIBILITY WORKER	9.79	12.00	(0.94)	11.06	11.06
UTILITY CLERK-DEPT	7.78	8.84	1.16	10.00	10.00
STOREKEEPER	-	1.00	-	1.00	1.00
EXTRA HELP	2.87	-	-	-	-
Administration & Support Total	139.97	157.37	0.56	157.93	157.93
Public Assistance and Welfare to Work Activities					
EXECUTIVE STAFF ASST	1.00	1.00	-	1.00	1.00
DIVISION CHIEF	5.04	4.35	0.90	5.25	5.25
PROGRAM MANAGER	0.46	1.00	-	1.00	1.00
EDP SYS & PROG ANLST SR	0.05	0.05	(0.05)	-	-
COST ANALYST	0.39	-	-	-	-
ADMIN OFFICE PRO	31.74	30.85	1.84	32.69	32.69
COMPUTER SYSTEMS SPEC	1.04	0.95	(0.95)	-	-
DEPT BUS SPEC	15.96	17.67	3.08	20.75	20.75
EXECUTIVE SECRETARY	1.00	1.00	-	1.00	1.00
CAREER EMP SPECIALIST SUPV	10.21	10.15	(0.85)	9.30	9.30
ELIGIBILITY SUPERVISOR	10.18	9.60	3.65	13.25	13.25
SOCIAL SERVICES WORKER	0.01	-	-	-	-
CAREER EMP SPECIALIST SR	28.42	29.75	7.50	37.25	37.25
ELIGIBILITY WORKER	110.17	103.85	20.95	124.80	124.80
CAREER EMP SPECIALIST	8.85	13.00	(1.50)	11.50	11.50
UTILITY CLERK-DEPT	0.14	0.16	(0.16)	-	-
EXTRA HELP	46.07	-	-	-	-
Public Assistance and Welfare to Work Activities Total	270.72	223.38	34.40	257.78	257.78

Social Services

Staffing Detail Continued

Staffing Detail By Budget Program	2012-13 Actual	2013-14 Adopted	FY13-14 Ado to FY14-15 Rec	2014-15 Recommended	2015-16 Proposed
Medi-Cal Eligibility					
DIVISION CHIEF	1.32	1.65	2.00	3.65	3.65
ADMIN OFFICE PRO	17.53	25.10	0.21	25.31	25.31
DEPT BUS SPEC	4.64	5.13	0.62	5.75	5.75
CAREER EMP SPECIALIST SUPV	0.25	0.85	(0.15)	0.70	0.70
ELIGIBILITY SUPERVISOR	14.32	21.40	1.80	23.20	23.20
SOCIAL SERVICES WORKER	0.03	-	-	-	-
ELIGIBILITY WORKER	117.29	181.09	26.50	207.59	207.59
EXTRA HELP	5.78	-	-	-	-
Medi-Cal Eligibility Total	161.17	235.22	30.98	266.21	266.21
Protective Services for Children, Adults, Disabled					
DEPUTY DIRECTOR	0.49	-	-	-	-
EDP OFFICE AUTO SPEC	0.01	0.02	(0.02)	-	-
DIVISION CHIEF	5.00	5.00	-	5.00	5.00
PROGRAM MANAGER	0.77	1.00	-	1.00	1.00
ADMIN OFFICE PRO	31.81	36.00	-	36.00	36.00
FINANCIAL OFFICE PRO	2.00	2.00	-	2.00	2.00
PUBLIC HEALTH NURSE	1.00	1.00	-	1.00	1.00
DEPT BUS SPEC	5.31	8.70	0.10	8.80	8.80
SOCIAL SERVICES SUPV	15.35	18.00	(0.02)	17.98	17.98
SOCIAL SVCS PRACTITIONER	17.69	34.00	-	34.00	34.00
SOC SVCS WORKER SR PS/L	37.54	36.50	(2.00)	34.50	34.50
SOCIAL SVCS WORKER SR	1.00	1.00	-	1.00	1.00
ELIGIBILITY SUPERVISOR	0.53	2.00	(0.50)	1.50	1.50
SOCIAL SERVICES WORKER	17.58	25.00	3.00	28.00	28.00
ELIGIBILITY WORKER	5.71	6.75	(0.20)	6.55	6.55
SOCIAL SERVICES CASE AIDE	7.42	9.00	-	9.00	9.00
EXTRA HELP	4.63	-	-	-	-
CONTRACTOR	1.00	2.00	(1.00)	1.00	1.00
Protective Services for Children, Adults, Disabled Total	154.84	187.97	(0.64)	187.33	187.33
Unallocated					
ADMIN OFFICE PRO	0.73	-	-	-	-
SOCIAL SERVICES WORKER	0.27	-	-	-	-
ELIGIBILITY WORKER	2.62	-	-	-	-
Unallocated Total	3.62	-	-	-	-
Department Total	730.32	803.94	65.31	869.25	869.25

Social Services



Child Support Services



Child Support Services

Budget & Full-Time Equivalent (FTEs) Summary

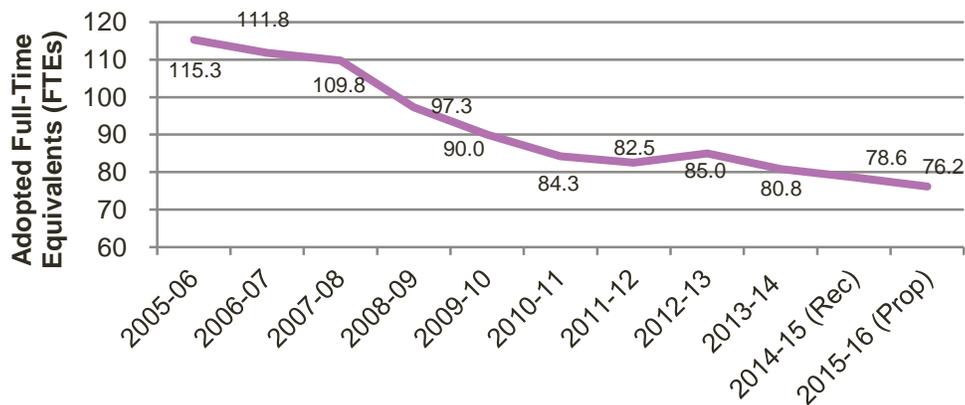
Operating	\$ 9,445,660
Capital	\$ -
FTEs	78.6

Budget Programs Chart



Staffing Trend

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



Child Support Services

Mission Statement

To serve children and families by establishing parentage and enforcing support orders in a fair and equitable manner.

Department Description

The Child Support Services Department (CSS) is the local agency responsible for administering the Federal and State Title IV-D child support program. CSS provides County residents with services such as establishing paternity, establishing and enforcing financial and medical support orders, and facilitating the collection and disbursement of child and spousal support payments through the State Disbursement Unit. Federal and State law governs the Department with oversight by the California Department of Child Support Services.

2013-14 Anticipated Accomplishments

Case Management & Collections

- Exceeded State goals in all five Federal Performance Measures which include: paternity establishment, order establishment, current support, collections on cases with arrears, and cost effectiveness ratio (amount of dollars expended compared with dollars distributed). Also, the overall statewide ranking was increased from 31 last year to 23 this year. This was achieved by instituting efficiency measures such as re-organizing workload processes and increasing staff utilization of technology. Technology utilization included use of the recently developed Case Management Tool (CMT) that interfaces with the statewide electronic Child Support Enforcement (CSE) system and helps caseworkers manage and prioritize their casework. Technology enhancements such as Fox-it, an electronic tool that eliminates the need for a typewriter to fill in computer generated forms, are becoming embedded in

the work environment to help the Department become more efficient.

- Collected and distributed over \$28.3 million in the Federal Fiscal Year ending September 30, 2013, for child support. Of this amount, \$23.6 million (83.3%) went directly to families; \$12.8 million of these funds went to families who previously were, but no longer are, in receipt of public assistance. Collected and returned \$4.7 million (16.7% of dollars distributed) to the Federal, State, and Local Governments to reimburse expenditures for public assistance grants.
- Embarked on Order of Examination Process (OEX) to discover non-custodial parent assets and information to help process cases properly.
- Participated in educational outreach to help clients, who do not have medical insurance, understand the resources available to them through the Affordable Care Act.
- Shared processes with other counties that enable Santa Barbara to conduct paperless court appearances.
- A framework for evaluating current business processes was created utilizing a cross-functional process improvement team (PIT). The team solicits input from front-line staff that includes ideas such as: improving front desk sign in, customer surveys, correspondence with clients, court processes, and caseworker task performance improvement.
- Achieved a major milestone by becoming a “paperless” work environment. Since 2009, the Department has purged 18,820 closed files and scanned about 15,800 open and closed cases. In addition to aiding the environment, having files scanned and uploaded enhances the Department’s productivity by having on-line access to cases.

Child Support Services

- Continued outreach activities to high schools and penitentiaries, as well as participating in annual Veterans Stand Down Day, and providing information on local Spanish speaking radio stations.

2014-16 Objectives

Case Management & Collections

- Continue to improve in Federal Performance Measures by exceeding goals set by the State. This will be accomplished by continuing ongoing efforts to analyze impediments to performance and prioritizing efforts on Federal Performance Measures where the greatest impact can be achieved; as well as assessing annual State goals while setting higher internal goals when feasible.
- Continue to identify emerging trends in technology developments and work organization, and then assess how these changes can be employed to improve the organization's performance.
- Outreach to employers to improve information and enhance speed of processing wage assignments, which account for about \$19 million (67%) of child support collections annually.
- Achieve cost savings and efficiencies in the management of process service.
- Continue to work with the Courts and Clerk-Recorder-Assessor to develop electronic file sharing protocols.
- Assess options for alternate cash collection procedures.

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

Staffing

- Decrease of 2.2 FTEs through retirements and conversion to part-time.
- Department is reducing staff and not filling vacancies due to increased salaries & benefits costs; primarily the result of recent labor agreements.

Expenditures

- Net operating expenditure increase by \$16,000 primarily due to:
 - Salaries and Employee Benefits - Increase of \$14,000 due to increased costs attributed to recent labor agreements (\$308,000), offset by a reduction of 2.2 FTE's, and anticipated increased salary savings (\$135,000).
 - Services and Supplies – Decrease of \$37,000 due primarily to decreased volume of process service (\$27,000); decreased lease cost of Santa Maria branch office (\$28,000); offset by increased miscellaneous increases (\$18,000).
 - Other Charges – increase of \$39,000 due to increased Data Processing charges (\$24,000) and liability insurance (\$18,000).

These changes result in recommended operating expenditures and total expenditures of \$9,445,660.

Revenues

- Net operating revenue increase by \$16,000 primarily due to:
 - State and Federal revenues mirror claimed expenditures. Department's revenues cannot exceed expenditures and adjust based on projected expenditures.

Child Support Services

These changes result in recommended operating revenues and total revenues of \$9,445,660.

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

Overall, costs are expected to increase by \$17,000. The Department does not receive a General Fund contribution. Therefore, any increased costs must be absorbed within the existing budget allocation from the State, which is expected to remain the same as FY 2014-15. The Department is projecting a reduction of 2.3 FTE's in FY 2015-16 due to known retirements.

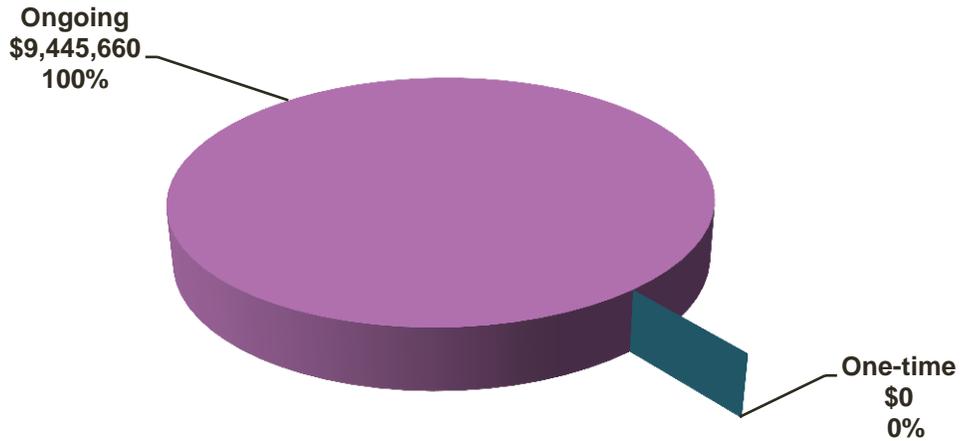
Related Links

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

Child Support Services

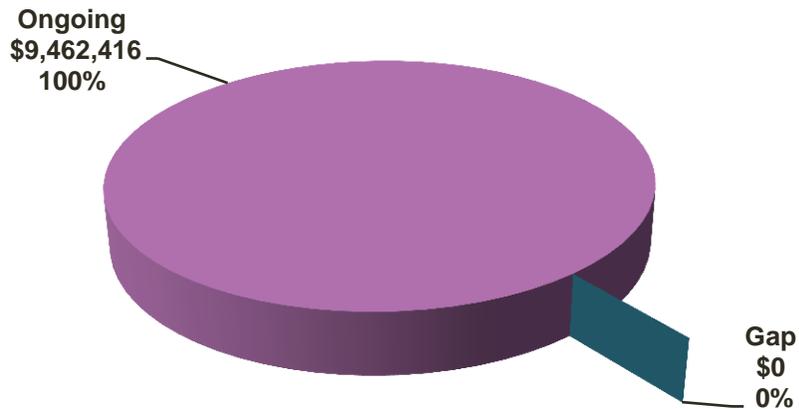
Gap Charts

FY 2014-15 Recommended Budget



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

FY 2015-16 Proposed Budget



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

Child Support Services

Performance Measures

<u>Description</u>	<u>FY 2011-12 Actual</u>	<u>FY 2012-13 Actual</u>	<u>FY 2013-14 Estimated Actual</u>	<u>FY 2014-15 Recommended</u>	<u>FY 2015-16 Proposed</u>
Case Management & Collections:					
Percent of child support cases with court-established orders.	88.9% 13,046 / 14,672	90.3% 12,813 / 14,189	93.1% 12,344 / 13,262	94.1%	95.1%
Percent of current court ordered child support payments collected and distributed.	59.4% \$17.7M/\$29.8M	62.4% \$18.6M/\$29.8M	65.2% \$19.1M/\$29.3M	67.2%	68.7%
Percent of cases with arrears that have past-due payments collected and distributed.	63.8% 6,794/10,648	66.5% 6,945/10,451	68.8% 7,011/10,190	70.8%	71.8%
Percent of paternity establishment for children born out-of-wedlock. Note: Compares current year resolved caseload to prior year open.	97.7% 11,960/12,242	102.3% 10,972/10,723	102.4% 10,351/10,113	100%	100%
Child support payments collected and distributed, divided by operating dollars expended.	\$2.89	\$2.98	\$3.06	\$3.00	\$3.00
Child support payment dollars collected and distributed.	\$27,000,000	\$28,100,000	\$28,300,000	\$29,500,000	\$29,500,000
Dollars collected and distributed to Federal, State, and Local Governments for reimbursement of public assistance expended.	\$4,700,000	\$4,900,000	\$4,700,000	\$4,900,000	\$4,900,000

Child Support Services

Budget Overview

	2012-13 Actual	2013-14 Adopted	Change from FY13-14 Ado to FY14-15 Rec	2014-15 Recommended	2015-16 Proposed
Staffing By Budget Program					
Case Management & Collections	80.82	80.75	(2.19)	78.56	76.25
Unallocated	0.35	-	-	-	-
Total	81.17	80.75	(2.19)	78.56	76.25
Budget By Budget Program					
Case Management & Collections	\$ 9,186,208	\$ 9,430,091	\$ 15,569	\$ 9,445,660	\$ 9,462,416
Unallocated	8,687	-	-	-	-
Total	\$ 9,194,896	\$ 9,430,091	\$ 15,569	\$ 9,445,660	\$ 9,462,416
Budget By Categories of Expenditures					
Salaries and Employee Benefits	\$ 7,723,672	\$ 7,942,890	\$ 13,930	\$ 7,956,820	\$ 7,953,058
Services and Supplies	1,175,561	1,200,827	(37,251)	1,163,576	1,176,360
Other Charges	295,662	286,374	38,890	325,264	332,998
Total Operating Expenditures	9,194,896	9,430,091	15,569	9,445,660	9,462,416
Capital Assets	21,491	-	-	-	-
Increases to Fund Balances	33	-	-	-	-
Fund Balance Impact (+)	-	33,594	(33,594)	-	-
Total	\$ 9,216,420	\$ 9,463,685	\$ (18,025)	\$ 9,445,660	\$ 9,462,416
Budget By Categories of Revenues					
Use of Money and Property	\$ (652)	\$ 4,000	\$ (500)	\$ 3,500	\$ 3,500
Intergovernmental Revenue	9,182,479	9,426,093	16,067	9,442,160	9,458,916
Miscellaneous Revenue	27	-	-	-	-
Total Operating Revenues	9,181,854	9,430,093	15,567	9,445,660	9,462,416
Other Financing Sources	-	-	-	-	-
Decreases to Fund Balances	33,607	33,592	(33,592)	-	-
Fund Balance Impact (-)	959	-	-	-	-
Total	\$ 9,216,420	\$ 9,463,685	\$ (18,025)	\$ 9,445,660	\$ 9,462,416

Child Support Services

Staffing Detail

Staffing Detail By Budget Program	2012-13 Actual	2013-14 Adopted	Change from FY13-14 Ado to FY14-15 Rec	2014-15 Recommended	2015-16 Proposed
Case Management & Collections					
DIRECTOR	1.00	1.00	-	1.00	1.00
CHILD SUPPORT ATTY SUPV	1.00	1.00	-	1.00	1.00
ASST DIRECTOR	1.00	1.00	-	1.00	1.00
BUSINESS MANAGER	1.00	1.00	-	1.00	1.00
CHILD SUPPORT ATTY	2.00	2.00	-	2.00	2.00
ADMIN OFFICE PRO	5.88	5.75	-	5.75	5.75
FINANCIAL OFFICE PRO	8.00	8.00	-	8.00	8.00
LEGAL OFFICE PRO	5.00	5.00	(0.42)	4.58	4.00
CHILD SUPPORT MANAGER	3.00	3.00	-	3.00	3.00
COMPUTER SYSTEMS SPEC	2.00	2.00	-	2.00	2.00
CHILD SUPPORT OFFICER SUPV	5.42	5.00	-	5.00	5.00
CHILD SUPPORT OFFICER SR	6.33	6.75	1.00	7.75	7.25
CHILD SUPPORT INVEST SPEC	2.00	2.00	-	2.00	2.00
CHILD SUPPORT OFFICER	36.91	37.00	(2.52)	34.48	33.25
EXTRA HELP	0.28	0.25	(0.25)	-	-
Case Management & Collections					
Total	80.82	80.75	(2.19)	78.56	76.25
Unallocated					
CHILD SUPPORT OFFICER SR	0.35	-	-	-	-
Unallocated Total	0.35	-	-	-	-
Department Total	81.17	80.75	(2.19)	78.56	76.25

Child Support Services



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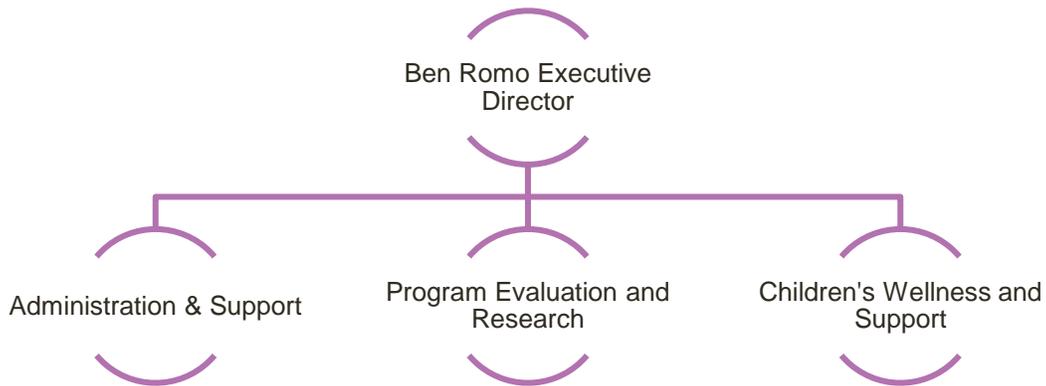


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Budget & Full-Time Equivalent (FTEs) Summary

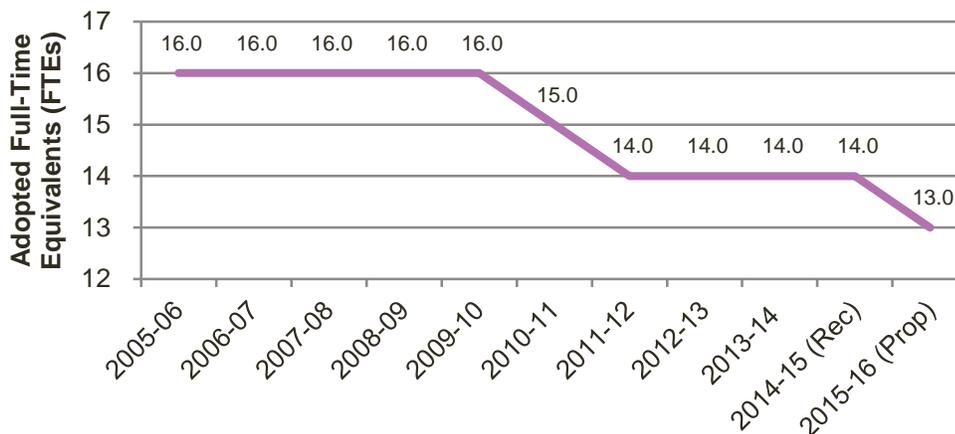
Operating	\$	4,951,156
Capital	\$	-
FTEs		14.0

Budget Programs Chart



Staffing Trend

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



First 5

Mission Statement

To help all children prepare for kindergarten by supporting families to be healthy and strong and by enhancing the availability of high quality childcare and preschool.

Department Description

First 5 Santa Barbara County (First 5) was established in 1999 through the 1998 passage of Proposition 10 (Prop 10), the California Children and Families Act which imposed a sales tax on tobacco products and designated those funds for programs and services that support the healthy and successful development of children; prenatal through age 5. Santa Barbara County's share of Prop 10 funds are distributed based on the County's birth rate.

The 13-member First 5 Children and Families Commission (nine commissioners and four alternates) serves as the governing body of First 5 overseeing operations, fiscal and programmatic compliance, and ensuring the proper, effective, and efficient use of taxpayer funds. Santa Barbara County is a critical partner in the success of First 5, and serves as the organizational umbrella for the agency. First 5's relationship with the County allows increased capacity and tremendous credibility in the community. First 5 is aligned with the Board of Supervisors Strategic Plan, Goal No. 6: Families and Children: "A community that Fosters the Safety and Well-being of Individuals, Families and Children."

Under the direction of the Executive Director, the department is organized into three budget programs: Administration and Support, Program Evaluation and Research, and Children's Wellness and Support. Administration and Support comprises fiscal oversight of the department and all programmatic contracts, funding, and allocations. Program Evaluation and Research ensures programmatic quality and accountability for contracts, technical assistance and training for grantees, service integration and coordination, and comprehensive results-based evaluation directed

to key outcomes identified in the new 2014-2017 First 5 Strategic Plan.

Children's Wellness and Support includes First 5's investment and services in two Primary Focus Areas and three Secondary Focus Areas identified in its newly adopted Strategic Plan. Within each of these Focus Areas, First 5 serves as a funder, partner, convener, and advocate in support of children prenatal through age five, while ensuring that taxpayer dollars are spent on effective and efficient services which are subject to public review and maximum accountability.

In the current fiscal year, First 5 funded five primary initiatives: Family Strengthening, Newborn Home Visiting, Early Care and Education, THRIVE Community Collaboratives, and Children's Health Insurance. Fiscal Year 2014-15 marks the transition to a new First 5 Strategic Plan as described in the paragraph above and new funding strategies.

In the Primary Focus Area of Family Support, First 5 will devote funding through a competitive process to agencies and nonprofits to provide: 1. Parent education and support; 2. Case management; 3. Information and referral/linkages and follow up; and 4. Child and maternal health access. First 5 staff also provides leadership in the area of Family Support by leading efforts to improve the broader system of care for children and families.

In the Primary Focus area of Early Care and Education, First 5 funding and services will support efforts to: 1. Improve the quality of existing childcare and preschool services; and 2. Create new quality childcare and preschool services and expand access to them. First 5 staff provides direct services and leadership in this area, and coordinates or contracts with community partners to accomplish the Commission's goals.

Additionally, First 5 will invest in three Secondary Focus Areas: 1. Capacity Building and Systems Change, which provides grants to improve the broader social services system of care supporting children age 0-5; 2. Communications, which will connect parents and the broader community with information on how to support child development and issues important for 0-5 year olds; and 3.

First 5

Health Insurance and Access for Children, which provides health insurance to children age 0-5 who otherwise would be without such coverage.

As the department has developed over the years, First 5 has significantly expanded collaboration with other funders and funding streams. Building on its highly recognized expertise in early child development and skills in service integration and capacity building, as well as results-based evaluation, First 5 has been highly successful in increasing dollars for the County directive of investing in the critical early years of our children.

2013-14 Anticipated Accomplishments

Administration & Support

- First 5 administered and maintained 25 grants and/or contracts totaling \$3.2 million with nonprofits, agencies, school districts, and businesses to serve 0-5 year olds and their families and ensured the highest level of accountability and the proper and effective use of funds in accordance with the intent of Proposition 10 and the will of California voters.
- First 5 ensured a high level of fiscal control, transparency, accounting, and reporting, meeting all requirements of state law, the rules and regulations of First 5 of California, the County's auditing and fiscal control processes, and an independent third party audit and review of finances.

Program Evaluation and Research

- Utilizing UC Santa Barbara as a hub for data aggregation, First 5 maintains a system of data collection and results dissemination with school districts to better track long-term outcomes for children beginning at birth.
- First 5 simplified and narrowed the Commission's result areas within its new Strategic Plan to better communicate the

impact of the work of First 5 to the greater community.

- First 5 published the Commission's Annual Evaluation Report, Community Impact Report, and program results within the Commission's website to provide greater access to those documents for the public seeking information on the impact of funded programs.

Children's Wellness and Support

- Clients participating in the Front Porch program within the Family Strengthening Initiative showed a drop in recidivism for child abuse reports from 30% in FY 08-09 to 3% in FY 12-13. This was the result of a strong partnership between First 5, the County's Child Welfare System (CWS), Community Action Commission (CAC), and Child Abuse Listening and Mediation (CALM) working to ensure that children are growing up in safer home environments. In FY 12-13, parents receiving services from partners within the Family Strengthening Initiative showed continued improvements in their parenting skills from 74% at intake to 85% at follow up.
- Among children served in First 5 funded THRIVE Community Collaboratives, results from the Kindergarten Student Entrance Profile (KSEP) show that the percentage of children rated as "Ready-to-Go" (highest level of school readiness as defined by this screening tool) continue to improve in kindergarten readiness (+11%).
- First 5 investments in children's health insurance provided coverage to 110 0-5 year olds who otherwise would have gone without insurance. The Welcome Every Baby Newborn Home Visiting program provided nurse home visits to more than 912 mothers and provided 665 additional child development visits for parents and infants with higher levels of need.
- As a result of First 5's investments to increase the level of quality in preschool and childcare services, over 6,500 children are receiving higher quality early care and education

First 5

services, which helps improve school readiness. A total of 37 child care centers in the County have met the highest standard for early care and education programs with national accreditation, an increase of five centers from this past year, and a total rate seven times higher than the State average. Additionally, of approximately 2,000 child care providers in Santa Barbara County, 36% now have Bachelor's degrees, another marker of quality. Moreover, since 2000, First 5 has helped increase the rate of licensed child care spaces per 100 children from 24% to 30%, by providing technical assistance and resources.

2014-16 Objectives

Administration & Support

- Ensure a high level of fiscal accountability and oversight in relation to the granting of funds for program purposes and reporting on outcomes to ensure the effective and efficient use of tax payer dollars; compliance with State, local, and other accounting and reporting requirements; and adherence to the will of California voters and Proposition 10.

Program Evaluation and Research

- Provide greater access and transparency to interested parties by publishing data, results, and outcomes on an ongoing basis on the Commission's website and other direct communications venues.
- Revise current set of program indicators that track results so that they are easier to gather, better to communicate, and more accurately reflect, the desired results that are hoped to be achieved.
- Increase the ability within First 5 and the broader community to measure outcomes and results on a longitudinal basis.

Children's Wellness and Support

- Invest in evidence based programs and strategies serving children and families who are most in need.
- Promote, improve, and create systems of evaluating outcomes and results within the social service and educational system serving children age 0-5 to allow for increased longitudinal measurement of program success and to better inform future strategies.
- Implement a new strategy within First 5, in partnership with other funders and providers, to create increased capacity and parental access to high quality preschool and childcare services.
- Explore and create new communications and revenue generating strategies to support healthy child development, kindergarten readiness, and increased public support for efforts to meet the needs of 0-5 year olds.

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

Staffing

No changes in staffing.

Expenditures

- Net operating expenditure decrease of \$135,000:
 - +\$78,900, increase in Salaries and Employee Benefits for employee salaries, workers compensation premiums, retirement rate, and health insurance increases.
 - -\$213,900, decrease in Services and Supplies and Other Charges due to:
 - -\$208,700 decrease in contractual services, legal services, printing, travel costs, grants sun setting, fees charged being reallocated to appropriate line item, increases in County allocation costs, and increase

First 5

- in Early Care and Education grants to the community.
- -\$5,000 decrease in data processing services and liability charges and decreases in telephone services and motor pool.
- Net non-operating expenditure decrease of \$9,000 due to a decrease to the fund balance from the FY 2012-13 year-end balancing entry and increase to fund balance to restrict unspent grant dollars.

These changes result in recommended operating expenditures of \$4,951,000, non-operating expenditures of \$73,000, resulting in total expenditures of \$5,024,000. Non-operating expenditures primarily include capital assets, transfers, and increases to fund balances.

Revenues

- Net operating revenue increase of \$392,000 primarily due to:
 - -\$20,000 decrease in interest income (interest adjusted to better reflect actual interest earned).
 - -\$3,000 decrease in State Allocation per revenue projections from Board of Equalization.
 - -\$12,500 decrease in Intergovernmental allocation due to late adjustment in state contract.
 - +\$428,000 increase in miscellaneous revenue and other grants due to receipt of Race to the Top Early Learning Challenge grant supplemental dollars and projected revenue from external contract oversight fees and funds from private foundations to support increased communication strategies.
- Net non-operating revenue decrease of \$518,000:
 - The decrease of one-time use of fund balance to fund ongoing operations and release of funds designated for approved projects.

These changes result in recommended operating revenues of \$4,751,800 and non-operating revenues of \$272,400, resulting in total revenues of \$5,024,200. Non-operating revenues primarily include transfers, and decreases to fund balances.

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

First 5 funding is derived mainly from taxes collected on tobacco products. As the number of smokers has decreased in the State, so too has First 5's annual funding. Recognizing this decrease, in 2010 the First 5 Commission approved spending reserves in order to maintain programs and services. The current fiscal strategic plan calls for maintaining a reserve of no less than one year of operational expenses. The Commission maintains by policy that the fund balance should not decrease below two million.

In January 2014, the First 5 Commission approved the 2014-2017 Fiscal Strategic Plan. The plan is designed to communicate the approach for First 5's administrative and programmatic investments as they relate to the 2014-2017 Strategic Plan which was approved by the Commission in November 2013.

The Fiscal Strategic Plan was developed with the most updated projections presented to First 5 California by the California Department of Finance. These forecasts anticipate an average decline in tobacco tax revenues of 3% over the next three years beginning FY 2014-15 through FY 2016-17. Due to decreasing revenue and fund balance, administrative and staffing expenses may need to be decreased starting in FY 2015-16.

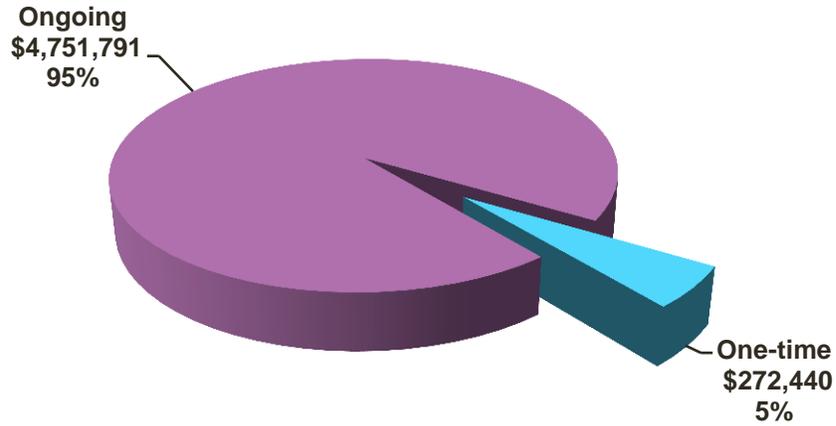
Related Links

For more information on the First 5 Department, refer to the Web site at <http://first5santabarbaracounty.org/>.

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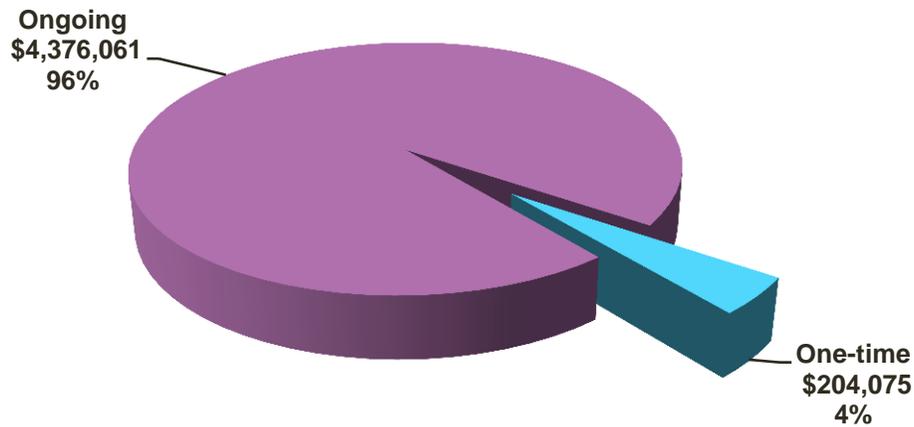
Gap Charts

FY 2014-15 Recommended Budget



The FY 2014-15 Recommended Budget relies on the use of reserve funds in the amount of \$272,440 to fund 5% of the department's ongoing operations. The use of these funds is reflected in the First 5 Commission's approved Long Range Financial Plan.

FY 2015-16 Proposed Budget



The First 5 Commission's approved Long Range Financial Plan projects a decrease in funding in FY 2014-15 and FY 2015-16. It is estimated there will be a 4% budget gap of \$204,075 in FY 2015-2016. To support ongoing operations, the Commission has always planned for monitored contributions from restricted fund balance to make up a portion of the projected decrease.

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Performance Measures

<u>Description</u>	<u>FY 2011-12 Actual</u>	<u>FY 2012-13 Actual</u>	<u>FY 2013-14 Estimated Actual</u>	<u>FY 2014-15 Recommended</u>	<u>FY 2015-16 Proposed</u>
Administration & Support-Providing good stewardship of public dollars:					
Number of community reports providing transparency and communication of results	8	8	8	8	8
Percent of contracted agencies receiving site visits to ensure fiscal accountability	100%	100%	100%	100%	100%
	15	12	15	13	13
Program Evaluation and Research-Ensuring program quality and accountability:					
Percentage of families reporting being involved in planning at the service level	Not Used in Prior years	Not Used in Prior years	Not Used in Prior years	75%	77%
Percentage of families reporting that funded programs provide quality services	Not Used in Prior years	Not Used in Prior years	Not Used in Prior years	85%	87%
Children's Wellness and Support-Improving Outcomes for Children:					
Number of Early Childhood Education Programs receiving national accreditation with First 5 funded services	32	37	48	55	62
Percentage of First 5 funded Family Support & Early Care and Education service goals achieved	Not Used in Prior years	Not Used in Prior years	Not Used in Prior years	90%	95%
New dollars leveraged with First 5 funds for program enhancement and sustainability	Not Used in Prior years	Not Used in Prior years	Not Used in Prior years	\$10,000	\$600,000
Number of Parents of children 0-5 years requesting information & resources in response to First 5 communication efforts	Not Used in prior years	Not Used in prior years	2,500	2,750	3,000

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Budget Overview

	2012-13 Actual	2013-14 Adopted	Change from FY13-14 Ado to FY14-15 Rec	2014-15 Recommended	2015-16 Proposed
Staffing By Budget Program					
Administration & Support	4.00	4.00	-	4.00	4.00
Program Evaluation and Research	1.08	1.05	(0.55)	0.50	0.50
Children's Wellness and Support	8.30	8.95	0.55	9.50	8.50
Total	<u>13.38</u>	<u>14.00</u>	<u>0.00</u>	<u>14.00</u>	<u>13.00</u>
Budget By Budget Program					
Administration & Support	\$ 740,207	\$ 757,200	\$ 18,785	\$ 775,985	\$ 739,037
Program Evaluation and Research	368,480	363,926	(83,662)	280,264	234,820
Children's Wellness and Support	4,563,243	3,965,042	(70,135)	3,894,907	3,603,879
Unallocated	700	-	-	-	-
Total	<u>\$ 5,672,630</u>	<u>\$ 5,086,168</u>	<u>\$ (135,012)</u>	<u>\$ 4,951,156</u>	<u>\$ 4,577,736</u>
Budget By Categories of Expenditures					
Salaries and Employee Benefits	\$ 1,592,002	\$ 1,674,438	\$ 78,928	\$ 1,753,366	\$ 1,730,939
Services and Supplies	4,005,095	3,358,246	(209,688)	3,148,558	2,802,572
Other Charges	75,533	53,484	(4,252)	49,232	44,225
Total Operating Expenditures	<u>5,672,630</u>	<u>5,086,168</u>	<u>(135,012)</u>	<u>4,951,156</u>	<u>4,577,736</u>
Capital Assets	-	-	-	-	-
Other Financing Uses	2,400	2,400	-	2,400	2,400
Increases to Fund Balances	203,526	-	70,675	70,675	-
Fund Balance Impact (+)	-	61,609	(61,609)	-	-
Total	<u>\$ 5,878,556</u>	<u>\$ 5,150,177</u>	<u>\$ (125,946)</u>	<u>\$ 5,024,231</u>	<u>\$ 4,580,136</u>
Budget By Categories of Revenues					
Use of Money and Property	\$ (9,674)	\$ 30,000	\$ (20,000)	\$ 10,000	\$ 10,000
Intergovernmental Revenue	4,280,549	3,928,633	(15,502)	3,913,131	3,827,034
Miscellaneous Revenue	1,261,582	400,679	427,981	828,660	539,027
Total Operating Revenues	<u>5,532,457</u>	<u>4,359,312</u>	<u>392,479</u>	<u>4,751,791</u>	<u>4,376,061</u>
Decreases to Fund Balances	81,013	790,865	(518,425)	272,440	204,075
Fund Balance Impact (-)	265,085	-	-	-	-
Total	<u>\$ 5,878,556</u>	<u>\$ 5,150,177</u>	<u>\$ (125,946)</u>	<u>\$ 5,024,231</u>	<u>\$ 4,580,136</u>

First 5

Staffing Detail

Staffing Detail By Budget Program	2012-13 Actual	2013-14 Adopted	Change from FY13-14 Ado to FY14-15 Rec	2014-15 Recommended	2015-16 Proposed
Administration & Support					
CHILDREN & FAMILY SVCS DIR	1.00	1.00	-	1.00	1.00
FINANCIAL OFFICE PRO	1.00	1.00	-	1.00	1.00
ADMIN OFFICE PRO	1.00	1.00	-	1.00	1.00
BUSINESS MANAGER	1.00	1.00	-	1.00	1.00
Administration & Support Total	4.00	4.00	-	4.00	4.00
Program Evaluation and Research					
PROJECT MANAGER	0.48	0.50	-	0.50	0.50
ADMIN OFFICE PRO	0.61	0.55	(0.55)	-	-
Program Evaluation and Research Total	1.08	1.05	(0.55)	0.50	0.50
Children's Wellness and Support					
PROJECT MANAGER	0.52	0.50	-	0.50	0.50
ADMIN OFFICE PRO	3.39	3.45	0.55	4.00	4.00
PROGRAM MANAGER	1.00	1.00	-	1.00	1.00
FIRST 5 PROGRAM SPECIALIST	3.00	3.00	-	3.00	3.00
CONTRACTOR	0.38	1.00	-	1.00	-
Children's Wellness and Support Total	8.30	8.95	0.55	9.50	8.50
Department Total	13.38	14.00	-	14.00	13.00

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
- Protecting public safety, the environment, and farm labor from pesticide exposure
- Protecting local businesses and consumers by ensuring fairness in the marketplace

- 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
- Funding libraries in cities and the County

Strategic Goals

- Update provisions of the Wine Ordinance to address community and business interests.
- Divert over 73% of the County's overall waste to recycling.
- Reduce homeowner's energy usage by 25% for those who participate in EmPowerSBC.
- Increase visitorship at Cachuma Lake and Jalama Beach through the expanded online reservation system and marketing.
- Improve compliance rate with pesticide inspections by developing a compliance based training program.
- Inspect 100% of the commercial weighing and measuring devices annually.
- Improve pricing accuracy throughout the County with the use of our Price Verification inspections and compliance hearings.
- Make a determination of whether a zoning or building violation exists within 60 days of receiving the complaint.
- Complete Board of Supervisors adoption of the Housing Element Update, Gaviota Community Plan, Eastern Goleta Community Plan, and Isla Vista Master Plan.

Community Resources & Public Facilities

Functional Summary

	2012-13 Actual	2013-14 Adopted	Change from FY 13-14 Ado to FY 14-15 Rec	2014-15 Recommended	2015-16 Proposed
Staffing By Budget Department					
Agricultural Commissioner/W&M	28.34	32.00	1.00	33.00	33.00
Planning & Development	86.21	85.01	1.48	86.49	86.49
Public Works	277.67	282.95	(3.70)	279.25	279.25
Community Services	87.46	96.71	(0.72)	95.98	95.98
Total	479.68	496.67	(1.94)	494.72	494.72
Budget By Budget Department (1)					
Agricultural Commissioner/W&M	\$ 3,910,861	\$ 4,442,224	\$ 266,140	\$ 4,708,364	\$ 4,722,269
Planning & Development	14,712,668	15,005,448	2,883,042	17,888,490	18,128,615
Public Works	85,752,033	94,185,205	6,532,305	100,717,510	93,171,369
Community Services	21,055,106	24,309,621	(2,839,103)	21,470,518	20,857,125
Total	\$ 125,430,669	\$ 137,942,498	\$ 6,842,384	\$ 144,784,882	\$ 136,879,378
Budget By Categories of Expenditures					
Salaries and Employee Benefits	\$ 52,089,790	\$ 57,043,034	\$ 1,479,774	\$ 58,522,808	\$ 59,534,454
Services and Supplies	52,183,719	68,245,575	645,936	68,891,511	64,163,857
Other Charges	21,157,159	12,653,889	4,716,674	17,370,563	13,181,067
Total Operating Expenditures	125,430,669	137,942,498	6,842,384	144,784,882	136,879,378
Capital Assets	17,171,086	25,679,200	2,548,400	28,227,600	14,416,500
Other Financing Uses	10,892,007	10,979,419	(5,558,487)	5,420,932	4,435,737
Intrafund Expenditure Transfers (+)	393,035	866,003	(59,016)	806,987	681,905
Increases to Fund Balances	12,262,691	20,588,681	(2,918,122)	17,670,559	16,948,555
Fund Balance Impact (+)	1,075,036	2,832	(2,832)	-	-
Total	\$ 167,224,524	\$ 196,058,633	\$ 852,327	\$ 196,910,960	\$ 173,362,075
Budget By Categories of Revenues					
Taxes	\$ 20,069,268	\$ 18,744,173	\$ 1,867,434	\$ 20,611,607	\$ 20,680,107
Licenses, Permits and Franchises	12,274,089	11,613,654	1,503,838	13,117,492	13,217,856
Fines, Forfeitures, and Penalties	13,546	21,500	(15,500)	6,000	6,000
Use of Money and Property	192,244	1,065,489	(96,777)	968,712	946,909
Intergovernmental Revenue	40,143,673	40,225,961	636,593	40,862,554	34,226,939
Charges for Services	44,929,329	46,235,421	4,325,889	50,561,310	52,587,505
Miscellaneous Revenue	8,486,263	9,393,615	(2,909,469)	6,484,146	6,031,937
Total Operating Revenues	126,108,411	127,299,813	5,312,008	132,611,821	127,697,253
Other Financing Sources	8,991,048	10,909,560	(7,274,881)	3,634,679	2,866,878
Intrafund Expenditure Transfers (-)	213,583	641,212	(19,588)	621,624	496,542
Decreases to Fund Balances	16,370,793	38,680,930	4,938,006	43,618,936	24,723,957
General Fund Contribution	15,206,158	17,041,500	(617,600)	16,423,900	16,835,100
Fund Balance Impact (-)	334,530	1,485,618	(1,485,618)	-	742,345
Total	\$ 167,224,524	\$ 196,058,633	\$ 852,327	\$ 196,910,960	\$ 173,362,075

Community Resources & Public Facilities



Agricultural Commissioner

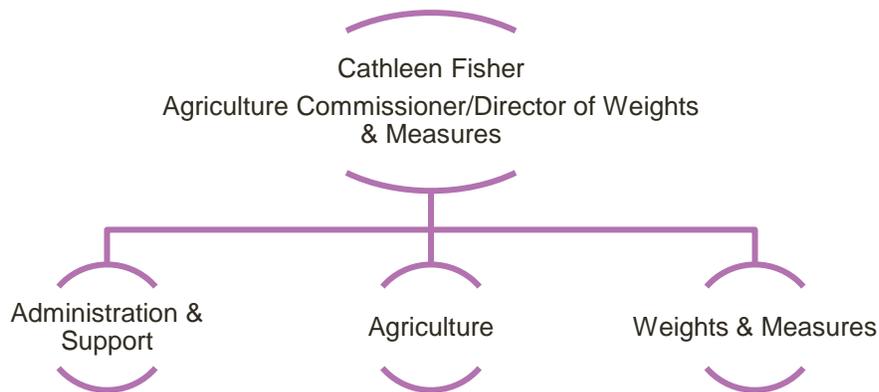


Agricultural Commissioner

Budget & Full-Time Equivalent (FTEs) Summary

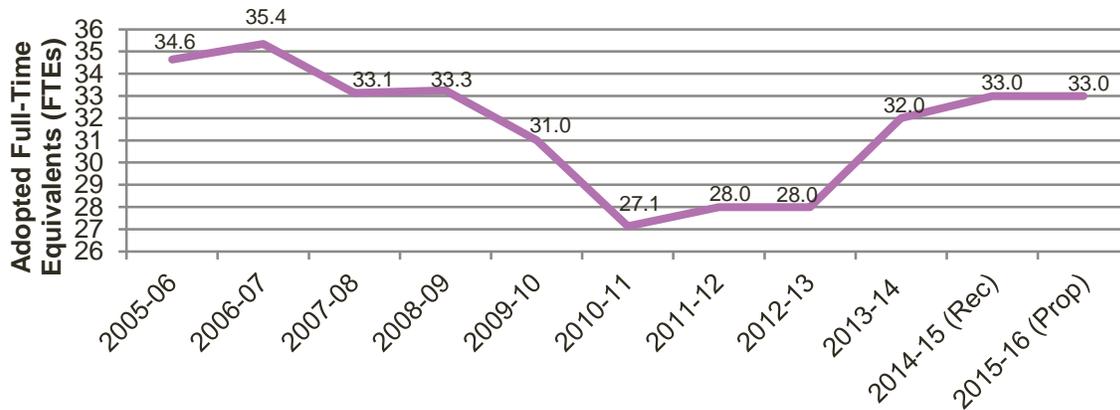
Operating	\$	4,708,364
Capital	\$	-
FTEs		33.0

Budget Programs Chart



Staffing Trend

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



Agricultural Commissioner

Mission Statement

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

Department Description

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

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

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

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

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

2013-14 Anticipated Accomplishments

Administration & Support

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

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

Agriculture

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

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

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

Agricultural Commissioner

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

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

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

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

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

Weights & Measures

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

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

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

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

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

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

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

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

Agricultural Commissioner

2014-16 Objectives

Administration & Support

Administrative staff will assume primary responsibility for data entry and updating the Department's new weights and measures database. Internal procedures will be 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 increasing demand for inspections to certify exports of agricultural products and rising labor costs. The industry's increased use of the PCIT program to submit certification applications electronically will result in efficiencies to the department that will help minimize any fee increase.

The Department will look for opportunities to partner with the Public Works Department, Community Services Department (Parks), and General Services with regard to the control or eradication of specific noxious weeds on County-maintained property. The Department's weed

management specialist will communicate with Public Works staff to identify areas where a combined effort would benefit both departments. Efficiencies in the use of staff and equipment are expected.

The Department will develop compliance focused pesticide and pest prevention education/outreach services for pesticide and pest prevention programs.

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

Weights & Measures

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

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

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

Staffing

- Net Increase of 1.0 FTE:
 - 1.0 new FTE Agricultural Biologist is being added to a) issue Phytosanitary inspections for product exports, b) conduct inspections on plant material entering the County to ensure freedom from harmful pests, c) perform outreach, and d) compliance monitoring inspections for pesticide applications. This position

Agricultural Commissioner

was approved by the Board in March 2014 funded by State and Federal Program revenues.

- The more accurate accounting of administrative staff time spent in support of other programs continues to result in an increase in hours spent in agriculture (+.82 FTE) and weights & measures (+.10 FTE) and a decrease in hours being coded to administration (-.92 FTE).

Expenditures

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

These changes result in Recommended operating expenditures of \$4,708,000, no non-operating expenditures, and total expenditures of \$4,708,000.

Revenues

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

Prevention activities from USDA and CDFA.

- +\$3,000 increase in Miscellaneous Revenue due to an increase in a revenue contract with the State Department of Measurement Standards.

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

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

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

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

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

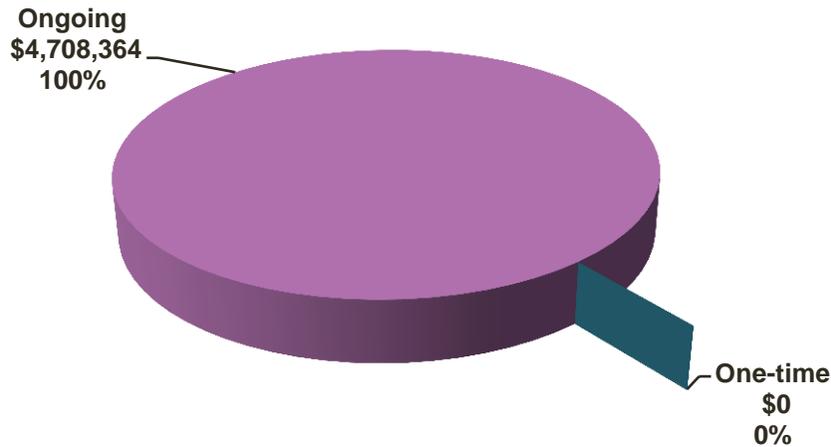
Related Links

For more information on the Agricultural Commissioner, refer to the Web site at <http://www.agcommissioner.com>

Agricultural Commissioner

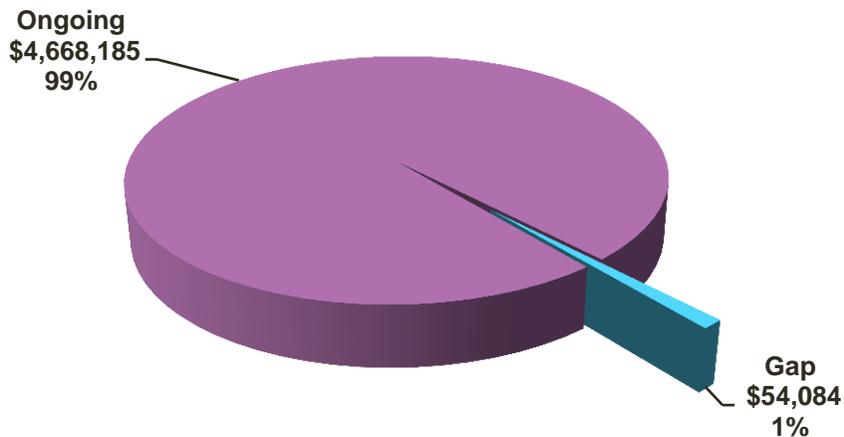
Gap Charts

FY 2014-15 Recommended Budget



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

FY 2015-16 Proposed Budget



To maintain FY 2014-15 service levels, it is estimated that \$4,722,269 of funding will be required in FY 2015-16. Of this amount, it is projected that \$4,668,185 will be available through ongoing sources (including \$1,607,700 in General Fund Contribution). An additional \$54,084 must be identified to prevent the need for service level reductions.

Agricultural Commissioner

Performance Measures

<u>Description</u>	<u>FY 2011-12 Actual</u>	<u>FY 2012-13 Actual</u>	<u>FY 2013-14 Estimated Actual</u>	<u>FY 2014-15 Recommended</u>	<u>FY 2015-16 Proposed</u>
Agriculture:					
Percent of 9200 Phytosanitary certificates for exporting agricultural goods issued without error	99%	99%	99%	100%	100%
Percent of 400 planned pesticide monitoring inspections conducted	79%	137%	112%	100%	100%
Percent of pesticide monitoring inspections with no non-compliances	78%	79%	78%	100%	100%
Weights & Measures:					
Percent of 6,500 commercial weighing and measuring devices inspected for accuracy	92%	75%	100%	100%	100%
Percent of 650 business locations with point-of-sale (scanner) pricing systems inspected	n/a	n/a	55%	100%	100%
Percent of inspected business locations with point-of-sale pricing systems with no overcharges	n/a	n/a	80%	100%	100%

Agricultural Commissioner

Budget Overview

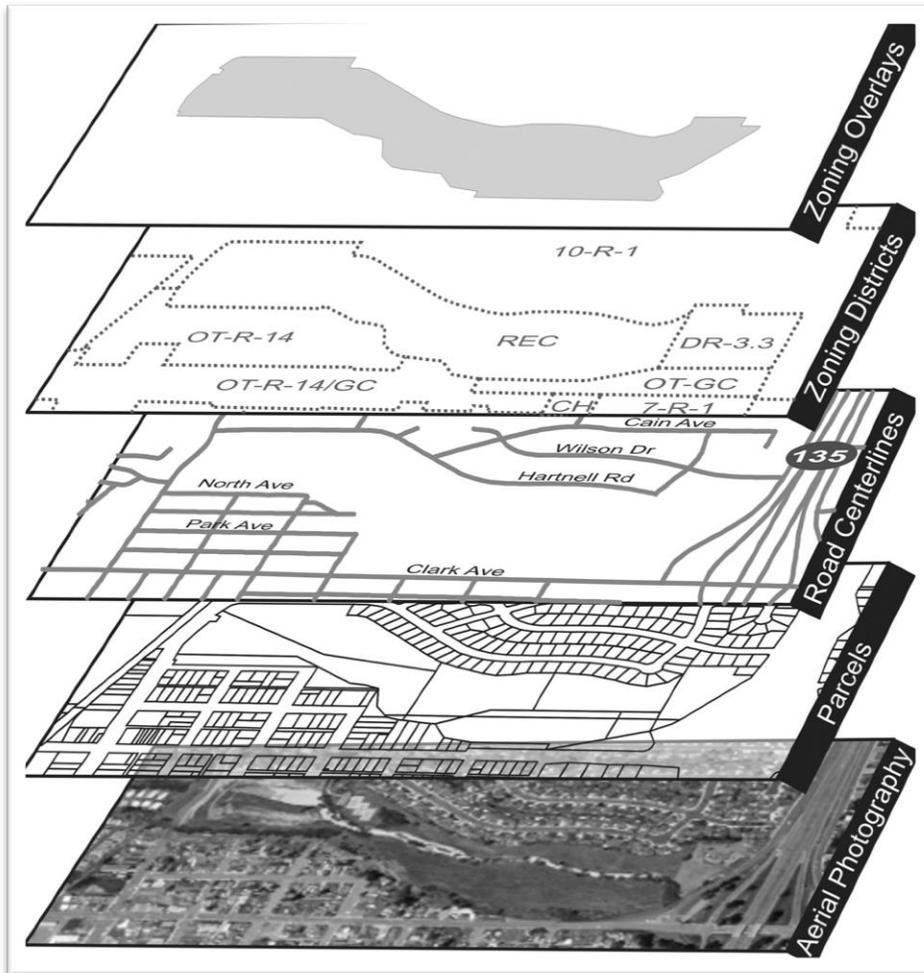
Staffing By Budget Program	2012-13 Actual	2013-14 Adopted	Change from FY13-14 Ado to FY14-15 Rec	2014-15 Recommended	2015-16 Proposed
Administration & Support	0.94	1.95	(0.92)	1.03	1.03
Agriculture	23.49	23.30	1.82	25.12	25.12
Weights & Measures	3.90	6.75	0.10	6.85	6.85
Total	<u>28.34</u>	<u>32.00</u>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

Agricultural Commissioner

Staffing Detail

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

Planning & Development



Planning & Development

Budget & Full-Time Equivalent (FTEs) Summary

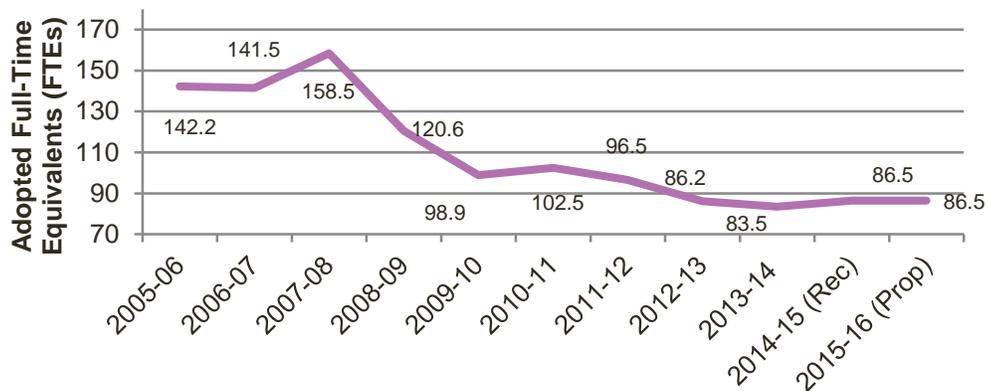
Operating	\$	17,888,490
Capital	\$	20,000
FTEs		86.5

Budget Programs Chart



Staffing Trend

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



Planning & Development

Mission Statement

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

Department Description

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

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

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

- Provides public information about zoning, building, grading, and petroleum regulations.
- Ensures safe construction through the review of plans and inspection of buildings throughout construction.
- Responds to public complaints regarding building, grading, petroleum, and zoning issues.
- Reviews private development projects to ensure consistency with State Law, Comprehensive Plans, and Zoning Ordinances.
- Ensures compliance with permit conditions.
- Oversees oil and mining development which includes permitting facilities and ensuring facilities comply with permits.

- Researches and develops land use policies and programs at the direction of the Board of Supervisors to foster long range economic, social, cultural, and environmental vitality throughout the County.

2013-14 Anticipated Accomplishments

Administration & Support

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

Permitting

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

Planning & Development

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

Coastal Mitigation

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

public. Restroom construction is planned to be completed by December 2014.

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

Code Enforcement

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

Long Range Planning

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

Planning & Development

- Completed hearings before the Planning Commission and Board of Supervisors resulting in initiating the Gaviota Coast Plan for environmental review. This plan is intended to balance the needs of landowners, including agriculturalists, with environmental protection and public access.
- Completed work on the administrative draft environmental impact report that will inform the Eastern Goleta Valley update to the Goleta Community Plan.
- Released the draft environmental impact report for public review concerning the Energy and Climate Action Plan. The plan will establish targets and implementation measures to reduce greenhouse gas emissions.
- Completed design standards for later incorporation into the Hollister-State Street streetscape plan that will enhance the aesthetics and increase the economic vitality of the area.
- Received grants for Climate Resiliency Plan and Alternative Fuels Readiness Plan totaling \$252,000. The grants will fund the modeling of climate change impacts and a plan to enhance opportunities for alternative fuels vehicle recharging stations.
- Update and restart the department training program which was discontinued during the recession.
- Develop a plan for succession for key management and supervisory positions.
- Develop Public Records Act (PRA) request process that will streamline research and response, and document all requests. Responding to PRA requests often requires extensive staff time with a short turnaround. The Department will evaluate its records and create a more efficient process.

Permitting

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

2014-16 Objectives

Administration & Support

- Convert all microfiche records of historic permit records and provide online access and research of these records for customers and staff.
- Conduct a comprehensive fee study for cost of services associated with all work performed by staff so that billing practices and methodologies are consistent.

Planning & Development

(RWQCB) to facilitate more efficient permit processing for both oil and gas development and remediation projects.

Coastal Mitigation

- Administer the Coastal Resource Enhancement Fund Grant Program by conducting the competitive grant cycle process. The grants fund acquisition of coastal properties for recreation and conservation purposes as well as various coastal projects.
- Oversee grants funded through the Coastal Resource Enhancement Fund to ensure that the projects comply with their contracts and provide expected public benefits.

Code Enforcement

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

Long Range Planning

- Complete the 2015-23 Housing Element Update and submit it to the State Housing and Community Development Department for review by February 2015. This update focuses on providing housing opportunities for residents and workers of the County, particularly for below market and special needs residents.
- Complete the Disadvantaged Communities Update to the Land Use Element and the Fire Hazards Update to the Safety Element which are also required to be updated by February 2015.
- Complete adoption of the Energy and Climate Action Plan to reduce the County's greenhouse gas emissions consistent with State Law.

- Complete the update of the winery ordinance to streamline the permitting process through the clarification of standards and addressing neighborhood impacts.
- Complete the local adoption hearings for the Gaviota Community Plan and the Eastern Goleta Valley Community Plan.
- Complete the Coastal Development Permit and California Public Utilities Commission applications for the railroad crossing at Santa Claus Lane.
- Complete Hollister-State Street streetscape plan that will enhance the aesthetics and increase the economic vitality of the area.
- Complete Mission Park to Mission Canyon Multi-modal Improvement Plan that will provide for safer pedestrian, bicycle and vehicle circulation while preserving the cultural resources of the area.
- Complete the Los Alamos Pedestrian-Circulation-Parking Plan that will provide safer routes to school and enhance the parking and streetscape of the business core, resulting in increased economic vitality.
- Complete Planning Commission and Board of Supervisor hearings to update the Isla Vista Master Plan and submit the plan to the California Coastal Commission for certification.
- Pursue grants to fund additional long range planning work prioritized in the work program. This will potentially provide for additional funds to work on Board and community priority projects.

Planning & Development

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

Staffing

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

Expenditures

- Net operating expenditure increase of \$2,883,000:
 - +\$521,000 increase Salaries and Employee Benefits due to increased staffing for permit processing.
 - +\$1,880,000 increase in Services and Supplies comprised of a \$2,031,000 increase in Contract Services and Special Projects (funded by an increase in revenues- Charges for Services). These reimbursable contracts are for required environmental review of anticipated permit projects. Decrease of \$234,000 in Professional Services due to the completion of contracts for Long Range Planning projects. Minor increases in office related expenditures of \$63,000.
 - +\$482,000 increase in Other Charges that is primarily due to a \$519,000 increase in Oil and Gas Mitigation Contribution to fund expected Coastal Resource Enhancement Fund grant awards. These grant awards are paid on a reimbursement basis and fluctuate year to year. There are also minor increases in Utilities offset by a reduction in Liability Insurance of \$64,000.
- Net non-operating expenditure increase of \$27,000:
 - +\$32,000 increase to Fund Balances reflects an additional contribution to Committed and Restricted Fund Balance components to fund improvements for

permit process improvement and permit tracking systems. This increase is offset by reduced contributions to Coastal Resource Enhancement and Petroleum Fund Balance, as well as several minor decreases in various funds. Capital asset funding of \$20,000 is included for a computer network backup system.

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

Revenues

- Net operating revenue increase of \$2,776,000:
 - +\$1,728,000 increase in Charges for Services from reimbursement for contracts required for permitting project (see expenditures in Contract Services Special Projects).
 - +\$1,232,000 increase in Licenses, Permits and Franchises reflects a projected increase in oil and gas, planning, and building permit revenues.
 - -\$109,000 decrease in Miscellaneous Revenue reflects a reduction in the grant award from the Coastal Resource Enhancement Fund Grant Program (\$205,000) to fund Long Range Planning projects. This reduction is offset with an increase to technology fees (\$114,000) due to higher permit revenues.
 - -\$75,000 decrease in Intergovernmental Revenue-Other from the completion of grant funded projects.
- Net non-operating revenue increase of \$134,000:
 - +\$114,000 increase in General Fund Contribution reflects additional General Fund allocation per Board-adopted allocation policies. This amount covers the increases in salaries and benefits but does not replace reduced grant funding. Loss of Coastal Resource Enhancement

Planning & Development

Fund grants for Long Range Planning projects will result in reduced service levels and no capacity to take on new projects in Long Range Planning.

- +\$112,000 increase in Decreases to Fund Balances to reflect expected increase in grant award reimbursements of \$445,010 that will be administered by the Coastal Resource Enhancement Fund Grant Program, offset by a decrease in one time funding for Long Range Planning of \$278,000, and decreases in other funds.

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

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

In FY 2015-16, the costs of employee salaries and benefits are expected to increase by approximately \$176,000 in the Department. The largest increase is in health insurance costs, which are anticipated to be \$58,000 above FY 2014-15 levels. These increases will be partially offset by additional General Fund Contribution, CPI increases on fees and a small amount of grant funding remaining from current grants. However, with the completion of current grant awards in Long Range Planning, these onetime revenues will fall approximately \$400,000 in FY 2015-16. As a result, we anticipate a General Fund budget gap of \$381,000.

No staffing changes are expected in FY 2015-16 unless the \$381,000 budget gap can be filled. In that case, the Department would be required to reduce staffing by approximately 3.0 FTEs. An additional 3.0 FTE reduction would result in significant service level impacts in Long Range Planning.

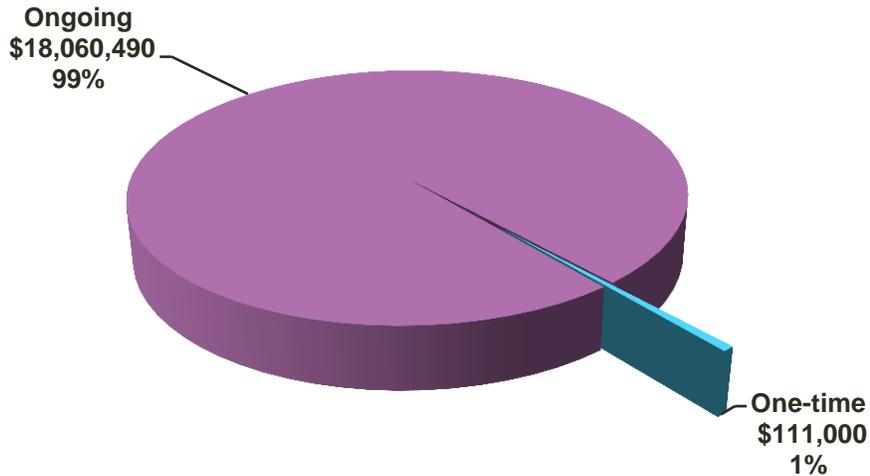
Related Links

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

Planning & Development

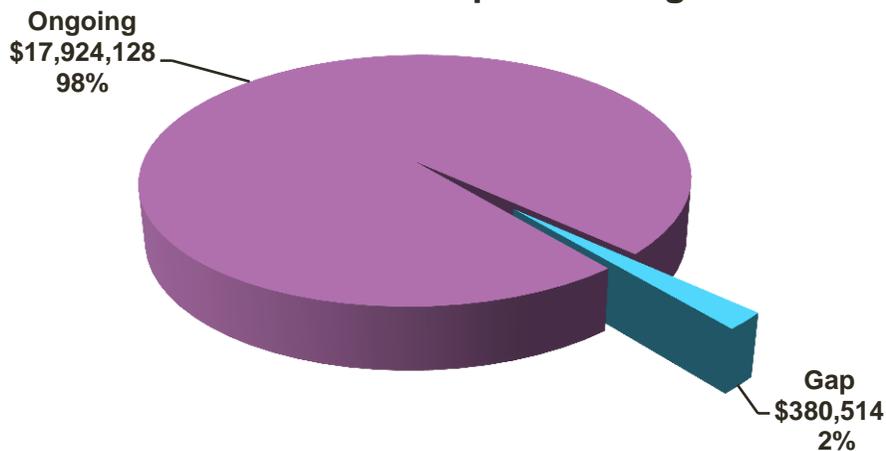
Gap Charts

FY 2014-15 Recommended Budget



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

FY 2015-16 Proposed Budget



To maintain FY 2014-15 service levels, it is estimated that \$18.3 million of funding for ongoing operations will be required in FY 2015-16. Of this amount, it is projected that \$17.9 million will be available through ongoing sources, which includes \$13.4 million in departmental revenues and \$4.2 million in General Fund Contribution. Grant revenues decline in FY 2015-16 as individual grants are completed. As a result of increases in employee benefit costs and the depletion of grant and fund balance component funding used in FY 2014-15, an additional \$380,000 must be identified to prevent the need for service level reductions in FY 2015-16.

Planning & Development

Performance Measures

<u>Description</u>	<u>FY 2011-12 Actual</u>	<u>FY 2012-13 Actual</u>	<u>FY 2013-14 Estimated Actual</u>	<u>FY 2014-15 Recommended</u>	<u>FY 2015-16 Proposed</u>
Administration:					
Percent of lost time at 4% or less, providing a productive workforce.	3.6%	3.7%	4.4%	Target < 4%	Target < 4%
Permitting:					
Provide initial planner feedback on ministerial permit applications within ten (10) working days of application submittal.	93.93%	93.08%	93.00%	Target = 100% ~600/600	Target = 100% ~600/600
Issue complete or incomplete letters on discretionary project submittals within 30 days of submittal or re-submittal by the project applicant.	94.52%	95.65%	95.00%	Target = 100% ~176/176	Target = 100% ~176/176
Approve ministerial permits within 60 days of application submittal.	71.19%	62.80%	60.00%	Target = 100% ~662/662	Target = 100% ~662/662
Present to decision maker within 4 months of application completeness on planning projects that require a CEQA Exemption.	81.36%	82.89%	75.00%	Target = 94% ~51/54	Target = 94% ~51/54
Present to decision maker within 6 months of application completeness on planning projects that require a Negative Declaration or addendum to Negative Declaration.	37.50%	38.10%	50.00%	Target = 83% ~10/12	Target = 83% ~10/12
Conduct pre-construction meetings on projects requiring permit compliance monitoring within five (5) working days of an applicant's requested date.	92%	83%	95.00%	Target = 85% ~29/34	Target = 85% ~29/34

Planning & Development

Performance Measures Continued

<u>Description</u>	<u>FY 2011-12 Actual</u>	<u>FY 2012-13 Actual</u>	<u>FY 2013-14 Estimated Actual</u>	<u>FY 2014-15 Recommended</u>	<u>FY 2015-16 Proposed</u>
Conduct final inspections on projects for sign-off on conditions of approval within five working days of an applicant's requested date.	100%	81%	100%	Target = 85% ~17/20	Target = 85% ~17/20
Complete first plan check review for grading plans > 1500 cubic yards within three (3) weeks of application acceptance.	91%	100%	95%	Target = 100% ~84/84	Target = 100% ~84/84
Complete first plan check review for grading plans < 1500 cubic yards within two (2) weeks of application acceptance.	90%	81%	90%	Target = 100% ~80/80	Target = 100% ~80/80
Complete inspections within one business day of requested date.	99%	99%	100%	Target = 100% ~25,000/25,000	Target = 100% ~25,000/ 25,000
Provide complete response to project applicants within 30 calendar days for compliance plans that require approval or updating.	N/A	N/A	N/A	Target = 90% ~9/10	Target = 90% ~9/10
Perform oil well and tank farm inspections on all well and tank farm sites monitored by the Petroleum Unit.	2,236	2,368	2,595	Target = 2,595	Target = 2,595
Code Enforcement:					
Make a determination of whether a violation exists within 60 days of receiving the complaint.	87%	88%	94%	Target = 100% ~532/532	Target = 100% ~532/532
Send initial advisory contact letter to property owners within one business day for non-health and safety or ongoing construction complaints.	99%	97%	98%	Target = 100% ~290/290	Target = 100% ~290/290

Planning & Development

Budget Overview

Staffing By Budget Program	2012-13 Actual	2013-14 Adopted	Change from FY13-14 Ado to FY14-15 Rec	2014-15 Recommended	2015-16 Proposed
Administration & Support	13.28	13.32	1.51	14.83	14.83
Permitting	58.31	55.57	3.91	59.48	59.48
Coastal Mitigation	0.14	0.17	(0.06)	0.11	0.11
Code Enforcement	2.88	4.45	(0.59)	3.86	3.86
Long Range Planning	11.61	11.50	(3.29)	8.22	8.22
Total	<u>86.21</u>	<u>85.01</u>	<u>1.48</u>	<u>86.49</u>	<u>86.49</u>
Budget By Budget Program					
Administration & Support	\$ 2,126,100	\$ 2,239,179	\$ 352,808	\$ 2,591,987	\$ 2,595,244
Permitting	8,850,596	9,185,969	2,633,960	11,819,929	11,977,914
Coastal Mitigation	1,516,441	690,942	508,952	1,199,894	911,862
Code Enforcement	379,657	585,091	(25,301)	559,790	567,226
Long Range Planning	1,832,044	2,304,267	(587,377)	1,716,890	2,076,369
Unallocated	7,831	-	-	-	-
Total	<u>\$ 14,712,668</u>	<u>\$ 15,005,448</u>	<u>\$ 2,883,042</u>	<u>\$ 17,888,490</u>	<u>\$ 18,128,615</u>
Budget By Categories of Expenditures					
Salaries and Employee Benefits	\$ 11,007,603	\$ 11,536,825	\$ 520,809	\$ 12,057,634	\$ 12,233,652
Services and Supplies	1,579,544	2,144,872	1,880,179	4,025,051	4,364,433
Other Charges	2,125,521	1,323,751	482,054	1,805,805	1,530,530
Total Operating Expenditures	<u>14,712,668</u>	<u>15,005,448</u>	<u>2,883,042</u>	<u>17,888,490</u>	<u>18,128,615</u>
Capital Assets	58,127	-	20,000	20,000	20,000
Other Financing Uses	229	25,000	(25,000)	-	-
Increases to Fund Balances	658,197	231,258	31,742	263,000	156,027
Fund Balance Impact (+)	166,026	-	-	-	-
Total	<u>\$ 15,595,247</u>	<u>\$ 15,261,706</u>	<u>\$ 2,909,784</u>	<u>\$ 18,171,490</u>	<u>\$ 18,304,642</u>
Budget By Categories of Revenues					
Licenses, Permits and Franchises	\$ 8,247,230	\$ 8,036,283	\$ 1,231,659	\$ 9,267,942	\$ 9,315,456
Fines, Forfeitures, and Penalties	5,296	6,000	-	6,000	6,000
Use of Money and Property	(8,559)	19,480	220	19,700	19,700
Intergovernmental Revenue	1,571	179,545	(75,111)	104,434	159,000
Charges for Services	1,217,598	1,221,061	1,728,291	2,949,352	2,949,568
Miscellaneous Revenue	1,537,194	1,161,871	(109,340)	1,052,531	981,700
Total Operating Revenues	<u>11,000,330</u>	<u>10,624,240</u>	<u>2,775,719</u>	<u>13,399,959</u>	<u>13,431,424</u>
Other Financing Sources	-	25,000	(25,000)	-	-
Decreases to Fund Balances	847,483	488,651	111,980	600,631	272,104
General Fund Contribution	3,738,730	4,056,600	114,300	4,170,900	4,220,600
Fund Balance Impact (-)	8,704	67,215	(67,215)	-	380,514
Total	<u>\$ 15,595,247</u>	<u>\$ 15,261,706</u>	<u>\$ 2,909,784</u>	<u>\$ 18,171,490</u>	<u>\$ 18,304,642</u>

Planning & Development

Staffing Detail

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

Planning & Development

Staffing Detail Continued

Staffing Detail By Budget Program	2012-13 Actual	2013-14 Adopted	Change from FY13-14 Ado to FY14-15 Rec	2014-15 Recommended	2015-16 Proposed
Coastal Mitigation					
DEPUTY DIRECTOR	0.04	0.01	(0.01)	-	-
ENERGY SPECIALIST	-	0.04	(0.04)	-	-
PLANNER	0.10	0.10	0.01	0.11	0.11
ADMIN OFFICE PRO	-	0.01	(0.01)	-	-
Coastal Mitigation Total	0.14	0.17	(0.06)	0.11	0.11
Code Enforcement					
DIRECTOR	-	-	0.05	0.05	0.05
DIVISION CHIEF	-	-	0.20	0.20	0.20
DEPUTY DIRECTOR	0.21	0.36	(0.21)	0.15	0.15
PLANNER SUPERVISING	0.42	0.55	(0.08)	0.47	0.47
PLAN CHECK ENGINEER	0.01	0.01	(0.01)	-	-
PLANNER	1.37	1.63	(0.05)	1.58	1.58
BLDG ENGR INSPECTOR SUPV	0.18	0.31	0.02	0.32	0.32
ADMIN OFFICE PRO	0.03	0.36	(0.36)	-	-
FINANCIAL OFFICE PRO	-	-	0.02	0.02	0.02
PETROLEUM SPECIALIST	0.02	-	0.01	0.01	0.01
GRADING INSPECTOR SR	0.04	0.09	(0.05)	0.04	0.04
BLDG ENGR INSPECTOR	0.61	1.15	(0.13)	1.02	1.02
Code Enforcement Total	2.88	4.45	(0.59)	3.86	3.86
Long Range Planning					
ASST DIRECTOR	0.15	0.20	-	0.20	0.20
DEPUTY DIRECTOR	0.96	0.95	0.05	1.00	1.00
PLANNER SUPERVISING	1.99	2.00	-	2.00	2.00
BUSINESS MANAGER	0.07	0.09	(0.01)	0.08	0.08
PLANNER	7.38	6.75	(2.98)	3.77	3.77
MAPPING/GIS ANALYST SUPV	-	-	-	-	-
ADMIN OFFICE PRO	0.80	0.92	0.04	0.96	0.96
FINANCIAL OFFICE PRO	0.01	0.02	-	0.02	0.02
COMPUTER SYSTEMS SPEC	0.01	-	-	-	-
MAPPING/GIS ANALYST	0.20	0.21	(0.04)	0.17	0.17
ACCOUNTANT	0.04	0.05	(0.04)	0.01	0.01
EXTRA HELP	-	0.31	(0.31)	-	-
Long Range Planning Total	11.61	11.50	(3.29)	8.22	8.22
Department Total	86.21	85.01	1.48	86.49	86.49

Public Works

SANTA MARIA RIVER LEVEE IMPROVEMENT PROJECT



ORIGINAL LEVEE ROCK



CONSTRUCTION OF
SOIL CEMENT PROTECTION



COMBI-WALL CONSTRUCTION



COMPLETED SOIL CEMENT PROTECTION

Public Works

Budget & Full-Time Equivalents (FTEs) Summary

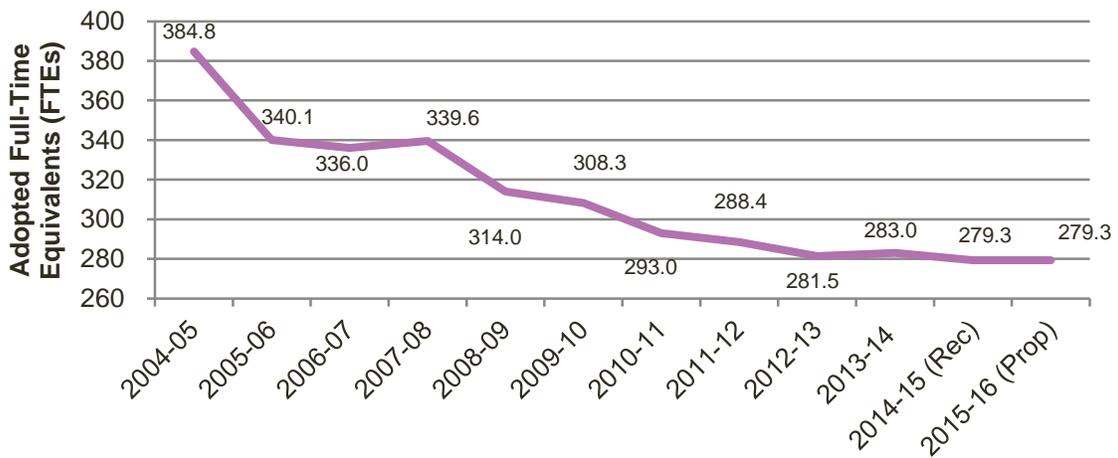
Operating	\$ 100,718,000
Capital	\$ 25,510,000
FTEs	279.3

Budget Programs Chart



Staffing Trend

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



Public Works

Mission Statement

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

Department Description

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

2013-14 Anticipated Accomplishments

Administration & Support

- Implemented revised Public Works policies and procedures and monitored compliance to these policies.
- Re-assessed duties and structure for the Department's safety program.
- Completed and filed the Federal Emergency Management Agency second appeal of the 2005 Storm validating all costs associated with reimbursement.
- Provided financial review of the Resource Recovery & Waste Management Conversion Technology (CT) proposals and assisted with

negotiations.

Transportation

- Developed a long-term budget to maximize retention of service levels by balancing annual costs with available funding.
- Updated the Road Maintenance Annual Plan (RdMAP) based on new district boundaries and revisited Board of Supervisors (Board) funding distribution formulas.
- Successfully applied for approximately \$5,000,000 in grant funding, including a Federal Lands Access Program grant totaling almost \$4,000,000 for county road reconstruction.
- Updated disaster response procedures based on new policies from Federal Emergency Management Agency and Federal Highway Administration.

Surveyor

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

Water Resources/Flood Control

- Completed Water Supply Projection Model on Cachuma Reservoir.
- Initiated study to review Water Supply options for Cachuma and identify Cachuma's safe yield.
- Secured a \$3.08 million Proposition 84 - 2006 Safe Water Drinking Act grant for local projects.
- Completed coordination of Las Vegas / San Pedro Capacity Project resulting in Caltrans awarding construction.

Public Works

Resource Recovery & Waste Management

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

2014-16 Objectives

Administration & Support

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

Transportation

- Continue to work on addressing deferred maintenance backlog and long term funding stability.
- Complete the Orcutt Transportation Improvement Plan (OTIP) update and take the Goleta Transportation Improvement Plan

(GTIP) Administrative update to the Board for approval upon approval of the Goleta Community Plan (GCP).

- Continue to seek new funding sources and new methods and processes to help perform the mission of the Division with limited resources.

Surveyor

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

Water Resources/Flood Control

- Secure 10 Year Maintenance Regional General Permit to allow creeks and debris basins maintenance, to reduce flood hazards.
- Monitor water supply / drought issues closely; support CEO as needed.
- Integrate new Flood Control Property Database / Viewer into division operations.
- Initiate Water Supply Alternatives Study as directed by the Board for future water supply options for the County.

Resource Recovery & Waste Management

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

Public Works

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

Staffing

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

Expenditures

- Net operating expenditure increase of \$6,532,000:
 - +\$626,000 increase in Salaries and Employee Benefits consisting of:
 - +\$1,225,000 increase in salary, retirement and health costs.
 - -\$599,000 decrease due to a reduction in staffing.
 - +600,000 increase in Services and Supplies due to:
 - -\$1,262,000 decrease for capital projects and maintenance in Transportation, including deferred

- maintenance projects and reductions in overlay and scrub-micro projects.
 - +\$181,000 increase in Laguna Sanitation for maintenance repairs.
 - +\$1,681,000 increase in Water Agency for drought related expenditures.
- +\$5,306,000 increase in Other Charges due to:
 - +\$3,003,000 increase in capital project pass-through funded by Proposition 84 - 2006 Safe Water Drinking Act grant to offset local share of Levee Construction.
 - +\$1,800,000 increase in Resource Recovery for post closure costs.
 - +\$503,000 increase in depreciation costs in Resource Recovery.
- Net non-operating expenditure decrease of \$3,976,000:
 - +\$2,713,000 increase in Capital Assets consisting of:
 - +\$1,781,000 increase in equipment replacement.
 - +\$1,005,000 increase in Flood Zone projects due to Santa Maria Unit II channel improvements and Las Vegas Creek/Encina Drainage project.
 - -\$73,000 decrease for the implementation of the Laguna County Sanitation District's master plan.
 - -\$5,194,000 decrease in Other Financing Uses due to:
 - -\$5,058,000 decrease in transfers between Transportation funds.
 - -\$136,000 decrease in transfers between Flood District and Water Agency.
 - These uses are offset by Other Financing Sources and Decreases to Fund Balances, which are related to capital project financing activities.
 - -\$21,000 decrease in Intrafund Expenditure Transfers (+) for transfers between divisions within Public Works offset with corresponding Intrafund Expenditure Transfers (-).
 - -\$1,474,000 decrease in contribution to Fund Balances, from \$17,783,000 in FY

Public Works

2013-14 to \$16,250,000 in FY 2014-15, consisting of:

- -\$7,861,000 decrease to Transportation funds for capital project work from previous fiscal year to FY 2014-15.
- +\$5,887,000 increase to Flood Zone funds for capital project work from previous fiscal year to FY 2014-15.
- +500,000 increase to Laguna Sanitation District.
- These increases are partially offset with decreases in fund balances as project funds are required.

These changes result in Recommended operating expenditures of \$100,718,000, non-operating expenditures of \$46,382,000, and total expenditures of \$147,100,000. Non-operating expenditures primarily include capital assets, transfers, and increases to fund balances.

Revenues

- Net operating revenue increase of \$4,151,000 primarily due to:
 - +\$1,797,000 increase in Taxes due to:
 - +\$745,000 increase of TDA Tax for Alternative Transportation.
 - +\$606,000 increase in property taxes primarily in Flood funds.
 - +\$446,000 increase of Measure "A" Sales Tax for Transportation.
 - +\$214,000 increase in Licenses, Permits, and Franchises due to increased franchise fee and roll-off revenue from haulers.
 - -\$110,000 decrease in Use of Money and Property across all funds due to reduced interest rates.
 - +\$510,000 increase in Intergovernmental Revenues consisting of:
 - +\$2,105,000 increase in Water Resources Prop 84 pass-through grants associated with the recently completed Integrated Regional Water Management Plan.
 - +\$1,544,000 increase in gas tax related revenues.

- -\$434,000 in capital grants for transportation.
- -\$1,040,000 decrease in Prop 1B state funding for transportation.
- -\$1,665,000 decrease in federal funding for Santa Maria Levee project.
- +2,019,000 increase in Charges for Services due to:
 - +\$2,147,000 increase to Resource Recovery for environmental review and on-going operations.
 - +\$1,333,000 increase to rates at Laguna Sanitation consistent with the Master Plan.
 - -\$840,000 decrease in Surveyor internal charges.
 - -\$621,000 decrease in Transportation service charges for capital projects.
- Net non-operating revenue decrease of \$1,595,000:
 - -\$7,006,000 decrease in Other Financing Sources due to:
 - -\$6,897,000 decrease in transfers between Transportation funds.
 - -\$109,000 decrease in transfers between Flood and Resource Recovery funds.
 - These sources are offset by Other Financing Uses.
 - -\$21,000 decrease in Intrafund Expenditures Transfers (-) for transfers between divisions within Public Works offset with corresponding expenditures.
 - +\$5,290,000 increase in Decreases to Fund Balances consisting of:
 - +\$6,988,000 increase in Flood Zone funds for capital projects.
 - +\$2,240,000 increase to Resource Recovery due to capital projects.
 - +\$2,162,000 increase in Water Agency for drought related expenditures.
 - +\$601,000 increase in various other Public Works funds.
 - -\$405,000 decrease in Laguna Sanitation for capital projects.
 - -\$6,296,000 decrease to Transportation funds for capital projects.

Public Works

- +\$142,000 increase in General Fund Contribution for Salaries and Employee Benefits increases to Surveyor, Project Clean Water and Measure “A” road improvement efforts.

These changes result in Recommended operating revenues of \$100,764,000, non-operating revenues of \$46,336,000, and total revenues of \$147,100,000. Non-operating revenues primarily include General Fund Contribution, transfers, and decreases to fund balances.

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

- Operating expenditures are decreasing \$7,546,000 and total net expenditures are projected to decrease of \$21,245,000. These are comprised of:
 - +\$19,000 increase in Salaries and Employee Benefits, which includes increases in health and retirement contributions.
 - -\$4,102,000 decrease in Services and Supplies due to:
 - -\$2,710,000 decrease in capital maintenance in Transportation.
 - -\$1,299,000 decrease in South Coast channel maintenance in flood zones.
 - -\$948,000 decrease in Laguna Sanitation District maintenance.
 - -\$1,085,000 decrease in Water Agency special projects.
 - +\$1,940,000 increase in Resource Recovery for environmental review.
 - -\$3,963,000 decrease in Other Charges primarily due to the completion of Proposition 84 pass-through grants.
 - -\$12,224,000 decrease in Capital Assets due to:
 - -\$6,780,000 decrease for South Coast flood projects.
 - -\$3,523,000 decrease in Laguna Sanitation District projects.
 - -\$2,242,000 decrease in Resource Recovery for liner project.

- +\$321,000 increase in Transportation equipment replacement.
- -\$805,000 decrease in Other Financing Uses due to a reduction in transfers between Transportation funds for capital related project activities.
- -\$58,000 decrease in Intrafund Expenditures Transfers (-) for transfers between divisions within Public Works offset with corresponding expenditures.
- -\$612,000 decrease in Fund Balances due to:
 - -\$5,416,000 decrease in flood zones capital projects.
 - +\$2,045,000 increase in capital projects for the Transportation Budget Program.
 - +\$2,760,000 increase in Laguna Sanitation capital projects for implementing Master Plan.

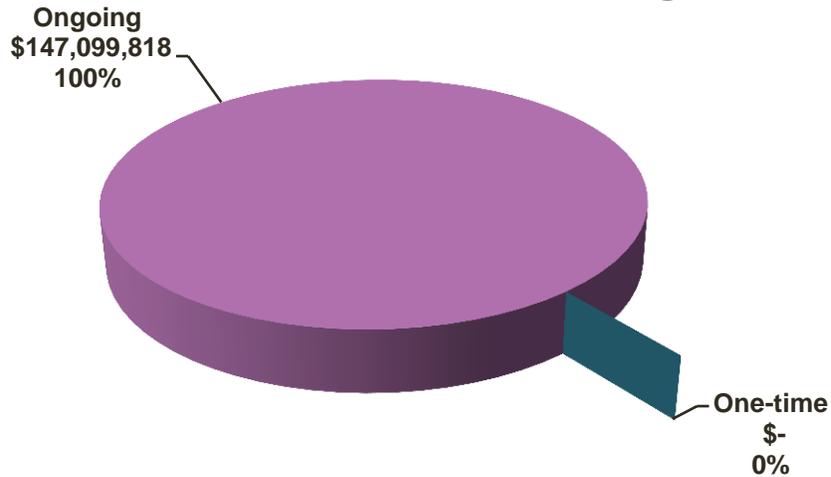
Related Links

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

Public Works

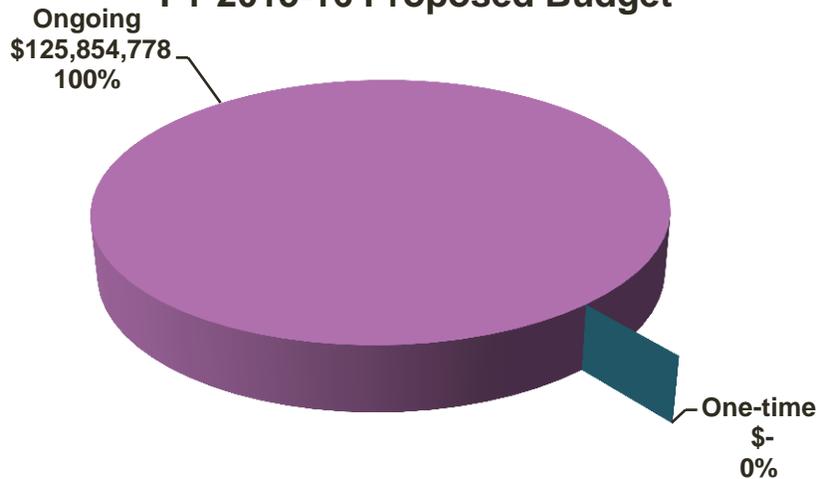
Gap Charts

FY 2014-15 Recommended Budget



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

FY 2015-16 Proposed Budget



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

Public Works

Performance Measures Continued

Description	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Estimated Actual	FY 2014-15 Recommended	FY 2015-16 Proposed
Administration & Support:					
Percentage of department workforce "Lost Time"	5.3%	5.4%	5.8%	5.2%	5.2%
Percentage of departmental Information Technology requests resolved within 4 working hours	97.5%	97.9%	96.7%	95%	95%
Percentage of California State Association of Counties randomly selected employees tested for Drugs & Alcohol within the quarter	92%	91%	85%	100%	100%
Number of Master Service Agreements processed within a year(New Measure FY 14/15)	N/A	N/A	63	190	190
Percentage of departmental Back to Work issues resolved by Risk Management within 180 days in accordance with County program	N/A	33%	38%	100%	100%
Transportation:					
Average Pavement Condition Index (PCI) for the County Maintained Road System	65	61	61	60	60
Percentage of Transportation service requests responded to within 48 hours	99.5%	98.7%	98.4%	95%	95%
Percentage of design and construction administration costs for completed pavement preservation project costs (New Measure FY 14/15)	N/A	N/A	20%	20%	20%

Public Works

Performance Measures Continued

<u>Description</u>	<u>FY 2011-12 Actual</u>	<u>FY 2012-13 Actual</u>	<u>FY 2013-14 Estimated Actual</u>	<u>FY 2014-15 Recommended</u>	<u>FY 2015-16 Proposed</u>
Percentage of school zone traffic control pavement markings refreshed annually	57%	100%	48%	25%	25%
Surveyor:					
Percentage of Record of Surveys & Corner Records reviewed within 20 days per Government Code requirements	72%	57%	47%	30%	30%
Average number of days to complete development project reviews	18	26	46	60	76
Average number of days to publish recorded maps on the County web site	35	40	73	93	113
Water Resources/Flood Control:					
Percentage of planned flood control maintenance projects completed	98%	99%	97%	95%	95%
Percentage of water quality inquiries responded to within 24 hours	100%	100%	100%	90%	90%
Percentage of flood control maintenance requests responded to within 48 hours	97%	98%	98%	90%	90%

Public Works

Performance Measures Continued

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

Public Works

Budget Overview

Staffing By Budget Program	2012-13 Actual	2013-14 Adopted	Change from FY13-14 Ado to FY14-15 Rec	2014-15 Recommended	2015-16 Proposed
Administration & Support	15.19	15.00	(1.00)	14.00	14.00
Transportation	117.31	119.90	0.10	120.00	120.00
Surveyor	9.23	10.00	(6.00)	4.00	4.00
Water Resources/Flood Control	44.71	45.80	1.20	47.00	47.00
Resource Recovery & Waste Manag	90.11	92.25	2.00	94.25	94.25
Unallocated	1.12	-	-	-	-
Total	277.67	282.95	(3.70)	279.25	279.25

Budget By Budget Program					
Administration & Support	\$ 3,620,858	\$ 3,799,341	\$ (10,680)	\$ 3,788,661	\$ 3,841,248
Transportation	31,957,323	42,446,065	(1,022,274)	41,423,791	38,649,874
Surveyor	1,342,833	1,615,827	(868,742)	747,085	746,977
Water Resources/Flood Control	21,959,767	17,032,138	5,278,359	22,310,497	16,767,369
Resource Recovery & Waste Manag	26,857,508	29,291,834	3,155,642	32,447,476	33,165,901
Unallocated	13,744	-	-	-	-
Total	\$ 85,752,033	\$ 94,185,205	\$ 6,532,305	\$ 100,717,510	\$ 93,171,369

Budget By Categories of Expenditures					
Salaries and Employee Benefits	\$ 30,196,778	\$ 32,989,748	\$ 626,159	\$ 33,615,907	\$ 34,134,499
Services and Supplies	39,858,729	53,137,896	600,160	53,738,056	49,636,278
Other Charges	15,696,526	8,057,561	5,305,986	13,363,547	9,400,592
Total Operating Expenditures	85,752,033	94,185,205	6,532,305	100,717,510	93,171,369
Capital Assets	14,611,622	22,796,500	2,713,500	25,510,000	13,286,500
Other Financing Uses	8,077,138	9,281,518	(5,194,103)	4,087,415	3,282,015
Intrafund Expenditure Transfers (+)	128,728	555,482	(20,896)	534,586	476,212
Increases to Fund Balances	9,379,981	17,724,708	(1,474,401)	16,250,307	15,638,682
Fund Balance Impact (+)	-	-	-	-	-
Total	\$ 117,949,503	\$ 144,543,413	\$ 2,556,405	\$ 147,099,818	\$ 125,854,778

Budget By Categories of Revenues					
Taxes	\$ 19,561,420	\$ 18,262,331	\$ 1,797,479	\$ 20,059,810	\$ 20,121,970
Licenses, Permits and Franchises	3,442,385	3,210,967	213,583	3,424,550	3,472,400
Fines, Forfeitures, and Penalties	-	-	-	-	-
Use of Money and Property	54,147	898,920	(110,035)	788,885	767,059
Intergovernmental Revenue	33,285,602	32,882,079	509,932	33,392,011	28,680,151
Charges for Services	36,805,423	38,116,041	2,019,176	40,135,217	42,146,918
Miscellaneous Revenue	4,460,427	3,242,227	(278,691)	2,963,536	2,964,175
Total Operating Revenues	97,609,405	96,612,565	4,151,444	100,764,009	98,152,673
Other Financing Sources	6,270,296	8,758,359	(7,006,581)	1,751,778	1,033,135
Intrafund Expenditure Transfers (-)	128,728	555,482	(20,896)	534,586	476,212
Decreases to Fund Balances	10,928,729	35,812,206	5,290,039	41,102,245	22,986,358
General Fund Contribution	2,696,126	2,804,800	142,400	2,947,200	3,206,400
Fund Balance Impact (-)	316,218	1	(1)	-	-
Total	\$ 117,949,503	\$ 144,543,413	\$ 2,556,405	\$ 147,099,818	\$ 125,854,778

Public Works

Staffing Detail

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

Public Works

Staffing Detail Continued

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

Public Works

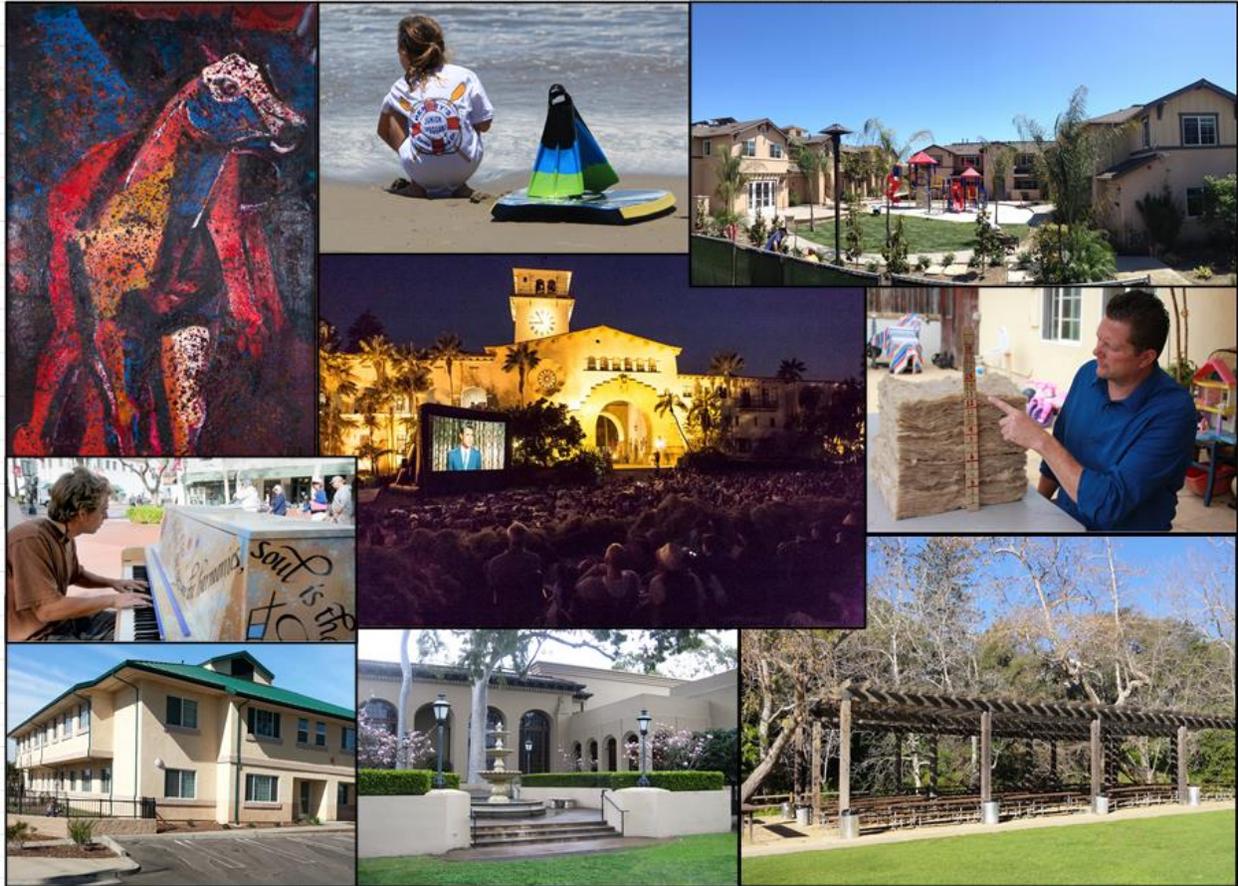
Staffing Detail Continued

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

Public Works



Community Services

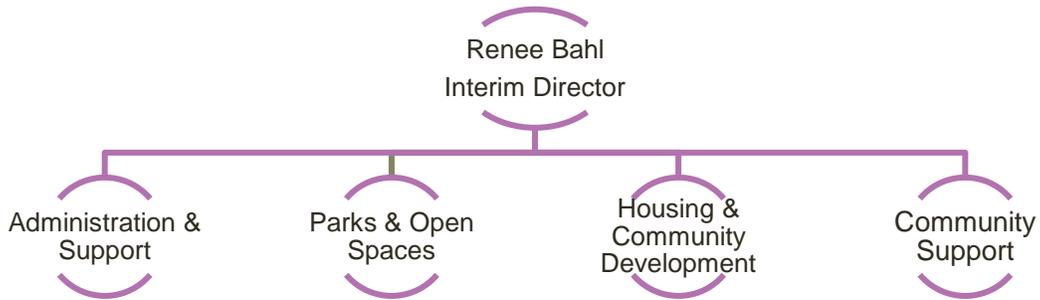


Community Services

Budget & Full-Time Equivalent (FTEs) Summary

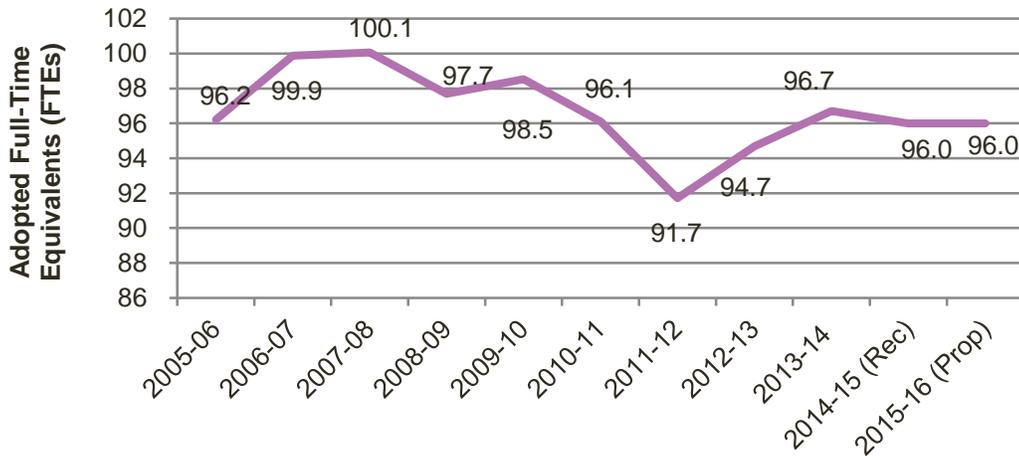
Operating	\$ 21,470,518
Capital	\$ 2,697,600
FTEs	96.0

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 2011-12 to improve operational efficiency and promote collaboration between previous stand-alone divisions in Parks, Library Services, Arts Commission, and Housing and Community Development. In partnership with community-based organizations, the Community Services Department leverages federal, state, and local dollars, “connecting people to opportunities” related to recreation, housing, life-long learning, arts, and culture.

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

2013-14 Anticipated Accomplishments

Administration & Support

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

Accomplishments include the following:

- Developed and implemented a marketing video to promote fishing and recreational opportunities at Cachuma Lake to enhance park visitorship.
- Ensured the proper and timely expenditure of Community Development Block Grant funding for a variety of capital and public service projects.
- Completed a variety of park maintenance and capital improvements including the opening of the Franklin Trail, design of the Arroyo Burro Restroom project, and Jalama Beach Paving project.
- Developed and implemented new HOME program policies and procedures.

Parks & Open Spaces

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

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

Community Services

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

Housing & Community Development

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

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

- emPowerSBC outreach attracted contact with over 4,000 interested individuals to date, resulting in home energy work in nearly 300 homes. This generated \$2.3 million in residential projects, utilizing 22 contractors trained and enrolled in the program, and over \$1 million in loan applications for participating lenders. Executed contracts for over \$5 million in State funding which allowed the program to continue and expand services to the Tri-County.

Community Support

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

Arts

- Increased access to arts, culture, and community engagement through a series of free cultural activities including 7 exhibitions in 4 public galleries/spaces and more than 16 free public events including Poetry Out Loud, Pianos on State, Summer Movies at the Courthouse Sunken Garden, and gallery talks/artist demonstrations.
- Organized and hosted 9th 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.
- Administered and granted \$288,800 to 63 city-based cultural arts programs with City of Santa Barbara Funds.
- Provided administration and technical assistance for the Community Arts Enrichment (CAE) Grant program. Countywide, this grant program provided \$28,000 in funding support ranging from \$500 to \$2,500 to 36 non-profits and community groups in calendar years 2013 and 2014. The CAE Grant program is the result of a partnership between the County Arts Commission and the Santa Barbara Bowl Foundation.

Community Services

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

Libraries

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

2014-16 Objectives

Administration & Support

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

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

Parks & Open Spaces

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

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

Housing & Community Development

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

- Implement a new affordable housing monitoring program to enhance staff's data

Community Services

collection and inspection circuit of affordable units as required for U.S. Department of Housing and Urban Development (HUD) regulatory compliance.

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

Community Support

Arts

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

institute a grant reporting system by Spring of 2015 to measure the direct impact of Community Arts Grants on communities.

Libraries

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

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

Staffing

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

Expenditures

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

Community Services

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

- +\$62,000 Bridgehouse Roof and Repair project. New project.
- -\$54,000 for Santa Barbara Veteran's Building. Completion of projects.
- +\$51,000 Isla Vista Street Lights project. New project.
- -\$24,000 due to decreases to the Continuum of Care and ESG grant administration funding.
- +\$17,000 for Public and Mental Health doors.
- These uses are offset by Other Financing Sources and are related primarily to capital project financing activities.

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

Revenues

- Net operating revenue decrease of \$1,897,000:
 - +\$213,000 in Intergovernmental Revenue primarily due to:
 - +\$1,014,000 CDBG 2014 projects to be allocated in annual action plan.
 - +\$914,000 HOME 2014 projects to be allocated in annual action plan.
 - +\$240,000 HOME Housing Authority tenant-based rental assistance project.
 - +\$140,000 HOME Santa Maria tenant-based rental assistance project.
 - +\$92,000 Guadalupe American Legion Seismic retrofit.
 - +\$62,000 Lompoc Code enforcement project.
 - +\$62,000 Bridgehouse roof and repair project.
 - +\$53,000 Faulding Hotel carpet replacement.
 - +\$51,000 Isla Vista street lights project.

Community Services

- +\$38,000 Santa Ynez Valley People Helping People HVAC and windows replacement project.
- +\$31,000 Lompoc Civic Auditorium project.
- -\$936,000 Bridgehouse project funding moved to CDBG future funding.
- -\$527,000 due to completion of various public service and capital projects.
- -\$202,000 New Cuyama Community Center project activity.
- -\$140,000 Casa Esperanza Day Center.
- -\$71,000 HMIS Expansion I project activity.
- -\$54,000 Santa Barbara Veterans' Building elevator.
- -\$46,000 change in Federal funding for administrative costs in HCD.
- -\$450,000 decrease in Parks division intergovernmental revenue due to timing of federally funded capital projects.
- +\$347,000 in Charges For Services primarily due to an increase in Developer Mitigation Fees, Arroyo Burro Beach capital project improvements, and the Jalama Beach affordable overnight accommodations project.
- -\$2,524,000 in Miscellaneous Revenue primarily due to:
 - -\$3,000,000 decrease in revenue from the sale of property related to the Pescadero Lofts affordable housing project in Isla Vista in FY 2013-14.
 - +\$261,000 in new funding related to the expansion of the emPowerSBC program to the Tri-Counties.
 - +\$192,000 in Parks division Coastal Resource Enhancement Funding (CREF).
- Net non-operating revenue decrease of \$2,958,000 primarily due to:
 - -\$243,000 in Other Financing Sources due to a decrease in fund balance and grant administration costs between FY 2013-14 and FY 2014-15.

- -\$380,000 in Decreases to Fund Balances largely due to:
 - -\$425,000 decrease in commitments of Parks capital projects.
 - -\$27,000 decrease in one-time program restoration which temporarily restored an advertising services contract.
- -\$916,000 decrease in General Fund Contribution (GFC) primarily related to transfer from Human Services (-\$1,200,000) to CEO office, offset by an increase of GFC for Salaries and Benefits, and utilities cost growth in the Parks division.
- -\$1,418,000 in Fund Balance Impact primarily due to Parks capital projects.

These changes result in recommended operating revenues of \$15,399,000, non-operating revenues of \$11,532,000, and total revenues of \$26,931,000. Non-operating revenues primarily include General Fund Contribution, transfers, and Decreases to Fund Balances.

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

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

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

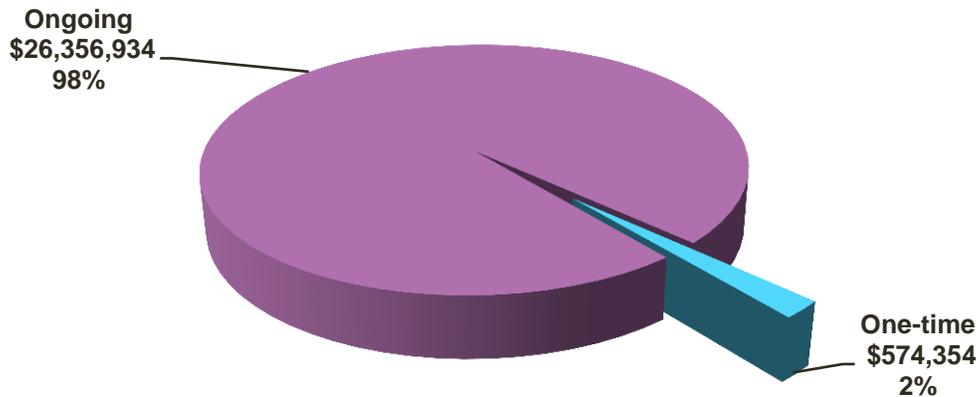
Related Links

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

Community Services

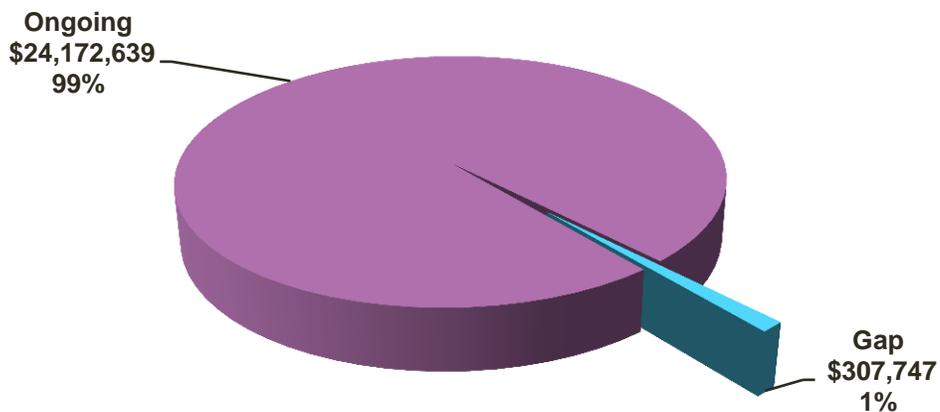
Gap Charts

FY 2014-15 Recommended Budget



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

FY 2015-16 Proposed Budget



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

Community Services

Performance Measures

<u>Description</u>	<u>FY 2011-12 Actual</u>	<u>FY 2012-13 Actual</u>	<u>FY 2013-14 Estimated Actual</u>	<u>FY 2014-15 Recommended</u>	<u>FY 2015-16 Proposed</u>
Provide administrative support, professional development and leadership to improve productivity and efficiency to better serve the community.					
Number of training events completed by staff	15	18	17	20	20
Number of reservations booked in online reservation systems	3,873	20,184	32,000	37,000	38,000
Number of visits to the Community Services website	457,240	550,115	648,000	765,000	803,000
Provide a quality, diversified park and open space system that supports opportunities for active and passive recreation, and conserves and enhances significant environmental or historical resources and features.					
Percentage of occupancy at camping parks during the months of December, January, and February utilizing tented, partial hookup, and full hookup camp sites	13.7%	14.8%	18.0%	19.0%	20.0%
Percentage of deferred maintenance funds expended to improve Park facilities within the fiscal year (Target = 100%)	100%	100%	100%	100%	100%
Number of Camping and Day Use Park visitors	6,092,463	7,619,994	7,265,000	7,338,000	7,411,000
Support the development, revitalization and preservation of safe affordable housing and strive to improve the living environment and quality of life.					
Total number of households assisted with Tenant-Based Rental Assistance (TBRA)	219	48	260	170	170
Total number of affordable housing units produced	0	90	150	60	50
Number of County restricted Affordable Housing units monitored	477	453	630	540	560

Community Services

Performance Measures

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

Community Services

Budget Overview

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

Community Services

Staffing Detail

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

Community Services

Staffing Detail Continued

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

General Government & Support Services

COUNTY OF SANTA BARBARA

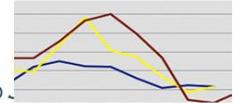


OFFICE OF THE AUDITOR-CONTROLLER



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 EXEMPTION

BASIC PROPERTY TAXES

SPECIAL DISTRICT FIXED CHARGES

FIRST INSTALLMENT \$1,134.93

SECOND \$1

DUE NOV. 1, 2017 DELINQUENT AFTER DEC. 31, 2017

DUE FEB. 1 AFTER

VETERANS SERVICES

Expenditures by Department

Department	Percentage
ITD	31.9%
Social Services	15.7%
Public Health	8.3%
Sheriff	7.9%
Clerk-Recorder	4.6%
ADMHS	5.0%
Auditor-Controller	4.7%
Treasurer	2.5%
Planning and Development	2.1%
Probation	3.2%
Fire	2.0%
Public Works	3.3%
Other Depts (12)	8.7%

General Government & Support Services

General Government and Support Services Functional Group

The General Government and Support Services Functional Group includes the Auditor-Controller (A-C), Clerk-Recorder-Assessor (CRA), General Services (GS), and Treasurer-Tax Collector/Public Administrator Departments (TTC). They provide the financial infrastructure and central support services to County departments. The elected officers also provide a variety of General Governmental Services by statute to numerous other county government agencies including schools, cities, and special districts. Property tax administration, investment services, and election services are good examples.

The General Government and Support Services Group provides essential financial, budget, accounting, audit, investment, tax administration, public administrator, public guardian, veterans services, vital records maintenance, document recording, election services, purchasing, mail services, information technology support and infrastructure for information technology and communication, fleet operations, facilities, and land management including infrastructure maintenance and capital project management.

Strategic Values

The General Government and Support Services Functional Group believes in honoring and maintaining the public's trust by providing superior, courteous, and professional services at reasonable costs. The aim is to promote high-quality business services that provide for fairness, accountability, and effectiveness for all County departments and the other public entities they serve.

Strategic Purpose

To provide the financial, physical, and administrative services and infrastructure that allows the County organization and other public entities to accomplish their mission, goals, and objectives related to delivery of services to the public.

Strategic Goals

- Complete the replacement of the 35 year old mainframe property tax system used by the A-C and TTC. Upgrade and integrate several other systems including the Assessor valuation systems, TTC cashiering, and A-C FIN accounting system. Additional goals of the project are to improve efficiencies, reliability, and reduce long-term costs.
- GS is working on one of the County's largest ever projects to build a North County jail. This involves two State grants of \$120 million and requires project team expertise from the CEO, GS, Sheriff, and A-C to build, finance, and staff the facilities.
- GS and CEO, using a comprehensive Facilities Condition Assessment, are developing a plan that measures and addresses sustainable maintenance and repairs to County facilities. A long-term plan will be necessary to identify existing or new resources to fund the plan.
- The four departments in this functional group are constantly maintaining and developing financial applications and systems that support the delivery of services. The A-C alone manages 65 applications, and the group combined, well over a 100 applications.
- The County, through the Debt Advisory Committee, manages the County debt levels throughout the year and leverages debt financing when appropriate.
- Property Tax generates the County's largest tax sources and the A-C, TTC, and CRA annually are required to implement legislative changes. The most recent is the dissolution of RDAs.
- Elections are complex and driven by details and timelines. The CRA is constantly focused on ensuring accurate elections. Two will occur in June 2014 and November 2014.
- GS plans on completing a Five Year Plan for the County's Public Safety Microwave Radio Communications Network and an update of the County's Internet Technologies and Strategic Plan.

General Government & Support Services

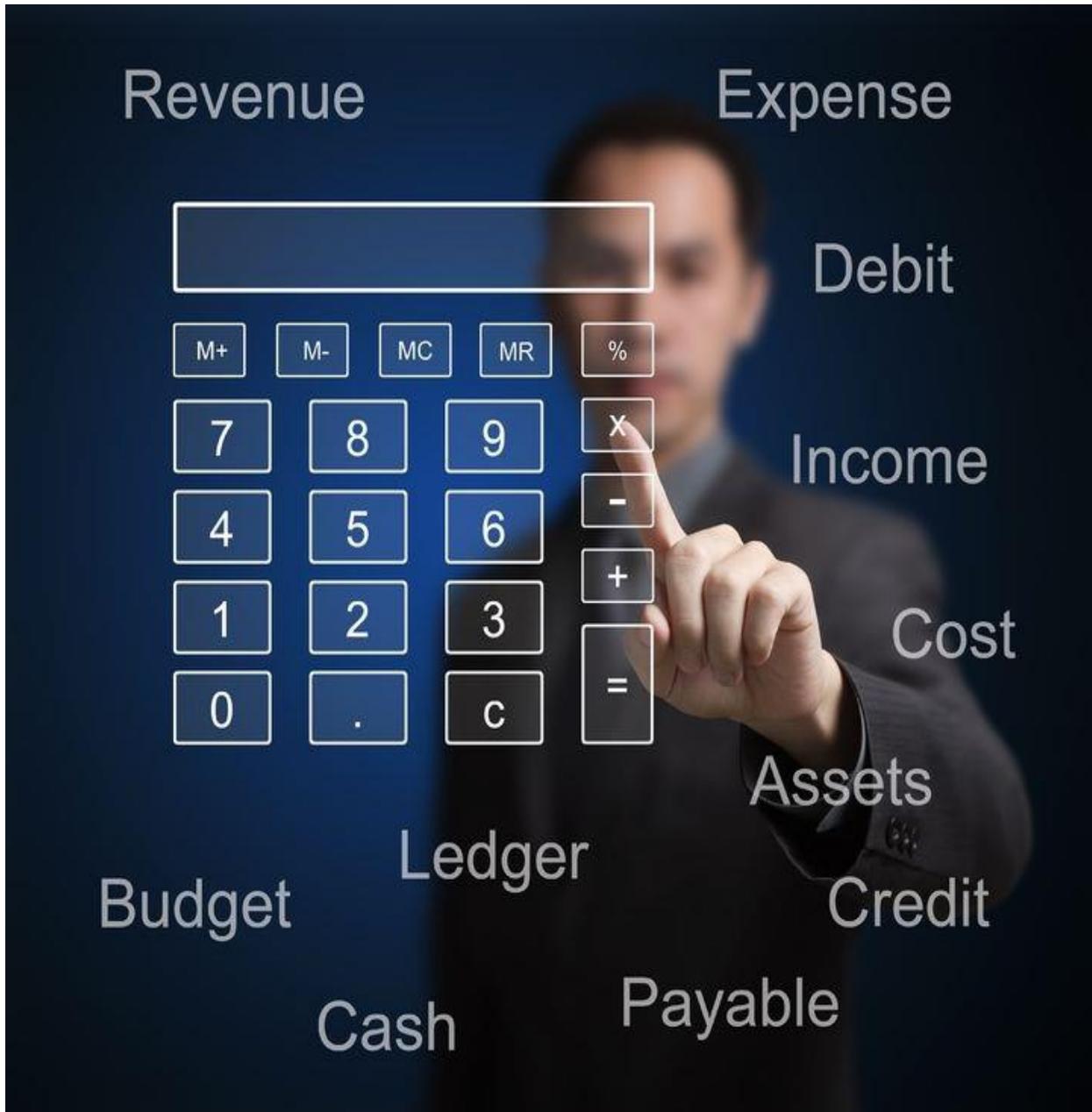
Functional Summary

Staffing By Budget Department	2012-13 Actual	2013-14 Adopted	Change from FY13-14 Ado to FY14-15 Rec	2014-15 Recommended	2015-16 Proposed
Auditor-Controller	48.23	48.15	0.00	48.15	48.15
Clerk-Recorder-Assessor	92.69	95.38	-	95.38	95.38
General Services	109.76	113.00	-	113.00	113.00
Treasurer-Tax Collector-Public	39.33	42.50	0.50	43.00	43.00
Total	290.00	299.02	0.50	299.53	299.53
<hr/>					
Budget By Budget Department					
Auditor-Controller	\$ 7,201,009	\$ 8,009,886	\$ 87,691	\$ 8,097,577	\$ 8,293,571
Clerk-Recorder-Assessor	13,181,158	15,230,205	435,193	15,665,398	15,921,755
General Services	36,633,450	40,223,709	1,139,039	41,362,748	42,834,498
Treasurer-Tax Collector-Public	6,076,581	6,873,391	258,816	7,132,207	7,088,115
Debt Service	3,607,849	3,500,282	(130,179)	3,370,103	3,241,221
Total	\$ 66,700,048	\$ 73,837,473	\$ 1,790,560	\$ 75,628,033	\$ 77,379,160
<hr/>					
Budget By Categories of Expenditures (1)					
Salaries and Employee Benefits	\$ 33,935,107	\$ 37,836,188	\$ 1,086,368	\$ 38,922,556	\$ 39,851,281
Services and Supplies	21,775,842	24,359,604	463,751	24,823,355	25,436,360
Other Charges	10,989,099	11,641,681	240,441	11,882,122	12,091,519
Total Operating Expenditures	66,700,048	73,837,473	1,790,560	75,628,033	77,379,160
Capital Assets	11,086,134	10,441,010	1,325,847	11,766,857	6,645,752
Other Financing Uses	7,034,272	6,285,358	30,783	6,316,141	4,619,097
Intrafund Expenditure Transfers (+)	957,439	878,243	90,714	968,957	981,849
Increases to Fund Balances	2,498,509	2,208,220	(1,784,171)	424,049	237,074
Fund Balance Impact (+)	1,118,555	34,828	(34,828)	-	-
Total	\$ 89,394,957	\$ 93,685,132	\$ 1,418,905	\$ 95,104,037	\$ 89,862,932
<hr/>					
Budget By Categories of Revenues					
Taxes	\$ 292,441	\$ 288,000	\$ (33,000)	\$ 255,000	\$ 255,000
Licenses, Permits and Franchises	322,068	306,000	23,500	329,500	330,000
Fines, Forfeitures, and Penalties	11,300	12,000	-	12,000	12,000
Use of Money and Property	822,951	1,005,336	(66,253)	939,083	973,490
Intergovernmental Revenue	2,779,972	2,606,714	(279,659)	2,327,055	1,646,359
Charges for Services	36,326,391	37,339,279	951,263	38,290,542	39,069,985
Miscellaneous Revenue	1,332,056	970,705	1,532,564	2,503,269	1,002,600
Total Operating Revenues	41,887,179	42,528,034	2,128,415	44,656,449	43,289,434
Other Financing Sources	9,750,652	7,484,034	(495,948)	6,988,086	5,993,806
Intrafund Expenditure Transfers (-)	1,018,784	910,583	50,714	961,297	973,189
Decreases to Fund Balances	10,325,867	12,918,056	82,549	13,000,605	7,776,712
General Fund Contribution	26,344,686	28,848,400	649,200	29,497,600	29,875,600
Fund Balance Impact (-)	67,788	996,025	(996,025)	-	1,954,191
Total	\$ 89,394,957	\$ 93,685,132	\$ 1,418,905	\$ 95,104,037	\$ 89,862,932

General Government & Support Services



Auditor-Controller

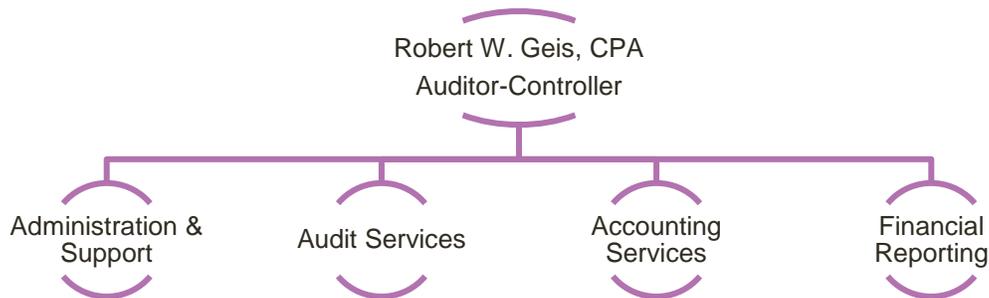


Auditor-Controller

Budget & Full-Time Equivalents (FTEs) Summary

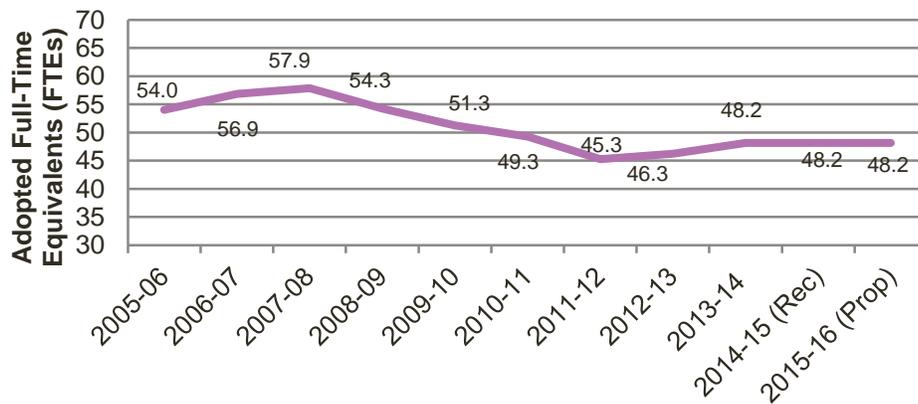
Operating	\$ 8,097,577
Capital	\$ 10,000
FTEs	48.2

Budget Programs Chart



Staffing Trend

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



Auditor-Controller

Mission Statement

To ensure the financial integrity of the County of Santa Barbara by providing superior financial services, maintaining the public trust, and promoting governmental efficiency, effectiveness, and accountability.

Department Description

The Department is the leading financial management resource of the County and its long-term vision includes a well-run, financially sound County, an informed public, and a model County Department with a knowledgeable and effective staff. Governed by the overriding principles of fiscal integrity, objectivity, customer service, and continuous improvement, the Auditor-Controller's Department:

- Maintains accounts and records of the financial transactions for all departments and agencies whose funds are kept in the County Treasury in accordance with California Statutes and Generally Accepted Accounting Principles (GAAP).
- Provides reports and systems necessary to manage the County's financial operations utilizing modern financial applications as part of the Controller function.
- Levies, apportions, and distributes property taxes to the County, Schools, Cities, Special Districts, and Redevelopment Successor Agencies as part of the Auditor function.
- Furnishes customer focused financial decision support to the Board of Supervisors, the County Executive Officer, and Department Directors to advance the strategic goals and principles of the organization.
- Provides independent, objective, and cost-effective audit services.
- Performs advanced and specialty accounting services to Departments, Schools, and Special Districts.

2013-14 Anticipated Accomplishments

Administration & Support

- The Auditor-Controller's (A-C) Department successfully recruited and hired five new employees, a Financial Systems Analyst Sr. and a Financial Systems Analyst I in the Systems Development division, a Financial Accounting Analyst Payroll Supervisor, and a Division Chief and Accountant-Auditor I in the FACS division. These employees replaced well trained employees who accepted promotions in other County departments and other local government agencies.

Audit Services

- Completed mandated audits of Special Districts, the County Treasury, and assisted the external auditors in completing the Single Audit.
- Performed internal control investigations of departments reporting lost or stolen property to the Auditor-Controller's Office as required under the Fraud Policy.
- Completed a housing loan project to establish loan values and document procedures for monitoring residual receipts.
- Performed departmental cash counts to increase Auditor presence and to test internal controls as theft deterrence measures.
- Continued enhanced reporting to the Board of Supervisors with reports on External Monitoring of County Departments, Lost Property, and Vendors Paid Amounts Greater than \$100,000.

Accounting Services

Applications Development and Systems

- Initiated the development of a replacement for the aging time capture system along with upgrades to web based technology for the Employee Self-Service application and Department Employee Network system.

Auditor-Controller

- Maintained 65 departmental and Countywide financial applications and related support hardware.
 - Completed User Acceptance Testing for the new Property Tax System;
 - Deployed and supported the hardware infrastructure required for the Property Tax system;
 - Upgraded the Auditor Controller's office to Windows 7;
 - Provided additional budget development and reporting functionality to the Financial Information Network (FIN) Web allowing for an advanced process to load and analyze the County budget.

Property Tax Administration

- Administered the distribution of \$741 million in taxes to 8 cities, the County, 24 schools, 49 special districts, and 7 RDA successor agencies.
- Continued the long-term implementation of the *Redevelopment Dissolution Act* that dissolves Redevelopment Agencies (RDA), pays down their outstanding debt obligations, and reallocates property tax dollars to other local tax agencies.
- Implemented the multi-year tax exchange agreement between the County and the Fire Protection District.
- Worked jointly with the Treasurer-Tax Collector to complete the last phases of implementation of a new vendor purchased property tax system (Aumentum) scheduled to go live in early FY 2014-15. Five FTE systems development staff are dedicated to this effort. The A-C applications within this vendor system will have to be supplemented with additional subsystem components or require further development within Aumentum outside the scope of the current project.

Payroll Operations

- Successfully processed all scheduled County payrolls on time and accurately, and implemented all Federal and State mandatory changes in payroll related laws.
- Continued to work on the review of Countywide compliance of the Fair Labor

Standards Act overtime laws. As part of the project, Payroll developed mandatory Designated Work Week forms for all employees, and are in the final stages of collecting and scanning all of the completed forms. Each employee will have their individual work schedule linked to their personnel record. Ongoing review for compliance will continue, with a shift in focus towards identifying areas where further education & training are needed. Some training videos have been created with the assistance of the Human Resources Department, and are in use today.

Financial Accounting and Customer Support

- Validated and recorded 122,000 transactional documents, which included claim payments, general ledger accounting transactions, budget entries, deposit entries, and journal entries.
- Implemented enhancements to the Budget Journal Entry eform in FIN Web.
- Provided full time customer support to both internal and external customers through the Auditor Help Desk, assisting with a wide range of system, claim and reporting related questions.

Advanced and Specialty Accounting

- Managed a variety of complex revenue and tax distributions throughout the year including the new *Public Safety Realignment 2011*.
- Implemented new workflow and internal control enhancements and processes for reviewing Board Letters, Grants, Contracts, and Leases for A-C concurrence prior to submission for Board action.
- Continued with the complex accounting and reporting for the dissolution of the County's Isla Vista Redevelopment Agency and transferred assets to the Successor Agency and County Housing Successor Agency.
- Assisted with the design and implementation of accounting policies, and reporting structure for the North County Jail capital grant.

Auditor-Controller

Financial Reporting

- Earned the twenty-third consecutive Government Finance Officers' Association (GFOA) Award for Excellence in Financial Reporting for the County's Comprehensive Annual Financial Report (CAFR) and the nineteenth consecutive GFOA Award for Outstanding Achievement for the County's Annual Financial Highlights publication.
- Maintained a commitment to keep the public informed on matters concerning public finances by publishing and distributing the following concise, reader-friendly publications:
 - Financial Highlights
 - Annual Retail Sales & Use Tax Report
 - Annual Transient Occupancy Tax (TOT) Report
 - Property Tax Highlights
 - Special District Annual Compliance Report
- Received GFOA award for redesigned presentation of County budget
- Continued working with the CEO on making improvements to budget development processes, tools, and policies.

2014-16 Objectives

Administration & Support

- Manage the A-C office effectively by submission of timely budgets that:
 - Include the resources necessary to carry out the duties of the office;
 - Recruit and hire well-qualified staff;
 - Conduct a recruitment for a new class of Accountant-Auditors for the new Auditor Training and Development Program;
 - Encourage staff performance;
 - Support staff training;
 - Provide modern technology;
 - Promote employee health, wellness, and quality of life.

Audit Services

- Focus on completing mandated audits, training staff, and continue to provide

enhanced reporting to the Board of Supervisors.

- Complete projects to assist departments in improving processes.
- As resources exist, perform audits to increase contractor monitoring.

Accounting Services

Applications Development and Systems

- Implementation of the Property Tax System will be the division's top priority.
- Maintain and enhance the 65 applications in the A-C that serve multiple departments and County agencies.
- Deploy a web-based Countywide time capture system.

Property Tax Administration

- Distribute an estimated \$768 million in property taxes to local agencies.
- Complete implementation of the RDA dissolution process.
- Go-live on new property tax system (Aumentum) and implement necessary subsystems needed to supplement the new system.

Payroll Operations

- Payroll will continue to work with Human Resources Benefits division in reviewing the evolving requirements of the Affordable Care Act, and work on implementing methods of tracking and reporting of the statistical data that is required.
- Payroll will work with the Auditor Controller Systems division on developing a more efficient method of scanning payroll documents that are completed and submitted by County employees to make changes to their paychecks. Optical Character Recognition (OCR) technology is being used to recognize employee identification numbers, as well as type of form, which eliminates the need for payroll staff to manually scan and name each document.

Auditor-Controller

Financial Accounting and Customer Support

- Continue to seek out improved efficiencies and controls in the processing of claims and general ledger transactions.
- Validate, process, and record all annual general ledger accounting transactions including a high volume of deposit entries, journal entries, and claim payments.
- Respond to customer service requests in a timely and efficient manner.

Advanced and Specialty Accounting

- Provide accounting support/training, grant compliance, and review of the Northern Branch Jail project.
- Support and enhance the County's contract review process.
- Assist departments and agencies in the complex allocations of inter-agency revenues and taxes.
- Research and establish new allocation procedures related to the Affordable Care Act/AB85.
- Report timely and accurate information on Sales Tax, TOT, and financial information to the State for Special Districts.

Financial Reporting

- Prepare timely and accurate financial documents that include the County's Comprehensive Annual Financial Report, County Budget, Cost Allocation Plan, and a variety of financial reporting and compliance documents to State Agencies.
- Provide the Board of Supervisors, CEO, and management with the financial information necessary to make decisions that impact services to the community.
- Implement significant new GASB reporting pronouncements.
- Continue to transform the budget process with the CEO to include:
 - budget workshops
 - a five-year financial forecast
 - a two-year operational plan

- a one-year legally required adopted budget

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

Staffing

- There are no FTE changes from 2013-14 Adopted to 2014-15 Recommended; however we are requesting two additional positions as a budget restoration.
- The Department has a current projected staff of 48.2 employees. The Department has centralized operations in Santa Barbara and one satellite office in Santa Maria.

As a result of the economic downturn, the Auditor-Controller has dropped its budgeted staffing level over the last six years from 57.9 FTE in FY 07-08 to a recommended staffing level of 48.2 FTE in FY 14-15. For each of the past seven years, the Department has held positions vacant, returned funds to the general fund balance at year end, and reduced positions in the subsequent budget cycle to offset increases in salary, retirement, and benefit costs. This has resulted in the reduction of 9.7 FTEs or a 17% decrease in positions since FY 07-08.

The recommended staffing level only maintains the same reduced service level as the prior year. The Department has submitted budget expansion requests to fund two Accountant-Auditor I's. Approval would increase our staffing level to 50.2 FTEs.

Although not included in the recommended or proposed budget, for optimal long-term staffing, the office requires 52.2 FTEs which includes the restoration of the following positions:

- Financial Accounting Analyst for the Advanced and Specialty Accounting Division.
- Senior Accountant for the Financial Accounting and Customer Support Division.

Auditor-Controller

- Two Accountant-Auditor I's for the New Auditor Training and Development Program (NATD).

Expenditures

- Net operating expenditure increase of \$87,700 due to:
 - +\$43,700 increase in Salaries and Employee Benefits due to increases in retirement costs, health insurance costs, workers compensation premiums, and employee salaries;
 - +\$22,000 increase in Services and Supplies is primarily due to:
 - +\$50,000 increase in Professional & Special Services for systems consulting services;
 - -\$20,000 decrease in Office Expense;
 - -\$5,000 decrease in IT Software Maintenance;
 - -\$5,000 decrease in Postage;
 - +\$22,000 increase in Other Charges due to increases in utilities and Data Processing Fees;
- Net non-operating expenditure increase of \$4,700:
 - +\$4,700 increase in Intrafund Transfers for increased Treasurer Tax Collector services.

These changes result in recommended operating expenditures of \$8,097,600, non-operating expenditures of \$126,800 and total expenditures of \$8,224,400. Non-operating expenditures primarily include capital assets and transfers.

Revenues

- Net operating revenue decrease of \$112,500 due to:
 - -\$83,500 decrease in Property Tax Admin, Collection, Redemption and Other Fees;
 - -\$29,000 decrease in Other Services which includes FIN billing to Special Districts;

- Net non-operating revenue increase of \$204,900 due to:
 - -\$10,000 decrease for Audit Services to Elections;
 - +\$20,400 decrease in the use of one-time Fund Balance;
 - +\$194,500 increase in General Fund Contribution.

Although not reflected in the Auditor-Controller department budget, cost allocation for Auditor services recorded as general revenues are budgeted to be \$2,200,000 in FY 2014-15.

These changes result in recommended operating revenues of \$937,200, non-operating revenues of \$7,287,200 and total revenues of \$8,224,400. Non-operating revenues primarily include General Fund Contribution, transfers and decreases to fund balances.

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

The FY 2015-16 proposed expenditures reflect a \$196,000 increase over the FY 2014-15 recommended budget that is primarily the result of:

- +\$186,000 increase in salaries, retirement contributions and other benefits;
- +\$10,000 increase in Other Charges.

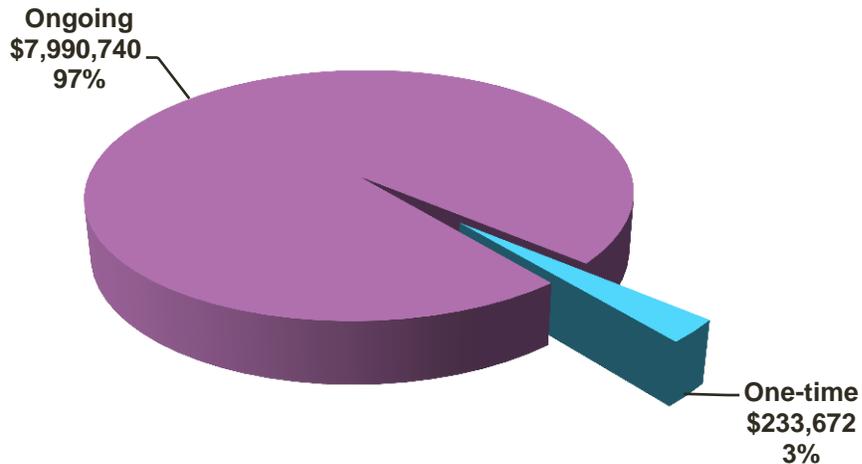
Related Links

For more information on the Auditor-Controller's Office, refer to the Web site at <http://www.countyofsb.org/auditor/default.aspx>

Auditor-Controller

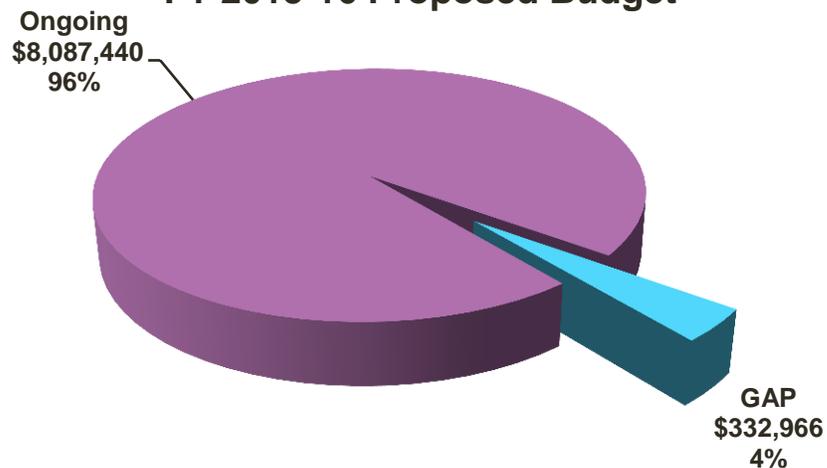
Gap Charts

FY 2014-15 Recommended Budget



The FY 2014-15 Recommended Budget relies on one-time sources of \$233,672 to fund 3% of the Department's ongoing operations. These funds allow the Department to maintain a higher level of service than would otherwise have been possible; however, because these funds are one-time in nature, they will not be available to fund operations in FY 2015-16.

FY 2015-16 Proposed Budget



The FY 2015-16 Proposed Budget has a projected shortfall of \$332,966.

Auditor-Controller

Performance Measures

<u>Description</u>	<u>FY 2011-12 Actual</u>	<u>FY 2012-13 Actual</u>	<u>FY 2013-14 Estimated Actual</u>	<u>FY 2014-15 Recommended</u>	<u>FY 2015-16 Proposed</u>
A Well-Run County: with goals of maintaining independence and objectivity, and constantly improving processes					
Percentage of A-C mandatory audits completed by legal due date	91%	85%	100%	100%	100%
Number of revenue allocations made legally, accurately and timely.					
<ul style="list-style-type: none"> Distribution of Property Taxes to all taxing entities 	36	36	36	36	36
<ul style="list-style-type: none"> Specialty & Advanced Accounting 	245	267	302	302	302
A Financially Sound County: with goals of providing high-quality financial services and support of the County's financial infrastructure					
Complete the County's Comprehensive Annual Financial Report within 60 days and receive the GFOA Certificate of Excellence in Financial Reporting	Yes	Yes	Yes	Yes	Yes
Percentage of annual disbursements to County vendors through direct deposit (ACH)	39%	53%	54%	55%	60%

Auditor-Controller

Performance Measures Continued

<u>Description</u>	<u>FY 2011-12 Actual</u>	<u>FY 2012-13 Actual</u>	<u>FY 2013-14 Estimated Actual</u>	<u>FY 2014-15 Recommended</u>	<u>FY 2015-16 Proposed</u>
An Informed Public: with goals of providing useful and timely information and increase access and awareness					
The number of financial reports viewable by interested parties (Public/County employees) that will increase transparency of the County's fiscal position and availability of financial information.	64	65	68	68	68
Number of popular annual financial highlight reports produced timely	5	5	5	6	6
Knowledgeable and Effective Staff: with the goal of investing in our employees					
Percentage of department budget expended on training	1%	1%	1%	1.5%	2%
Percentage of staff with one or more professional licenses or designations	Not used in prior years	Not used in prior years	45%	50%	55%
Model County Department: with the goal of managing the Auditor-Controller's office effectively					
Percentage of Computer Service Requests (CSR's) completed within the FY requested	96%	94%	90%	90%	90%
Percentage of Employee Performance Evaluations completed by scheduled date	100%	100%	100%	100%	100%
	47	46	46	48	50
Percentage of technical disaster recovery plans for mission critical systems updated per year	100%	100%	100%	100%	100%

Auditor-Controller

Budget Overview

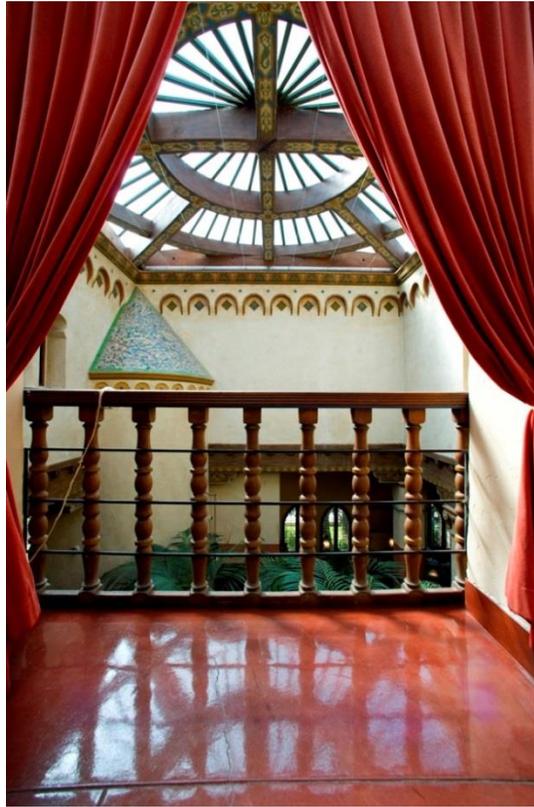
Staffing By Budget Program	2012-13 Actual	2013-14 Adopted	Change from FY13-14 Ado to FY14-15 Rec	2014-15 Recommended	2015-16 Proposed
Administration & Support	3.52	2.33	0.01	2.34	2.34
Audit Services	5.30	6.05	(0.79)	5.26	5.01
Accounting Services	33.20	32.63	2.35	34.98	35.23
Financial Reporting	6.21	7.15	(1.58)	5.57	5.57
Total	<u>48.23</u>	<u>48.15</u>	<u>0.00</u>	<u>48.15</u>	<u>48.15</u>
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Budget By Budget Program					
Administration & Support	\$ 672,668	\$ 709,751	\$ (48,794)	\$ 660,957	\$ 678,029
Audit Services	802,531	962,491	(137,431)	825,060	827,230
Accounting Services	4,819,458	5,273,616	363,270	5,636,886	5,786,036
Financial Reporting	905,909	1,064,028	(89,354)	974,674	1,002,276
Unallocated	443	-	-	-	-
Total	<u>\$ 7,201,009</u>	<u>\$ 8,009,886</u>	<u>\$ 87,691</u>	<u>\$ 8,097,577</u>	<u>\$ 8,293,571</u>
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Budget By Categories of Expenditures					
Salaries and Employee Benefits	\$ 6,448,691	\$ 7,123,713	\$ 43,728	\$ 7,167,441	\$ 7,353,471
Services and Supplies	533,386	648,000	22,000	670,000	670,000
Other Charges	218,931	238,173	21,963	260,136	270,100
Total Operating Expenditures	<u>7,201,009</u>	<u>8,009,886</u>	<u>87,691</u>	<u>8,097,577</u>	<u>8,293,571</u>
Capital Assets	-	10,000	-	10,000	10,000
Intrafund Expenditure Transfers (+)	108,537	112,115	4,720	116,835	116,835
Increases to Fund Balances	235,000	-	-	-	-
Fund Balance Impact (+)	3,957	-	-	-	-
Total	<u>\$ 7,548,503</u>	<u>\$ 8,132,001</u>	<u>\$ 92,411</u>	<u>\$ 8,224,412</u>	<u>\$ 8,420,406</u>
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Budget By Categories of Revenues					
Intergovernmental Revenue	\$ 44,430	\$ 48,599	\$ 1	\$ 48,600	\$ 48,600
Charges for Services	1,294,140	970,100	(111,500)	858,600	858,600
Miscellaneous Revenue	73,468	31,000	(1,000)	30,000	30,000
Total Operating Revenues	<u>1,412,038</u>	<u>1,049,699</u>	<u>(112,499)</u>	<u>937,200</u>	<u>937,200</u>
Intrafund Expenditure Transfers (-)	1,740	11,740	(10,000)	1,740	1,740
Decreases to Fund Balances	-	213,262	20,410	233,672	-
General Fund Contribution	6,134,725	6,857,300	194,500	7,051,800	7,148,500
Fund Balance Impact (-)	-	-	-	-	332,966
Total	<u>\$ 7,548,503</u>	<u>\$ 8,132,001</u>	<u>\$ 92,411</u>	<u>\$ 8,224,412</u>	<u>\$ 8,420,406</u>

Auditor-Controller

Staffing Detail

Staffing Detail By Budget Program	2012-13 Actual	2013-14 Adopted	Change from FY13-14 Ado to FY14-15 Rec	2014-15 Recommended	2015-16 Proposed
Administration & Support					
AUDITOR-CONTROLLER	1.00	1.00	-	1.00	1.00
ASST DIRECTOR	0.32	0.33	0.01	0.34	0.34
FINANCIAL OFFICE PRO	1.00	1.00	-	1.00	1.00
EXTRA HELP	1.19	-	-	-	-
Administration & Support Total	3.52	2.33	0.01	2.34	2.34
Audit Services					
ASST DIRECTOR	0.01	-	0.01	0.01	0.01
AUDIT MANAGER	1.00	1.00	-	1.00	1.00
AUDIT SUPERVISOR	1.50	1.00	-	1.00	1.00
FINANCIAL SYS ANALYST	0.79	1.04	(1.04)	-	-
FINANCIAL ACCT ANALYST	-	1.00	(1.00)	-	-
ACCOUNTANT-AUDITOR	2.00	2.00	1.25	3.25	3.00
EXTRA HELP	0.01	-	-	-	-
Audit Services Total	5.30	6.05	(0.79)	5.26	5.01
Accounting Services					
ASST DIRECTOR	0.55	0.55	0.03	0.58	0.58
CHIEF DEPUTY CONTROLLER	0.75	0.75	-	0.75	0.75
DIVISION CHIEF	5.60	5.64	1.11	6.75	6.75
FINANCIAL SYS ANALYST SR-R	4.23	7.00	(1.00)	6.00	6.00
EDP OFFICE AUTO SPEC	0.50	1.00	(1.00)	-	-
FINANCIAL SYS ANALYST	3.97	2.14	1.76	3.90	3.90
FINANCIAL ACCT ANALYST	2.02	2.03	0.97	3.00	3.00
COST ANALYST	1.25	1.35	0.65	2.00	2.00
FINANCIAL ACCT ANALYST-R	1.00	1.00	(1.00)	-	-
FINANCIAL OFFICE PRO	5.00	5.00	-	5.00	5.00
EDP OFFICE AUTO COORD SR	1.00	1.00	-	1.00	1.00
ACCOUNTANT-AUDITOR	5.00	5.18	0.82	6.00	6.25
EXTRA HELP	2.33	-	-	-	-
Accounting Services Total	33.20	32.63	2.35	34.98	35.23
Financial Reporting					
ASST DIRECTOR	0.12	0.12	(0.05)	0.07	0.07
DIVISION CHIEF	1.40	2.36	(1.36)	1.00	1.00
AUDIT SUPERVISOR	-	-	0.50	0.50	0.50
FINANCIAL SYS ANALYST	0.37	0.21	0.29	0.50	0.50
FINANCIAL ACCT ANALYST	0.98	0.97	0.53	1.50	1.50
COST ANALYST	1.13	1.65	(0.65)	1.00	1.00
ACCOUNTANT-AUDITOR	1.84	1.82	(0.82)	1.00	1.00
EXTRA HELP	0.36	-	-	-	-
Financial Reporting Total	6.21	7.15	(1.58)	5.57	5.57
Department Total	48.23	48.15	-	48.15	48.15

Clerk-Recorder-Assessor

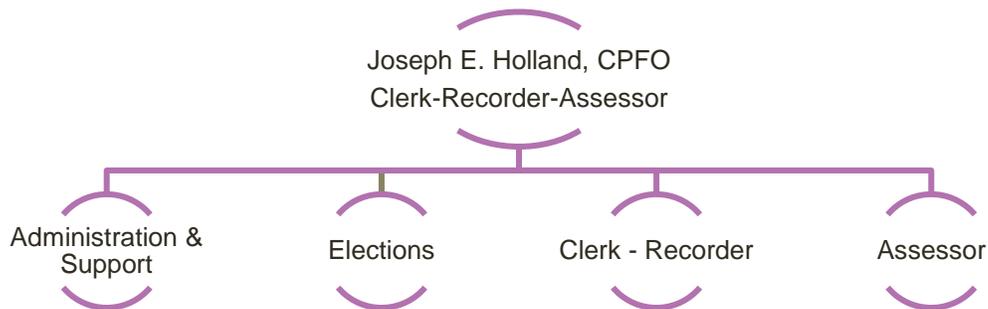


Clerk-Recorder-Assessor

Budget & Full-Time Equivalent (FTEs) Summary

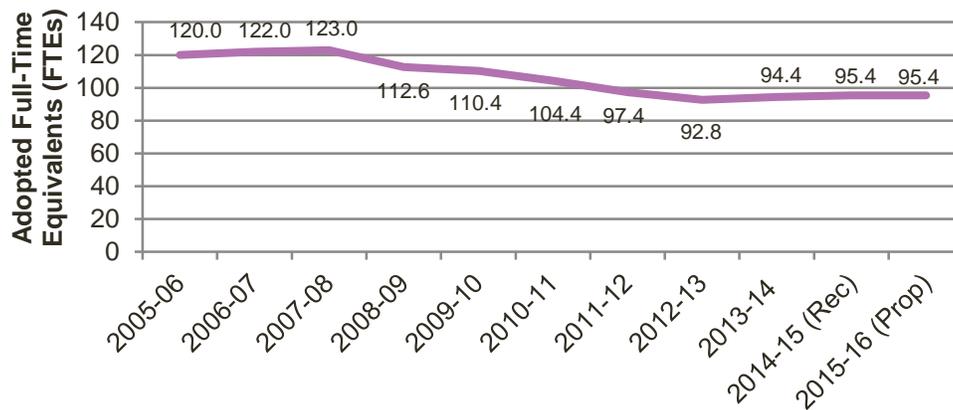
Operating	\$ 15,665,398
Capital	\$ 160,000
FTEs	95.4

Budget Programs Chart



Staffing Trend

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



Clerk-Recorder-Assessor

Mission Statement

To honor the public's trust by assuring honest and open elections, recording, maintaining and preserving property and vital records, setting fair and impartial values for tax purposes, and providing courteous and professional service at a reasonable cost.

Department Description

The Clerk-Recorder-Assessor Department has three direct service budget programs: Assessor, Clerk-Recorder, and Elections.

Within the official duties as prescribed by the Revenue and Taxation Code, the Assessor Program is responsible for fairly, timely, and accurately assessing the value on all taxable property and creating the annual assessment roll which is the basis for the funding of public services.

In accordance with various sections of the California Government Code, the Clerk-Recorder Program records all official documents for the County, registers and issues copies of vital records (births, deaths, and marriages), and serves as the custodian for those records. In addition, the Clerk function of the Clerk-Recorder provides for filing of domestic partnerships, fictitious business names, notary bonds, and other miscellaneous filings and services.

In accordance with the official duties prescribed by the Election Code, the Elections Program primarily is responsible for registering voters, maintaining a current voter file and ensuring that voters of the County have the tools they need, the equipment they trust, the information and access they deserve, and the right they value in order to participate in the election process.

The Administration and Support Program serves as support functions to the Department's direct service programs by providing leadership and direction in support of the Department's overall mission and goals.

2013-14 Anticipated Accomplishments

Elections

- Conducted the election canvass and certified the results by the 28th day following the June 3, 2014 Primary Election. Materially maintained the voter turnout rate, through voter outreach and support, related to the last comparable election.
- Implemented electronic submittal of Fair Political Practices Commission Statements of Economic Interest Filings, allowing filers to access and modify previous year filings for the current year, and creating efficiencies for the Department in processing the filings.
- Acquired and implemented a new vote by mail processing system for use in the June 2014 Primary Election.
- Completed a review of district boundaries and voting precincts, resulting in a decrease of 8 vote centers and 23 precincts. This provided cost savings to the County by reducing the number of Election Officers required to staff precincts, quantity of supplies, and the number of ballots ordered. Additionally, it reduces the number of potential ballot types at each precinct, minimizing the risk of voters being issued an incorrect ballot.

Clerk-Recorder

- Implemented a new automated telephone system that improved business call flow and allows the ability to monitor call information to better understand customer needs.
- Remodeled an underutilized area in the historic Hall of Records (a national landmark) to offer a more appealing location for marriage ceremony services. The number of wedding ceremonies performed this year compared to prior years increased considerably, and the improvements to the wedding area is expected to increase it further.
- Implemented new security measures to mitigate the risk of fraud related to vital record certificates (birth, death, and marriage). These certified records issued by our office are key to

Clerk-Recorder-Assessor

creating a false identity and thus carry great risk if not properly safeguarded and protected from alteration.

promotes civic awareness and educates high school students about the election process by allowing them to serve as poll workers on Election Day.

Assessor

- Completed 97% of all secured and unsecured assessment work items (54,000) by close of the annual tax roll (July 1) to create the assessment roll, which becomes the base upon which local property taxes are levied, collected and distributed to the cities, County and special districts to fund government services.
- Increased the rate of Business Property Statement E-Filings to 50%. E-Filing enhances processing efficiencies by reducing the number of paper statements mailed and returned, eliminates the need to scan these statements, and allows faster processing time. Benefits to the public include ease of filing and access to previously filed statements.
- Completed review on 100% of 20,000 parcels as required by Section 51 of the Revenue and Taxation Code which requires property values to be enrolled at the lesser of factored base value or market value as of lien date, by June 30th as part of the assessment roll.

2014-16 Objectives

Elections

- Conduct the election canvass and certify the election results by the 28th day following the November 2014 General Election. Through voter outreach and support, materially maintain or increase the voter turnout rate related to the last comparable election.
- Increase service levels by expanding and improving information available on the Elections website, such as providing redacted copies of Campaign Financial Disclosure filings.
- Maintain or increase the number of participants in the Student Poll Worker Program by performing community outreach to local high schools with the goal of maintaining or increasing the number of participants related to the last comparable election. The Student Poll Worker Program

Clerk-Recorder

- Increase the number of users that submit documents for recordation using the electronic recording delivery system known as SECURE (Statewide Electronic Courier Universal Recording Environment), creating cost and processing efficiencies to both users and the County. E-recording documents through this system reduces courier and postage costs to the submitters while also allowing for faster notification that documents submitted have been recorded or rejected. Benefits to the County include automation of the cashiering, scanning and return mail functions, while also creating the ability to better measure productivity at each stage of the recording process.
- Increase the number of customers paying for daily recording fees through the use of the County's online payment collection system. Customer benefits include flexibility for payment from multiple bank accounts, access to accounting data, and the ability to generate custom reports. It also creates efficiencies for the County by eliminating the need to handle and tender paper check payments.
- Complete an assessment of archived records, maps, and microfilm, to identify items in need of restoration. As the custodian of records, the Clerk-Recorder is responsible for archiving and preserving document recordings and vital records. This assessment will review records dating back to 1850, and identify those in need of restoration.

Assessor

- Complete 100% of all secured and unsecured assessment work items by close of the annual tax roll (July 1) to create the assessment roll, which becomes the base upon which local property taxes are levied, collected and distributed to the cities, County and special districts to fund government services.

Clerk-Recorder-Assessor

- Perform timely resolution of assessment appeals within the statutory timeframe while adequately defending the disputed roll value at risk.
- Complete review of all parcels subject to Section 51 of the Revenue and Taxation Code, which require property values to be enrolled at the lesser of factored base value or market value as of the January 1st tax lien date, by June 30th as part of the assessment roll.

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

Staffing

- Staffing remains constant at 95.4 FTEs.

The Department's budgeted staff has decreased by 28 FTE's since FY 2007-08. Over this period of time, workload in some programs decreased, reducing the level of staff needed. However, other staff reductions were necessary to absorb the impact of decreasing revenues, increasing costs and County implemented budget reductions. This challenge has been compounded in recent years by the loss of several staff in the Assessor's office creating several funded yet vacant positions. During FY 2013-14 all vacancies have been filled; however, a significant amount of training is needed. This issue, combined with the sub-optimal FY 2014-15 recommended staffing level continues to impact service delivery of the Department, specifically in the Assessor and Election Programs. Without optimal long-term staffing, the Assessor's ability to timely and accurately assess the value on all taxable property will continue to be impacted and the Assessor will continue to experience increases in assessment work backlog. Inadequate staff level in the Elections Program creates inefficiencies and increases risk of errors associated with understaffing critical election functions.

The Department has and will continue to make budget expansion requests for incremental staff increases until an optimal staffing level is achieved.

Expenditures

- Net operating expenditure increase of \$435,000:
 - +\$299,000 net increase in Salaries and Employee Benefits costs primarily due to 1% employee COLA effective the first pay period of FY 2014-15.
 - +\$114,000 net increase in Services and Supplies primarily due to:
 - +\$219,000 increase in Election related services and supplies for the cost of the FY 2014-15 General Election.
 - +\$43,000 increase in services and supplies for the Clerk-Recorder Program. Includes increase in consulting service costs for special projects and increase in software maintenance cost for the Recorder's Management Information System.
 - -\$155,000 decrease in system maintenance costs on the Property Tax System due to termination of the project.
 - +\$22,000 increase in Other Charges for utilities costs related to additional building square footage partially offset by a decrease in IT data service charges due to the establishment of a cost reducing hardware virtual network environment.
- Net non-operating expenditure decrease of \$863,000 primarily due to:
 - -\$702,000 decrease to the Clerk-Recorder's restricted Fund Balances from recording fees, due to a decrease in the number of document recordings.
 - -\$132,000 decrease in debt payments for the last payment due on the Clerk-Recorder's COP debt.
 - -\$24,000 net decrease for capital asset costs from termination of the new Property Tax System development project, offset by increase in hardware replacement costs for the Department.

These changes result in Recommended operating expenditures of \$15,665,000, non-operating expenditures of \$665,000, and total expenditures of \$16,330,000. Non-operating expenditures

Clerk-Recorder-Assessor

primarily include capital assets, transfers and increases to fund balance components.

Revenues

- Net operating revenue decrease of \$252,000:
 - +\$22,000 increase in Licenses, Permits, and Fees for annual fluctuations in the number of estimated marriage licenses issued.
 - -\$272,000 net decrease in Charges for Services, primarily due to:
 - +\$441,000 increase in recoverable election costs from local agencies due to FY 2014-15 being a General Election with local agency consolidation.
 - +\$62,000 increase in property tax and supplemental administration fees (Assessor's Program).
 - -\$875,000 decrease in Clerk-Recorder recording fees to reflect the actual decrease in the number of FY 2013-14 document recordings, a trend expected to continue in FY 2014-15.
- Net non-operating revenue decrease of \$175,000 primarily due to:
 - +\$235,000 increase in use of Clerk-Recorder restricted fund balances to fund annual fluctuations in program expenditures.
 - +\$162,000 increase in General Fund Contribution.
 - -\$280,000 decrease for one-time additional revenue from the General Fund to help mitigate the structural imbalance in the Assessor Program.
 - -\$153,000 decrease in use of departmental fund balances required to fund ongoing operations in the Assessor Program.
 - -\$68,000 decrease in use of Departmental restricted fund balance for reduction in costs for the development of a new Property Tax System.
 - -\$47,000 decrease in use of the County's Litigation fund balance to fund appeal litigation costs related to a major property assessment appeal.

These changes result in Recommended operating revenue of \$5,446,000, non-operating revenues of

\$10,884,000, and total sources of \$16,330,000. Non-operating revenues primarily include General Fund Contribution and decreases to fund balance components.

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

Expenditures

The FY 2015-16 Proposed Budget includes no changes in staffing from the FY 2014-15 Recommended Budget; however, there will be a \$255,000 increase in the cost of Salary and Employee Benefits for funding the same level of staff. The Department's General Fund Contribution is anticipated to increase by \$107,000 to partially fund the increase in staffing costs.

Revenues

Departmental net operating revenue is expected to decrease by \$154,000 in FY 2015-16. A decrease of \$440,000 is anticipated and related to the loss of charges for election services to local agencies due to less recoverable costs in the FY 2015-16 Primary Election. In the Assessor Program, property tax administration fees are expected to increase by \$284,000.

2015-16 Budget Gap

To maintain FY 2014-15 service levels, \$16,491,000 of funding will be required in FY 2015-16. Of this amount, \$15,633,000 will be funded by departmental revenues and the General Fund, leaving an \$858,000 structural imbalance. The increase in the cost of salary and employee benefits, decrease in departmental revenues, and loss of one-time funding sources used in FY 2014-15, results in an ongoing structural imbalance, primarily impacting the Assessor Budget Program.

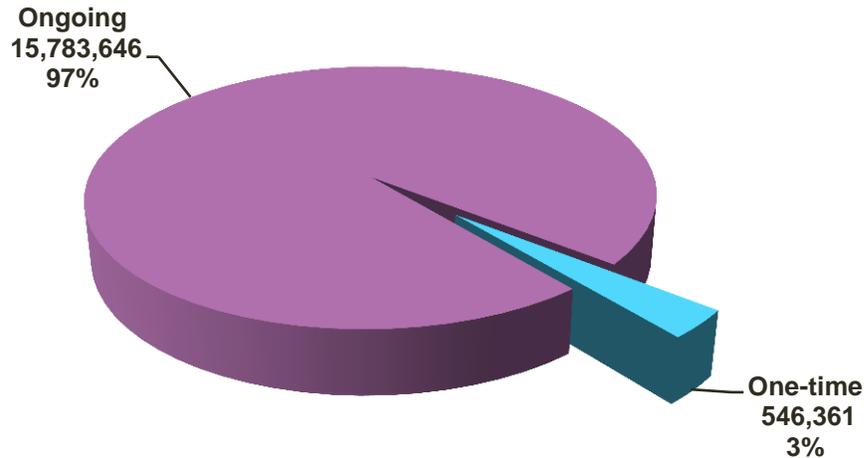
Related Links

For more information on the Clerk-Recorder-Assessor's Department refer to their website at <http://sbcassessor.com/ClerkRecorder/ClerkRecorder.aspx>

Clerk-Recorder-Assessor

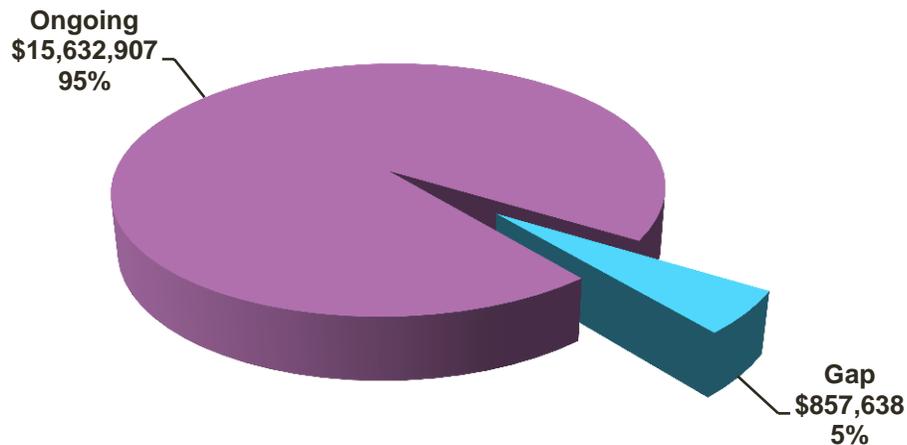
Gap Charts

FY 2014-15 Recommended Budget



Three percent of the FY 2014-15 Recommended Budget is comprised of one-time sources, including General Fund and departmental fund balances, used to fund ongoing operations in the Assessor Program. The \$546,361 of one-time funding is critical to funding the minimum level of services needed to maintain the County's property tax roll which becomes the base upon which local property taxes are levied, collected and distributed to the cities, County and special districts to fund government services.

FY 2015-16 Proposed Budget



To maintain FY 2014-15 service levels, it's estimated that \$16,491,000 of funding will be required in FY 2015-16; \$15,633,000 is available from departmental revenues and the General Fund, leaving a budget gap of \$858,000. The \$858,000 budget gap is \$312,000 more than the gap in 2014-15, primarily due to a decrease of Elections revenue in 2015-16. A funding source will need to be identified to backfill the FY 2015-16 Department gap in order to maintain the minimum service levels needed to create the County's property tax roll.

Clerk-Recorder-Assessor

Performance Measures

Description	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Estimated Actual	FY 2014-15 Recommended	FY 2015-16 Proposed
Elections:					
Number of registration transactions (adds, deletes, and changes) processed for the Fiscal Year	110,368	156,004	100,000	105,000	110,000
Number of Federal, State and Local Elections conducted in the Fiscal Year	1	1	2	3	2
Number and Percentage of Permanent Vote By Mail Voters	54% 102,324	55% 111,342	56% 112,695	57% 113,500	56% 114,500
Percentage of registered voters that voted in statewide elections for the Fiscal Year	45%	81%	44%	67%	60%
Clerk-Recorder:					
Percentage of official documents recorded within two business days	100%	100%	100%	100%	100%
Percent of documents recorded electronically (E-Recorded)	26%	32%	32%	33%	34%
Number of marriage licenses issued	3,437	3,379	3,811	4,100	4,200
Percent of marriage ceremonies performed by County Deputy Marriage Commissioners compared to the total marriage licenses issued	28%	24%	28%	28%	30%

Clerk-Recorder-Assessor

Performance Measures Continued

Description	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Estimated Actual	FY 2014-15 Recommended	FY 2015-16 Proposed
Assessor:					
Percentage of required property tax assessments completed by July 1st each year to provide basis for tax distribution to all property tax receiving entities	100%	100%	95%	97%	100%
Retention Rate of property values under appeal	90%	87%	90%	90%	90%

Clerk-Recorder-Assessor

Budget Overview

Staffing By Budget Program	2012-13 Actual	2013-14 Adopted	Change from FY13-14 Ado to FY14-15 Rec	2014-15 Recommended	2015-16 Proposed
Administration & Support	5.69	7.00	(0.05)	6.95	6.95
Elections	14.81	9.06	-	9.06	9.06
Clerk-Recorder	18.12	17.94	-	17.94	17.94
Assessor	53.92	61.38	0.05	61.43	61.43
Unallocated	0.15	-	-	-	-
Total	92.69	95.38	(0.00)	95.38	95.38
Budget By Budget Program					
Administration & Support	\$ 1,189,599	\$ 1,363,735	\$ (68,015)	\$ 1,295,720	\$ 1,321,074
Elections	3,003,412	3,228,148	188,977	3,417,125	3,406,976
Clerk-Recorder	2,120,918	2,462,710	244,748	2,707,458	2,764,529
Assessor	6,854,133	8,175,612	69,483	8,245,095	8,429,176
Unallocated	13,097	-	-	-	-
Total	\$ 13,181,158	\$ 15,230,205	\$ 435,193	\$ 15,665,398	\$ 15,921,755
Budget By Categories of Expenditures					
Salaries and Employee Benefits	\$ 10,258,556	\$ 11,693,461	\$ 298,956	\$ 11,992,417	\$ 12,247,513
Services and Supplies	2,332,392	2,780,896	113,983	2,894,879	2,881,890
Other Charges	590,210	755,848	22,254	778,102	792,352
Total Operating Expenditures	13,181,158	15,230,205	435,193	15,665,398	15,921,755
Capital Assets	90,472	183,745	(23,745)	160,000	160,000
Other Financing Uses	406,253	409,162	(131,594)	277,568	207,966
Intrafund Expenditure Transfers (+)	13,092	25,000	(5,000)	20,000	21,000
Increases to Fund Balances	1,184,747	909,253	(702,212)	207,041	179,824
Fund Balance Impact (+)	349,861	-	-	-	-
Total	\$ 15,225,584	\$ 16,757,365	\$ (427,358)	\$ 16,330,007	\$ 16,490,545
Budget By Categories of Revenues					
Licenses, Permits and Franchises	\$ 219,221	\$ 220,000	\$ 22,000	\$ 242,000	\$ 242,000
Fines, Forfeitures, and Penalties	11,300	12,000	-	12,000	12,000
Use of Money and Property	2	-	-	-	-
Intergovernmental Revenue	35,876	15,000	-	15,000	15,000
Charges for Services	5,836,244	5,443,560	(272,411)	5,171,149	5,016,751
Miscellaneous Revenue	9,116	8,000	(2,000)	6,000	6,000
Total Operating Revenues	6,111,759	5,698,560	(252,411)	5,446,149	5,291,751
Decreases to Fund Balances	361,179	1,435,505	(336,447)	1,099,058	449,756
General Fund Contribution	8,752,646	9,623,300	161,500	9,784,800	9,891,400
Fund Balance Impact (-)	-	-	-	-	857,638
Total	\$ 15,225,584	\$ 16,757,365	\$ (427,358)	\$ 16,330,007	\$ 16,490,545

Clerk-Recorder-Assessor

Staffing Detail

Staffing Detail By Budget Program	2012-13 Actual	2013-14 Adopted	Change from FY13-14 Ado to FY14-15 Rec	2014-15 Recommended	2015-16 Proposed
Administration & Support					
COUNTY CLK-REC-ASSESSOR	1.00	1.00	-	1.00	1.00
ASST DIRECTOR	0.71	1.00	(1.00)	-	-
FISCAL MANAGER	0.99	1.00	(1.00)	-	-
BUSINESS MANAGER	0.15	-	0.20	0.20	0.20
EDP OFFICE AUTO SPEC	0.86	2.00	-	2.00	2.00
FINANCIAL SYS ANALYST SR	0.01	-	-	-	-
DIVISION MANAGER	1.00	1.00	1.00	2.00	2.00
FINANCIAL OFFICE PRO	0.92	1.00	-	1.00	1.00
HR MANAGER	-	-	-	-	-
DEPT BUS SPEC	-	-	0.75	0.75	0.75
EXTRA HELP	0.05	-	-	-	-
Administration & Support Total	5.69	7.00	(0.05)	6.95	6.95
Elections					
ASST DIRECTOR	1.00	1.00	-	1.00	1.00
PROJECT MANAGER	0.01	-	-	-	-
FISCAL MANAGER	-	-	-	-	-
BUSINESS MANAGER	0.03	0.03	(0.03)	-	-
EDP OFFICE AUTO SPEC	0.08	-	-	-	-
DIVISION MANAGER	-	-	-	-	-
PROGRAM MANAGER	-	1.00	(1.00)	-	-
EDP SYS & PROG ANLST	0.57	0.43	0.03	0.46	0.46
MAPPING/GIS ANALYST SUPV	0.02	-	-	-	-
ASSESSMENT SUPERVISOR	0.01	-	-	-	-
ADMIN OFFICE PRO	6.81	6.60	-	6.60	6.60
FINANCIAL OFFICE PRO	0.01	-	-	-	-
HR MANAGER	0.42	-	1.00	1.00	1.00
MAPPING/GIS ANALYST	0.19	-	-	-	-
APPRAISER	0.02	-	-	-	-
AUDITOR-APPRAISER	0.01	-	-	-	-
EXTRA HELP	5.63	-	-	-	-
Elections Total	14.81	9.06	-	9.06	9.06
Clerk-Recorder					
ASST DIRECTOR	0.17	-	1.00	1.00	1.00
FISCAL MANAGER	-	-	1.00	1.00	1.00
BUSINESS MANAGER	0.60	0.97	(0.97)	-	-
EDP OFFICE AUTO SPEC	0.06	-	-	-	-
DIVISION MANAGER	1.00	1.00	-	1.00	1.00
EDP SYS & PROG ANLST	0.43	0.57	(0.03)	0.54	0.54
FINANCIAL OFFICE PRO	1.08	1.00	-	1.00	1.00
ADMIN OFFICE PRO	13.24	14.40	(1.00)	13.40	13.40
EXTRA HELP	1.54	-	-	-	-
Clerk-Recorder Total	18.12	17.94	-	17.94	17.94

Clerk-Recorder-Assessor

Staffing Detail Continued

Staffing Detail By Budget Program	2012-13 Actual	2013-14 Adopted	Change from FY13-14 Ado to FY14-15 Rec	2014-15 Recommended	2015-16 Proposed
Assessor					
ASST DIRECTOR	-	-	-	-	-
CHIEF APPRAISER	1.00	1.00	-	1.00	1.00
PROJECT MANAGER	0.03	1.00	-	1.00	1.00
BUSINESS MANAGER	0.03	-	0.80	0.80	0.80
FINANCIAL SYS ANALYST SR	1.76	2.00	-	2.00	2.00
DIVISION MANAGER	3.00	3.00	(1.00)	2.00	2.00
EDP SYS & PROG ANLST SR	3.00	3.00	-	3.00	3.00
EDP SYS & PROG ANLST	1.00	1.00	-	1.00	1.00
MAPPING/GIS ANALYST SUPV	0.98	1.00	-	1.00	1.00
ASSESSMENT SUPERVISOR	5.57	6.00	-	6.00	6.00
ADMIN OFFICE PRO	15.46	17.62	-	17.62	17.62
MAPPING/GIS ANALYST	2.81	3.00	-	3.00	3.00
APPRAISER	14.03	17.75	0.25	18.00	18.00
AUDITOR-APPRAISER	4.68	5.00	-	5.00	5.00
EXTRA HELP	0.55	-	-	-	-
Assessor Total	53.92	61.38	0.05	61.42	61.42
Unallocated					
APPRAISER	0.15	-	-	-	-
Unallocated Total	0.15	-	-	-	-
Department Total	92.69	95.38	-	95.38	95.38

General Services



General Services

Budget & Full-Time Equivalent (FTEs) Summary

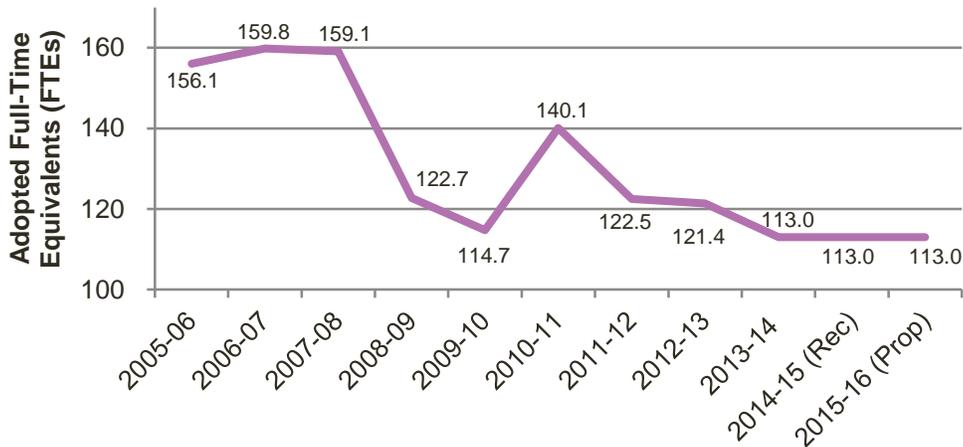
Operating	\$ 41,362,748
Capital	\$ 10,521,232
FTEs	113.0

Budget Programs Chart



Staffing Trend

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



General Services

Mission Statement

General Services provides a full range of services, guidance, and expertise that enables County government to deliver public services effectively.

Department Description

The General Services Department delivers an array of support services to the other County departments. The Department's vision is to provide excellent customer service and exceptional value in supporting the delivery of County services. These are the keystones to the Department's business culture. These services include the following:

Central Services

Central Services provides financial and administrative services within the Department, including accounting, personnel, and payroll operations. It also includes the Purchasing Division which provides centralized procurement services for all Santa Barbara County departments. The program also provides mail services and disposition of surplus property.

Capital Improvements

Capital Improvements provides full service planning, design, and construction of new County facilities, including remodels and related projects for all County departments. Our services include: feasibility and cost studies for proposed projects, architectural and operational programming, management of building, remodel design and construction, and assisting with development of the County's Capital Improvement Plan. Capital Improvements also includes the Office of the County Architect which provides services related to space planning and utilization in addition to management of historical projects.

Facilities & Land Management

Facilities & Land Management promotes a safe and healthy environment for County employees and visitors. It provides a full range of maintenance services and coordinates contracts for custodial and landscaping services for County-owned structures. Staff maintains over 1.8 million square feet of space in 390 County-owned buildings. The Real Property Division provides professional real estate services to meet the needs of County departments and also prepares and negotiates real property transactions including leases, sales, and acquisitions. The Internal Service Fund, which manages the County's utilities, is also funded from this budget program.

Fleet Operations

Fleet Operations meets all of the transportation needs of County departments including fire trucks, sheriff vehicles, and heavy and light duty vehicles. Fleet Operations provides the following services: vehicle and equipment maintenance and repair services, administering fuel operations, acquiring and preparing new vehicles and equipment, and operating a County motor pool.

Information & Communications Technology

Information & Communications Technology enables County departments to provide effective services to citizens through innovative technology solutions. This Division delivers reliable information technology, telephone, and public safety radio network systems. Services include: Windows infrastructure and email services, web hosting and network security services, portable, mobile and dispatch console radio, microwave communications, security systems, and County-wide audio video systems. These services are used by Santa Barbara County employees and partners.

General Services

2013-14 Anticipated Accomplishments

Central Services

- Processed 2,500 contracts that comply with regulatory statutes, codes and ordinances, and processed 95% of all contracts within seven working days of receipt of the requisition.
- Continued promotion of the Local Vendor Outreach Program and increased local vendor participation rates in County procurement solicitations. The Local Vendor Outreach Program has an established goal of spending 60% of discretionary dollars with local vendors on a Countywide basis and offers a 6% preference incentive to local vendors for formal bids on tangible goods.
- Successful recruitment of two Assistant Directors has provided oversight for departmental finances, administration, Countywide purchasing, facilities, capital improvement projects, fleet, utilities, mailroom, and real property.
- Stabilization of management structure by seeking permanent appointments for two temporarily filled (interim) managers.

Capital Improvements

- The Northern Branch Jail Project (AB900) milestones included: completing the contract negotiations and finalizing agreements with the State and County, Board execution of four professional service agreements, facilitating several design workshops with multiple stakeholders, and State acceptance of the schematic designs. Also provided assistance with the SB1022 application including project alignment with AB900 funded facility.
- Completed the Engineering Building Alterations for the Community Services Department. This project remodeled a portion of the County Engineering Building's second

floor including tenant improvements and replacement of/upgrades to deteriorated and inefficient building systems. Green elements of the project include higher efficiency lighting and HVAC, an open space plan enhancing the use of natural lighting, and addressing deferred maintenance items.

Facilities & Land Management

- Completion of a Countywide Sustainability Progress Report. Collaborated with departments to collect information about sustainable efforts being accomplished across the County. Also ensured that the Board had information on future sustainability projects and possibilities.
- Assisted consultant with a Countywide assessment of the condition of all County facilities. The outcome of this assessment will be incorporated into future planning for addressing the large backlog of deferred maintenance.
- Transitioned Lompoc Veterans Memorial Building to County managed reservations and maintenance operations.
- Completed an update to the County's Space Utilization Report.

Fleet Operations

- Procured four electric powered vehicles for the motor pool and installed charging stations. This is a pilot project that seeks to integrate alternative fueled vehicles into the motor vehicle fleet and measure performance and adaptability toward Countywide operations.
- Completion of a technology upgrade project which provides our team of mechanics modern diagnostic tools including new On Board Diagnostic (OBDII) scan tools, Powertrain Control Module (PCM) update tools and software, and the installation of wireless computers in all work bays.

General Services

- Reorganized staffing positions within the Fleet Operations division to appropriately address workload supervision and management.

Information & Communications Technology

- Completed the upgrade of nine major campus PBX phone systems to Voice over Internet Protocol (VoIP) capable technologies.
- Implemented MS Lync 2013, a Unified Communication and Collaboration solution to support presence, instant messaging, desktop sharing, audio and video conferencing.
- Completed the replacement of over 290 data network access layer switches representing over 10,000 ports. The project prepares the foundation for VoIP capable devices.
- Implemented a Countywide public safety microwave monitoring and notification network to track and report on operator actions, alarms, and performance data.
- Improved our network security posture through implementation of an enterprise solution for mobile device disk encryption, a two factor authentication solution for remote access, and installation of Web Application Firewalls.

2014-16 Objectives

Central Services

- In an effort to expand the Local Vendor Outreach Program and increase local vendor participation rates, we will increase efforts to target local vendors for bidding opportunities and educate them on how to do business with the County.
- The Department will continue to focus on strategic planning, team building, performance management, and succession planning to

ensure that County and Departmental goals are achieved.

Capital Improvements

- Northern Branch Jail (AB900 & SB1022) – Establish accounting frameworks for billing and continue to meet all of our State and County milestones. We will bid out and begin construction of the facilities.
- Complete the design of and build the Cuyama Pool to appropriate specifications, with an anticipated completion date prior to the 2016 swimming season.

Facilities & Land Management

- Successfully integrate the Facilities Condition Assessment Report from the County consultant into our deferred maintenance and capital project planning.
- Complete reclassification of several departmental positions to improve customer service and provide opportunities for employee growth within the department.
- Continue to work on improvements to the Real Property software to improve customer service and facilitate improved tracking of leases and agreements.
- Evaluate the facilities work order automation project.

Fleet Operations

- Work with County departments to continue to improve fleet “right sizing” by reducing the total vehicles owned by the organization and ensuring that the vehicles being used are the appropriate size for the job being performed.
- Continue efforts towards achieving the goal of billing for 75% of mechanic labor hours on work orders. Monitor billable labor hours at all shop

General Services

locations and make adjustments as needed based on prudent business decisions.

Information & Communications Technology

- Complete a five year plan for the communications network, covering the planned use of fiber, leased lines, wireless, public safety microwave network, and radio technologies.
- Replace the Octel voice mail system with high availability clustered NEC UM8700 voicemail servers. The replacement will provide high availability and disaster recovery. We will install a primary, secondary and tertiary system server. The secondary server performs an automatic failover if the primary fails. The secondary server provides for high availability by allowing us to perform maintenance on the primary server without taking the system down. The tertiary server is for disaster recovery at a remote site and is a manual failover.
- Redesign the Countyofsb.org internet site to provide enhanced mobile device support.
- Update Countywide IT strategic plan with wireless services component and inclusion of technology coordination policies.
- Complete the replacement of our antiquated core computer infrastructure addressing storage, server, and data center network components.
- Replace the Santa Barbara Computer Room Uninterrupted Power Supply (UPS).
- Complete a five year Countywide strategic plan for the public safety microwave radio communication network.

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

Staffing

- There is no change to staffing.

Expenditures

- Net operating expenditure increase of \$1,139,000:
 - +\$493,000 increase in Salaries and Employee Benefits primarily due to negotiated labor agreements, and rising health care and workers' compensation costs.
 - +344,000 increase in Services and Supplies primarily reflects an anticipated increase in fuel costs and consumption.
 - +301,000 increase in Other Charges primarily reflects increases in depreciation due to the replacement of fully depreciated assets.
- Net non-operating expenditure increase of \$988,000:
 - +\$1,495,000 increase in Capital Assets reflects increases in construction in progress primarily due to the New Cuyama Pool project.
 - +\$486,000 increase in Other Financing Uses reflects increases in costs for the main jail sewer replacement project.
 - +\$91,000 increase in Intrafund Expenditure Transfers (+) reflects increases in the pool of costs, primarily from salary savings, that were experienced in the prior year for administrative allocation.
 - -\$1,055,000 decrease to "Increases to Fund Balances" reflects the completion of several multiyear capital projects; thereby, drawing down (reducing) fund balance.
 - -\$29,000 decrease to Fund Balance Impact (+) reflects a decrease to both the Special Aviation and Information Technology Services Fund's (ISF) fund balance.

General Services

These changes result in Recommended operating expenditures of \$41,363,000, non-operating expenditures of \$13,496,000, resulting in total expenditures of \$54,859,000. Non-operating expenditures primarily include capital assets, transfers, and increases to fund balances.

Revenues

- Net operating revenue increase of \$2,408,000 primarily due to:
 - +\$2,000 increase in Licenses, Permits and Franchises reflects increases for oil and gas franchises.
 - -\$35,000 decrease in Use of Money and Property reflects decreases for interest income.
 - -\$270,000 decrease in Intergovernmental Revenue reflects federal receipt of funding in FY 2013-14 for capital improvements at the Santa Ynez Airport that are anticipated to be completed in FY 2014-15.
 - +\$1,181,000 increase in Charges for Services primarily due to:
 - +\$635,000 increase in Assigned Vehicle Charges primarily due to the replacement of fully depreciated vehicles.
 - +\$357,000 increase in Information Technology charges primarily due to the replacement of fully depreciated equipment.
 - +\$1,531,000 increase in Miscellaneous Revenue reflects the anticipated receipt of insurance proceeds for the New Cuyama Pool project.

- Net non-operating revenue decrease of \$281,000 due to:
 - +\$84,000 increase in Other Financing Sources reflects reimbursement for the mix of capital projects that will either start or ramp up in FY 14-15.
 - +\$51,000 increase in Intrafund Expenditure Transfers (-) reflects increases in the administrative rates due to salary savings

in the prior year that won't be experienced in the current year.

- +\$360,000 use of Fund Balances reflects:
 - +\$715,000 increase in project funding from Certificate of Participation (COP) proceeds; primarily the Main Jail Kitchen Sewer project.
 - -\$579,000 decrease in use of fund balance for non COP funded projects, primarily the completion of the Community Services remodel.
 - +\$223,000 increase in use of Retained Earnings to balance the Internal Service Funds Net Financial Impact to zero.
- +\$218,000 increase in General Fund Contribution (GFC) to partially offset increases in Salaries and Employee Benefits.
- -\$994,000 decrease in Fund Balance Impact (-) due to:
 - -\$864,000 decrease in the capital improvement program primarily due to the completion of the Community Services Engineering Floor 2 Remodel project
 - -\$3,000 decrease in the Vehicle Operations Fund
 - -\$127,000 decrease in the Communications Fund.

These changes result in Recommended operating revenues of \$33,721,000, non-operating revenues of \$21,138,000, resulting in total revenues of \$54,859,000. Non-operating revenues primarily include General Fund Contribution, transfers, and decreases to fund balances.

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

There is no change budgeted for staffing in FY 2015-16. It is anticipated that operating expenditures will increase by \$1,471,000 and operating revenues will decrease by \$1,267,000 primarily due to reduced insurance proceeds related to the Cuyama Pool.

General Services

With the exclusion of Internal Service Funds, there is a budget gap of \$569,000 in FY 2015-16, to maintain FY 2014-15 levels of service. An additional source of funding would need to be identified to prevent the need for service level reductions.

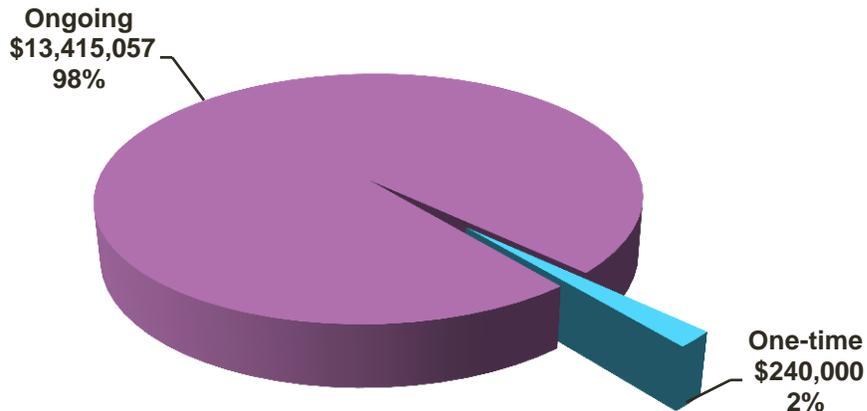
Related Links

For more information on the General Services' Office, refer to the Web site at www.countyofsb.org/gs/default.aspx?id=5782.

General Services

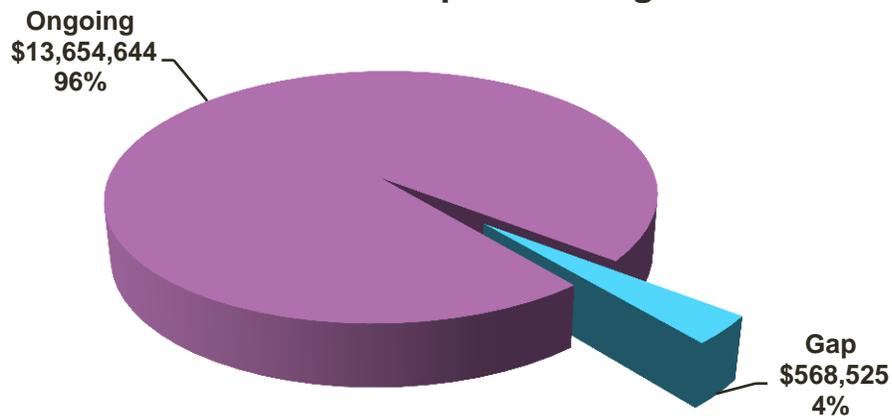
Gap Charts

FY 2014-15 Recommended Budget



The FY 2014-15 Recommended Budget (General Fund only) relies on one-time sources to fund 2% of the Department's ongoing operations. These funds allowed the Department to maintain a higher level of service than would otherwise have been possible; however, because these funds are one-time in nature, they will not be available to fund operations in FY 2015-16.

FY 2015-16 Proposed Budget



To maintain FY 2014-15 service levels (General Fund Only), it is estimated that \$14,223,000 of funding will be required in FY 2015-16. An additional \$569,000 must be identified to prevent the need for service level reductions.

General Services

Performance Measures

Description	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Estimated Actual	FY 2014-15 Recommended	FY 2015-16 Proposed
Central Services					
Percentage of customers who are satisfied or highly satisfied with services provided by the Department	n/a	92%	92%	92%	92%
Percentage of dollars spent annually with County of Santa Barbara local vendors for County services and supplies	60%	61%	60%	60%	60%
Percentage of formal bids awarded within 60 days of requisition receipt for purchases in excess of \$25,000	90%	95%	100%	95%	95%
Capital Improvements					
Percentage of available staff hours billed to projects	n/a	n/a	n/a	65%	70%
Facilities and Land Management					
Percentage of customers who rate service as satisfactory or higher for completed work orders (survey of two percent of completed work orders)	n/a	n/a	n/a	95%	95%
Fleet Operations					
Percentage of time that a fleet vehicle is immediately available	n/a	n/a	97%	97%	97%

General Services

Performance Measures Continued

Description	FY 2011-12 Actual	FY 2012-13 Actual	FY 2013-14 Estimated Actual	FY 2014-15 Recommended	FY 2015-16 Proposed
Information and Communications Technology (ICT)					
Percentage reduction in network outages (computer, telephone, microwave, radio, or internet) from the previous year	n/a	initial year of measurement (159 outages)	5% reduction (146 outages)	5% reduction (144 outages)	5% reduction (136 outages)
Percentage of uptime for Countyofsb.org website	n/a	n/a	99.2%	99.9%	99.9%
Percentage of Countywide telephone system service repair calls resolved within one business day	n/a	99.9%	100%	80%	80%
Number of County departments using the standard County internet look and feel in order to promote accessible, open and citizen friendly government	n/a	n/a	17	18	19

General Services

Budget Overview

Staffing By Budget Program	2012-13 Actual	2013-14 Adopted	Change from FY13-14 Ado to FY14-15 Rec	2014-15 Recommended	2015-16 Proposed
Central Services	18.23	17.00	-	17.00	17.00
Capital Improvements	7.06	7.00	-	7.00	7.00
Facilities & Land Management	33.99	36.30	-	36.30	36.30
Fleet Operations	18.26	19.70	-	19.70	19.70
Information & Communications Technol	31.22	33.00	-	33.00	33.00
Unallocated	1.00	-	-	-	-
Total	109.76	113.00	-	113.00	113.00
Budget By Budget Program					
Central Services	\$ 2,366,656	\$ 2,403,169	\$ 220,196	\$ 2,623,365	\$ 2,650,069
Capital Improvements	898,811	1,054,039	(23,530)	1,030,509	1,052,720
Facilities & Land Management	14,113,432	15,780,398	(72,095)	15,708,303	16,498,912
Fleet Operations	9,916,478	10,841,953	526,323	11,368,276	11,636,261
Information & Communications Technol	9,341,952	10,144,150	488,145	10,632,295	10,996,536
Unallocated	(3,878)	-	-	-	-
Total	\$ 36,633,450	\$ 40,223,709	\$ 1,139,039	\$ 41,362,748	\$ 42,834,498
Budget By Categories of Expenditures					
Salaries and Employee Benefits	\$ 12,625,674	\$ 13,925,786	\$ 493,166	\$ 14,418,952	\$ 14,834,978
Services and Supplies	17,638,023	19,310,862	344,475	19,655,337	20,407,423
Other Charges	6,369,752	6,987,061	301,398	7,288,459	7,592,097
Total Operating Expenditures	36,633,450	40,223,709	1,139,039	41,362,748	42,834,498
Capital Assets	10,945,618	9,026,137	1,495,095	10,521,232	6,475,752
Other Financing Uses	2,516,465	1,465,007	485,677	1,950,684	703,012
Intrafund Expenditure Transfers (+)	835,010	740,128	90,994	831,122	843,014
Increases to Fund Balances	1,058,857	1,247,596	(1,054,840)	192,756	33,000
Fund Balance Impact (+)	752,230	28,882	(28,882)	-	-
Total	\$ 52,741,630	\$ 52,731,459	\$ 2,127,083	\$ 54,858,542	\$ 50,889,276
Budget By Categories of Revenues					
Licenses, Permits and Franchises	\$ 45,658	\$ 36,000	\$ 1,500	\$ 37,500	\$ 38,000
Use of Money and Property	839,119	949,390	(35,307)	914,083	948,490
Intergovernmental Revenue	1,257,602	1,091,447	(269,894)	821,553	140,857
Charges for Services	27,064,936	28,311,726	1,181,039	29,492,765	30,372,231
Miscellaneous Revenue	1,225,734	924,705	1,530,564	2,455,269	954,600
Total Operating Revenues	30,433,049	31,313,268	2,407,902	33,721,170	32,454,178
Other Financing Sources	4,308,001	1,692,000	84,245	1,776,245	1,160,003
Intrafund Expenditure Transfers (-)	916,081	791,728	50,994	842,722	854,614
Decreases to Fund Balances	9,471,550	9,774,359	359,946	10,134,305	7,326,956
General Fund Contribution	7,565,378	8,166,200	217,900	8,384,100	8,525,000
Fund Balance Impact (-)	47,570	993,904	(993,904)	-	568,525
Total	\$ 52,741,630	\$ 52,731,459	\$ 2,127,083	\$ 54,858,542	\$ 50,889,276

General Services

Staffing Detail

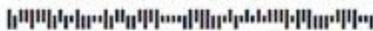
Staffing Detail By Budget Program	2012-13 Actual	2013-14 Adopted	Change from FY13-14 Ado to FY14-15 Rec	2014-15 Recommended	2015-16 Proposed
Central Services					
DIRECTOR	0.65	1.00	-	1.00	1.00
ASST DIRECTOR	0.23	2.00	-	2.00	2.00
BUSINESS MANAGER	1.00	1.00	-	1.00	1.00
ENERGY MANAGER	0.05	-	-	-	-
PROGRAM MANAGER	0.42	1.00	-	1.00	1.00
EDP SYS & PROG ANLST SR	1.00	1.00	-	1.00	1.00
DEPT BUS SPEC	0.58	-	-	-	-
ADMIN OFFICE PRO	1.00	1.00	-	1.00	1.00
FINANCIAL OFFICE PRO	2.00	1.00	-	1.00	1.00
ACCOUNTANT	2.00	1.00	-	1.00	1.00
COMPUTER SYSTEMS SPEC	1.00	1.00	-	1.00	1.00
EXECUTIVE SECRETARY	1.00	1.00	-	1.00	1.00
BUYER	3.00	3.00	-	3.00	3.00
MAIL CENTER SUPERVISOR	1.00	1.00	-	1.00	1.00
MAIL CENTER WORKER	1.88	2.00	-	2.00	2.00
EXTRA HELP	1.41	-	-	-	-
Central Services Total	18.23	17.00	-	17.00	17.00
Capital Improvements					
PROJECT MANAGER	1.42	2.00	-	2.00	2.00
TEAM/PROJECT LDR-GEN	0.58	-	-	-	-
PROGRAM MANAGER	0.85	1.00	-	1.00	1.00
ARCHITECT	1.00	1.00	-	1.00	1.00
FINANCIAL OFFICE PRO	1.00	1.00	-	1.00	1.00
CAPITAL PROJECTS COORD	0.15	1.00	-	1.00	1.00
ENGINEERING TECH	1.00	1.00	-	1.00	1.00
EXTRA HELP	0.17	-	-	-	-
CONTRACTOR	0.88	-	-	-	-
Capital Improvements Total	7.06	7.00	-	7.00	7.00
Facilities & Land Management					
PROJECT MANAGER	-	-	1.00	1.00	1.00
DIVISION MANAGER	1.00	1.00	-	1.00	1.00
ENERGY MANAGER	0.95	1.00	-	1.00	1.00
FACILITIES MANAGER	1.23	1.00	1.00	2.00	2.00
DEPT BUS SPEC	-	1.00	-	1.00	1.00
ADMIN OFFICE PRO	3.00	3.50	-	3.50	3.50
ACCOUNTANT	-	0.80	-	0.80	0.80
REAL PROPERTY AGENT	1.27	2.00	-	2.00	2.00
CAPITAL PROJECTS COORD	0.69	1.00	-	1.00	1.00
FACILITIES SUPERVISOR	0.77	1.00	-	1.00	1.00
BUILDING MAINT SUPV	3.00	3.00	-	3.00	3.00
MAINT ELECTRICIAN	1.00	1.00	-	1.00	1.00
HVAC SPECIALIST	3.00	3.00	-	3.00	3.00
MAINTENANCE PLUMBER	3.00	3.00	-	3.00	3.00
MAINTENANCE CARPENTER	1.00	1.00	-	1.00	1.00
BUILDING MAINT WORKER	11.08	11.00	-	11.00	11.00
CONTRACTOR	0.12	-	-	-	-
EXTRA HELP	2.88	2.00	(2.00)	-	-
Facilities & Land Management Total	33.99	36.30	-	36.30	36.30

General Services

Staffing Detail Continued

Staffing Detail By Budget Program	2012-13 Actual	2013-14 Adopted	Change from FY13-14 Ado to FY14-15 Rec	2014-15 Recommended	2015-16 Proposed
Fleet Operations					
FLEET MANAGER	1.00	1.00	-	1.00	1.00
DEPT BUS SPEC	1.00	1.00	1.00	2.00	2.00
ADMIN OFFICE PRO	1.00	1.00	-	1.00	1.00
ACCOUNTANT	-	0.20	-	0.20	0.20
SHOP SUPERVISOR	1.77	2.00	(2.00)	-	-
EQUIPMENT MECHANIC	4.81	5.00	-	5.00	5.00
AUTOMOTIVE MECHANIC	6.27	7.00	1.00	8.00	8.00
MOTOR POOL DISPATCH	1.77	2.50	-	2.50	2.50
EXTRA HELP	0.65	-	-	-	-
Fleet Operations Total	18.26	19.70	-	19.70	19.70
Information & Communications Technology					
ASST DIRECTOR	1.00	1.00	-	1.00	1.00
PROJECT MANAGER	1.00	2.00	(1.00)	1.00	1.00
DIVISION MANAGER	1.00	1.00	-	1.00	1.00
EDP OFFICE AUTO SPEC	11.73	12.00	-	12.00	12.00
EDP SYS & PROG ANLST SR	1.00	1.00	-	1.00	1.00
FINANCIAL OFFICE PRO	-	1.00	-	1.00	1.00
EDP NETWORK TECH	5.58	5.00	1.00	6.00	6.00
EDP SYS & PROG ANLST	1.00	1.00	-	1.00	1.00
COMMUNICATIONS MANAGER	1.00	1.00	-	1.00	1.00
COMM SYSTEMS SUPV	1.00	1.00	-	1.00	1.00
COMM EQUIP TECH SR	2.65	3.00	-	3.00	3.00
EDP OFFICE AUTO COORD	1.00	1.00	-	1.00	1.00
COMM EQUIP TECH	2.00	2.00	-	2.00	2.00
ELECTRONICS SYSTEMS TECH	1.00	1.00	-	1.00	1.00
EXTRA HELP	0.26	-	-	-	-
Information & Communications Technology Total	31.22	33.00	-	33.00	33.00
Unallocated					
MOTOR POOL DISPATCH	1.00	-	-	-	-
Unallocated Total	1.00	-	-	-	-
Department Total	109.76	113.00	-	113.00	113.00

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		2013-2014 SECURED TAX STATEMENT FOR FISCAL YEAR JULY 1, 2013 TO JUNE 30, 2014	
PARCEL NUMBER 012-345-67-00 1		ASSESSEE ON JANUARY 1, 2013 PUBLIC, JOHN Q		CORTAC-SUBSCRIBER	
ADDRESS OF PROPERTY 12345 MAIN ST SANTA BARBARA CA 93111			ASSESSED VALUE		
CST09024P 5-DIGIT 93111 7000033153 01.0096.0138 33153/1 012-345-67-00 			LAND/MINERAL RIGHTS 41,478 IMPROVEMENTS 130,711 PERSONAL PROPERTY 0 GROSS TOTAL 172,189		
 PUBLIC, JOHN Q PUBLIC, JANE Q 12345 MAIN ST SANTA BARBARA CA 93111			HOMEOWNER'S EXEMPTION 7,000 OTHER EXEMPTIONS 0 NET TOTAL 165,189		
			TAX AMOUNTS		
			BASIC PROPERTY TAX 1,721.73 SPECIAL DISTRICTS 0.00 FIXED CHARGES 307.29 TOTAL TAX 2,029.02		
TAX RATE AREA NUMBER	TAX RATE PERCENT	PRIOR YEAR TAXES	FIRST INSTALLMENT	SECOND INSTALLMENT	TOTAL
02-001	1.04228	NONE	1,014.51	1,014.51	2,029.02
			DELINQUENT DECEMBER 10, 2013		DELINQUENT APRIL 10, 2014
			TAXES DUE		

TREASURER-TAX COLLECTOR



PUBLIC ADMINISTRATION



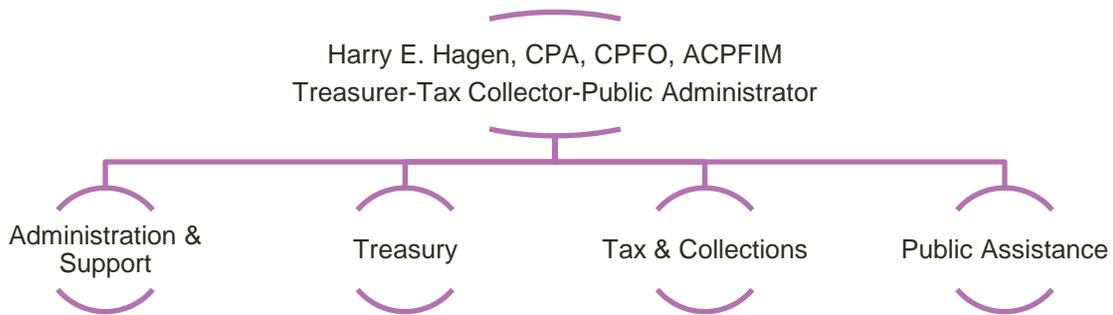
VETERANS SERVICES

Treasurer-Tax Collector-Public Adm.

Budget & Full-Time Equivalent (FTEs) Summary

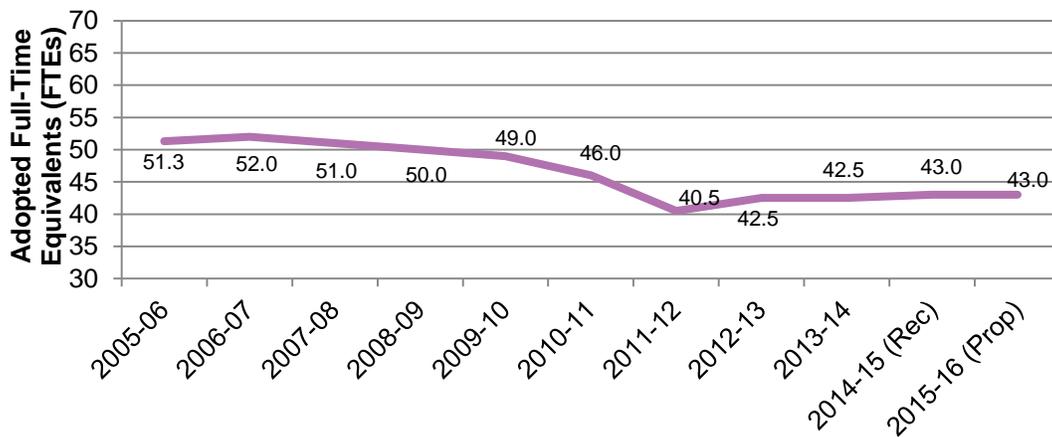
Operating	\$	7,132,207
Capital	\$	1,075,625
FTEs		43.0

Budget Programs Chart



Staffing Trend

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



Treasurer-Tax Collector-Public Adm.

Mission Statement

Bill and collect all property taxation, process all payments, provide banking services, invest revenue received by the County, Special Districts and Schools, administer the County's debt program, deferred compensation plan, decedents' estates, public conservatorships, and veterans services.

Department Description

The budget programs of the Treasurer-Tax Collector-Public Administrator Department (TTCPA) are Administration & Support, Treasury, Tax & Collections, and Public Assistance. The TTCPA has staff that provides services in Santa Barbara, Santa Maria, and Lompoc.

The focus of the TTCPA is the continuation and enhancement of the following services: tax collection, banking services, investing public funds with the primary objective of preservation of principal, administering the County's debt program, administering the County's deferred compensation plan, administering decedent estates and conservatorships, and assisting County veterans in obtaining State and Federal benefits. Within each of the basic services provided, the TTCPA delivers programs that specifically address the County's Strategic Plan through actions required by law or by routine business necessity.

2013-14 Anticipated Accomplishments

Administration & Support

- The Information Technology division is working jointly with the Auditor-Controller to implement a new Property Tax System, Aumentum, to replace the County's mainframe legacy system. The division has four systems development staff dedicated to this effort.

- Filed six Return for Credit Payments to Issuers of Qualified Bonds which enabled the County to receive over \$650,000 in interest subsidies from the Internal Revenue Service.

Treasury

- The County Treasury processes over \$7 billion annually. To ensure accurate processing of all funds, a comprehensive review of all cash handling procedures was initiated and is being reviewed.
- The Information Technology division successfully configured the TTCPA cashing system to properly integrate with the new Property Tax System.

Tax & Collections

- Beginning in Fiscal Year 2008-09, the TTCPA began actively searching for vacation rental properties and Transient Occupancy Tax (TOT) is now being collected. In that time the TTCPA has collected over \$3.5 million in TOT for the County solely from vacation rentals. Annual TOT revenues total over \$1.0 million on 271 vacation rental properties.
- TTCPA maintained a high secured tax collection ratio of 98.5%, which places Santa Barbara County in the top five for tax collection among all of the 58 California counties.

Public Assistance

- The Public Guardian's division served over 124 Lanterman Petris Short (LPS) mental health conservatorship, 249 representative payee, and 46 probate clients this fiscal year, providing investigation and case management for individuals unable to satisfy their own basic needs. During the course of the bi-annual audit, the division was informed by Social Security Administration that Santa Barbara County's record keeping procedures will be used as a model for other jurisdictions to follow.

Treasurer-Tax Collector-Public Adm.

- The Veterans Services Program assists County veterans and their families in obtaining benefits. County veterans received approximately \$8.3 million in new and retroactive benefits, lump sum awards, college fee waivers, and prior awards. In addition, approximately \$1.2 million was brought into the County for GI Bill students and Aid & Attendance assistance.

2014-16 Objectives

Administration & Support

- The TTCPA will continue to analyze the feasibility of refunding prior year debt issuances. Potential savings from this refinancing would be achieved through lower interest rates.

Treasury

- County revenues are currently processed utilizing paper deposit tickets which are manually entered into the TTCPA cashing system. A file is then created and uploaded to the Auditor-Controller financial system. The Treasury Program will evaluate and analyze the cost/benefit of developing an electronic deposit ticket. This enhancement will serve County departments and agencies. It will also facilitate the recording of revenue into the County's financial system in a timelier manner.

Tax & Collections

- In early FY 2014-15, the TTCPA will implement the new Property Tax System including: data conversion, systems interfaces, functional design and user testing. It will take a significantly longer period for full system implementation to maximize the efficiencies and outcomes of the new system.

Public Assistance

- A detailed study of the operating costs of the Public Guardian will be performed to evaluate

and revise base fees as appropriate. Compensation for the Public Guardian is based on reasonableness commensurate with the value of the service provided which include: the costs of referral, investigation and assessment, charges for conservatorship of the person and conservatorship of the estate.

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

Staffing

- Increase of 0.5 FTE:
 - In FY 2013-14, changes were initiated to more accurately charge employees work effort to the appropriate programs. This effort reallocates FTEs between programs and is reflected in the Department "Staffing by Budget Program." The increase of 1.0 FTE, reflects a new Financial Office Professional supporting Treasury and Tax Collection functions, partially offset by the reduction of a 0.5 Extra Help FTE.

The TTCPA has a projected staff of 43.0 employees with centralized operations in Santa Barbara and satellite operations in Santa Maria and Lompoc. As a result of the economic downturn, the TTCPA has reduced its budgeted staffing level resulting in the reduction and unfunding of 9.0 FTE's or a 17.3% decrease in positions since FY 2006-07.

Expenditures

- Net operating expenditure increase of \$259,000:
 - +\$251,000 increase in Salaries and Employee Benefits due to the addition of 1.0 Financial Office Professional; and, also increases in departmental retirement costs, health insurance costs, workers' compensation premiums, and employee salaries;

Treasurer-Tax Collector-Public Adm.

- -\$17,000 decrease in Services and Supplies due to a reduction of one-time costs related to the new Property Tax System conversion project;
- +\$25,000 increase in Other Charges, primarily due to an increase in utility costs.
- Net non-operating expenditure increase of \$1,077,000 primarily due to:
 - -\$146,000 decrease in Capital Assets, from \$1,221,000 to \$1,076,000, reflects approximately \$890,000 of planned FY 2013-14 implementation costs of the new Property Tax System conversion project moving to FY 2014-15.

These changes result in Recommended operating expenditures of \$7,132,000, non-operating expenditures of \$1,077,000, and total expenditures of \$8,209,000. Non-operating expenditures are primarily capital assets.

Revenues

- Net operating revenue increase of \$120,000 which primarily consists of:
 - -\$33,000 decrease in Taxes due to lower number of tax penalties.
 - -\$5,900 decrease in Intergovernmental Revenue due to the transfer of State grant from the County to the vendor who supplies Veteran Services software program.
 - +\$154,000 increase in Charges for Services due to the addition of 1 FTE in the Treasury Division and a higher projected indirect cost rate.

These changes result in Recommended operating revenues of \$3,146,000, non-operating revenues of \$5,063,000, resulting in total revenues of \$8,209,000. Non-operating revenues primarily include General Fund Contribution, transfers, and decreases to fund balances.

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

The FY 2015-16 proposed expenditures reflect a \$1,120,000 decrease from the FY 2014-15 recommended budget is primarily the result of:

- -\$1,075,600 – decrease in Capital Assets due to the completion of the new Property Tax System conversion project;
- -\$117,000 – decrease in one-time crossover costs and professional services related to implementation of the new Property Tax System.
- +\$29,100 – increase in health insurance and retiree medical premiums;
- +28,700 – increase in salaries

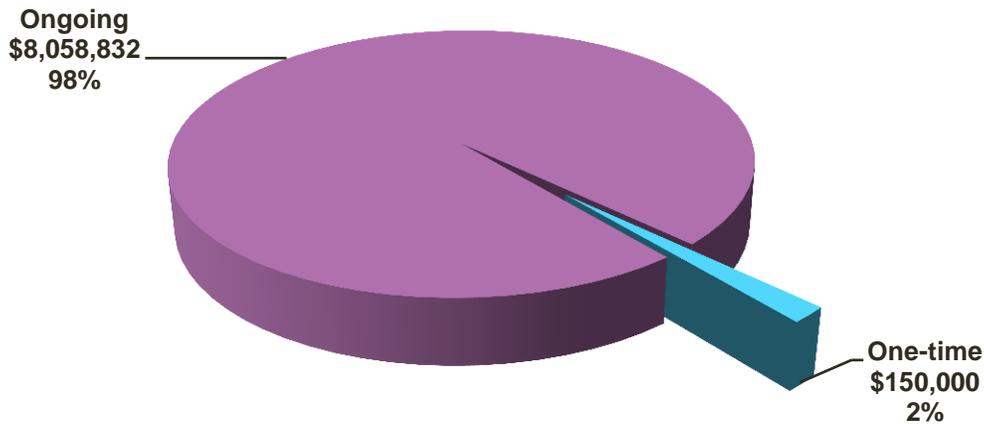
Related Links

For more information on the Treasurer-Tax Collector – Public Administrator, refer to the website at <http://www.countyofsb.org/ttcpapg/index.asp>.

Treasurer-Tax Collector-Public Adm.

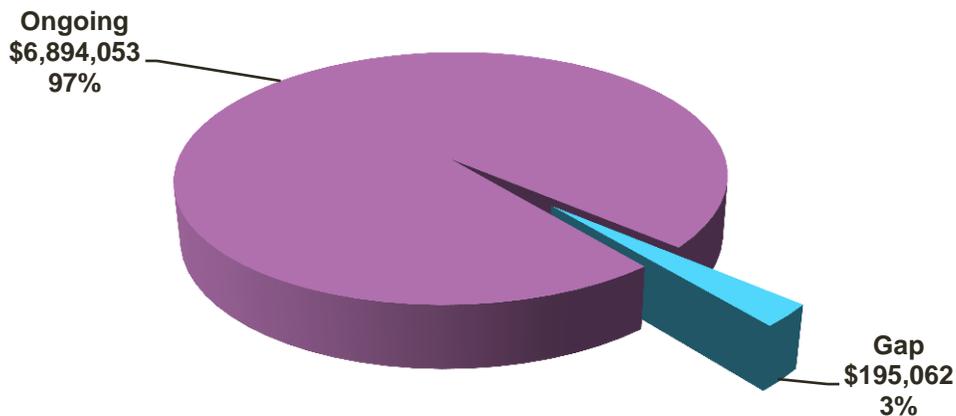
Gap Charts

FY 2014-15 Recommended Budget



The FY 2014-15 Recommended Budget relies on one-time sources to fund 2% of the Department's ongoing operations. The one-time source of \$150,000 is additional General Fund Contribution. These funds allow the Department to maintain a higher level of service than would otherwise have been possible; however, because these funds are one-time in nature, they will not be available to fund operations in FY 2015-16.

FY 2015-16 Proposed Budget



The FY 2015-16 Proposed Budget relies on one-time sources to fund less than 3% of the Department's ongoing operations. These funds allow the Department to maintain a higher level of service than would otherwise be possible; however, because these funds are one-time in nature, they will not be available to fund operations in the future.

Treasurer-Tax Collector-Public Adm.

Performance Measures

<u>Description</u>	<u>FY 2011-12 Actual</u>	<u>FY 2012-13 Actual</u>	<u>FY 2013-14 Estimated Actual</u>	<u>FY 2014-15 Recommended</u>	<u>FY 2015-16 Proposed</u>
Administration and Support:					
Amount of Transient Occupancy Tax (TOT) Collected	\$7,089,000	\$5,891,000	\$7,077,000	\$7,077,000	\$7,077,000
Amount of Vacation Rental - Transient Occupancy Tax (TOT) Collected	\$686,000	\$889,000	\$1,000,000	\$1,000,000	\$1,000,000
Number of participants in County Deferred Compensation Plan	3,581	3,607	3,595	3,600	3,600
Number of debt, trustee and arbitrage payments made on behalf of County Departments and School Districts	69	99	125	125	125
Treasury:					
Amount of monies processed through the County Treasury	\$7.4 Billion	\$7.5 Billion	\$7.6 Billion	\$7.6 Billion	\$7.6 Billion
Monitor and project liquidity requirements as evidenced by zero securities sold at a loss to meet the cash flow needs of pool participants	Zero	Zero	Zero	Zero	Zero
Percent compliance with the Government Code and the Treasurer's Investment Policy	100%	100%	100%	100%	100%

Treasurer-Tax Collector-Public Adm.

Performance Measures Continued

<u>Description</u>	<u>FY 2011-12 Actual</u>	<u>FY 2012-13 Actual</u>	<u>FY 2013-14 Estimated Actual</u>	<u>FY 2014-15 Recommended</u>	<u>FY 2015-16 Proposed</u>
Tax and Collections:					
Percent of annual secured taxes collected	98.8%	99.1%	98.5%	97.5%	97.5%
Percent of annual unsecured taxes collected	98.4%	98.8%	97.6%	97.5%	97.5%
Public Assistance:					
Percent of probate conservatives visited in the past twelve months	100%	100%	100%	100%	100%
	178	190	180	180	180
Number of Veterans Benefit Claims filed	1,722	1,677	1,925	1,925	1,925

Treasurer-Tax Collector-Public Adm.

Budget Overview

Staffing By Budget Program	2012-13 Actual	2013-14 Adopted	Change from FY13-14 Ado to FY14-15 Rec	2014-15 Recommended	2015-16 Proposed
Administration & Support	5.28	6.59	(0.18)	6.41	6.41
Treasury	8.61	8.04	0.33	8.36	8.36
Tax & Collections	11.84	12.58	0.32	12.90	12.90
Public Assistance	13.56	15.30	0.03	15.33	15.33
Unallocated	0.04	-	-	-	-
Total	<u>39.33</u>	<u>42.50</u>	<u>0.50</u>	<u>43.00</u>	<u>43.00</u>
Budget By Budget Program					
Administration & Support	\$ 1,113,663	\$ 1,276,157	\$ 184,408	\$ 1,460,565	\$ 1,484,515
Treasury	1,636,779	1,765,817	(75,148)	1,690,669	1,693,616
Tax & Collections	1,870,989	2,178,760	86,081	2,264,841	2,171,068
Public Assistance	1,447,684	1,652,657	63,475	1,716,132	1,738,916
Unallocated	7,466	-	-	-	-
Total	<u>\$ 6,076,581</u>	<u>\$ 6,873,391</u>	<u>\$ 258,816</u>	<u>\$ 7,132,207</u>	<u>\$ 7,088,115</u>
Budget By Categories of Expenditures					
Salaries and Employee Benefits	\$ 4,602,185	\$ 5,093,228	\$ 250,518	\$ 5,343,746	\$ 5,415,319
Services and Supplies	1,175,913	1,533,245	(17,000)	1,516,245	1,390,157
Other Charges	298,484	246,918	25,298	272,216	282,639
Total Operating Expenditures	<u>6,076,581</u>	<u>6,873,391</u>	<u>258,816</u>	<u>7,132,207</u>	<u>7,088,115</u>
Capital Assets	50,045	1,221,128	(145,503)	1,075,625	-
Intrafund Expenditure Transfers (+)	800	1,000	-	1,000	1,000
Increases to Fund Balances	750	-	-	-	-
Fund Balance Impact (+)	17	-	-	-	-
Total	<u>\$ 6,128,193</u>	<u>\$ 8,095,519</u>	<u>\$ 113,313</u>	<u>\$ 8,208,832</u>	<u>\$ 7,089,115</u>
Budget By Categories of Revenues					
Taxes	\$ 292,441	\$ 288,000	\$ (33,000)	\$ 255,000	\$ 255,000
Licenses, Permits and Franchises	57,189	50,000	-	50,000	50,000
Intergovernmental Revenue	65,927	66,981	(5,866)	61,115	61,115
Charges for Services	2,131,071	2,613,893	154,135	2,768,028	2,822,403
Miscellaneous Revenue	23,501	7,000	5,000	12,000	12,000
Total Operating Revenues	<u>2,570,129</u>	<u>3,025,874</u>	<u>120,269</u>	<u>3,146,143</u>	<u>3,200,518</u>
Other Financing Sources	-	150,000	-	150,000	150,000
Intrafund Expenditure Transfers (-)	100,963	107,115	9,720	116,835	116,835
Decreases to Fund Balances	435,164	1,494,930	(91,976)	1,402,954	-
General Fund Contribution	3,021,937	3,317,600	75,300	3,392,900	3,426,700
Fund Balance Impact (-)	-	-	-	-	195,062
Total	<u>\$ 6,128,193</u>	<u>\$ 8,095,519</u>	<u>\$ 113,313</u>	<u>\$ 8,208,832</u>	<u>\$ 7,089,115</u>

Treasurer-Tax Collector-Public Adm.

Staffing Detail

Staffing Detail By Budget Program	2012-13 Actual	2013-14 Adopted	Change from FY13-14 Ado to FY14-15 Rec	2014-15 Recommended	2015-16 Proposed
Administration & Support					
TREAS/TAX COLL/PUB ADMIN	0.42	0.50	-	0.50	0.50
INVESTMENT MANAGER	0.42	0.55	(0.25)	0.30	0.30
ASST DIRECTOR	0.42	0.37	0.13	0.50	0.50
FINANCE CHIEF	0.93	0.94	0.01	0.95	0.95
IT MANAGER	-	-	0.08	0.08	0.08
OPERATIONS MANAGER	0.14	0.26	(0.25)	0.01	0.01
EDP SYS PROGRAMMER	0.26	0.29	(0.11)	0.18	0.18
FINANCIAL SYS ANALYST	1.12	1.16	0.14	1.30	1.30
FINANCIAL OFFICE PRO	0.02	0.03	(0.01)	0.02	0.02
ACCOUNTANT	-	1.00	-	1.00	1.00
BUSINESS MANAGER	0.59	0.52	0.05	0.57	0.57
EXECUTIVE SECRETARY	0.95	0.97	0.03	1.00	1.00
Administration & Support Total	5.28	6.59	(0.18)	6.41	6.41
Treasury					
TREAS/TAX COLL/PUB ADMIN	0.33	0.25	-	0.25	0.25
INVESTMENT MANAGER	0.39	0.45	0.25	0.70	0.70
ASST DIRECTOR	0.13	0.08	0.17	0.25	0.25
FINANCE CHIEF	0.05	0.05	-	0.05	0.05
IT MANAGER	-	-	0.05	0.05	0.05
OPERATIONS MANAGER	0.30	0.22	0.07	0.29	0.29
EDP SYS PROGRAMMER	0.03	0.02	0.06	0.09	0.09
FINANCIAL SYS ANALYST	0.19	0.10	(0.02)	0.08	0.08
ADMIN OFFICE PRO	0.02	-	-	-	-
FINANCIAL OFFICE PRO	5.19	5.27	(0.31)	4.96	4.96
ACCOUNTANT	1.89	1.53	0.10	1.63	1.63
PUBLIC ADMIN/CONS VETS MANAGER	0.03	-	-	-	-
BUSINESS MANAGER	0.02	0.02	(0.01)	0.01	0.01
EXECUTIVE SECRETARY	0.05	0.03	(0.03)	-	-
PUBLIC ADM/CONSERVATOR	-	-	-	-	-
Treasury Total	8.61	8.04	0.33	8.36	8.36
Tax & Collections					
TREAS/TAX COLL/PUB ADMIN	0.25	0.25	-	0.25	0.25
ASST DIRECTOR	0.41	0.55	(0.30)	0.25	0.25
FINANCE CHIEF	0.02	0.01	(0.01)	-	-
IT MANAGER	-	1.00	(0.13)	0.87	0.87
OPERATIONS MANAGER	0.56	0.52	0.19	0.70	0.70
EDP SYS PROGRAMMER	0.70	0.68	0.05	0.73	0.73
FINANCIAL SYS ANALYST	2.38	1.74	(0.13)	1.62	1.62
FINANCIAL OFFICE PRO	5.52	5.70	1.32	7.02	7.02
ACCOUNTANT	1.16	1.17	0.14	1.31	1.31
BUSINESS MANAGER	0.39	0.46	(0.31)	0.15	0.15
EXTRA HELP	0.44	0.50	(0.50)	-	-
Tax & Collections Total	11.84	12.58	0.32	12.90	12.90

Treasurer-Tax Collector-Public Adm.

Staffing Detail Continued

Staffing Detail By Budget Program	2012-13 Actual	2013-14 Adopted	Change from FY13-14 Ado to FY14-15 Rec	2014-15 Recommended	2015-16 Proposed
Public Assistance					
FINANCIAL SYS ANALYST	-	-	-	-	-
FINANCIAL OFFICE PRO	2.89	3.00	-	3.00	3.00
ADMIN OFFICE PRO	2.36	3.00	-	3.00	3.00
ACCOUNTANT	0.33	0.30	(0.24)	0.06	0.06
PUBLIC ADMIN/CONS VETS MANAGER	0.97	1.00	-	1.00	1.00
BUSINESS MANAGER	-	-	0.27	0.27	0.27
PUBLIC ADM/CON VETS SUPV	2.00	2.00	-	2.00	2.00
PUBLIC ADM/CONSERVATOR	5.00	6.00	-	6.00	6.00
Public Assistance Total	13.56	15.30	0.03	15.33	15.33
Unallocated					
ADMIN OFFICE PRO	0.04	-	-	-	-
Unallocated Total	0.04	-	-	-	-
Department Total	39.33	42.50	0.50	43.00	43.00

Treasurer-Tax Collector-Public Adm.



Debt Service



Public Defender Remodel



Santa Maria Court



Betteravia Admin Lobby



Calle Real Solar Project

Debt Service

Department Description

Debt Service payments, both principal and interest, which are budgeted in various departments for Certificates of Participation (COPs) and other authorized long-term debt instruments, are consolidated here for oversight and payment by the Treasurer-Tax Collector-Public Administrator Department. Internal Service Funds and Enterprise Funds are separate accounting entities that budget their debt directly in their own funds. The Debt Service budget also includes short-term Tax and Revenue Anticipation Notes (TRAN) debt payments.

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

Expenditures

- Net operating expenditure decrease of \$130,000:
 - -\$130,000 – decrease in annual interest payments on long term debt.
- Net non-operating expenditure decrease of \$356,000 which primarily consists of:
 - -\$323,000 decrease in principal payments.
 - -\$27,000 decrease in the amount transferred to fund balance based on available interest earnings.

These changes result in recommended operating expenditures of \$3,370,000, non-operating expenditures of \$4,112,000, for total expenditures of \$7,482,000. Non-operating expenditures primarily include long-term debt principal repayment.

Revenues

- Net operating revenue decrease of \$35,000:
 - The FY 2014-15 recommended departmental revenues decreased by \$35,000 to \$1,406,000 from the Fiscal Year

2013-14 Adopted Budget of \$1,441,000. This decrease is primarily the result of:

- -\$31,000 – decrease in interest earnings on Certificate of Participation (COP) reserve funds held with Trustee.
- Net non-operating revenue decrease of \$452,000 which primarily consists of:
 - -\$581,000 reflects decreased revenue, transferred from other departments for debt service payments as payments decline.
 - +\$131,000 use of restricted fund balance for Clerk-Recorder debt service.

These changes result in recommended operating revenues of \$1,406,000, non-operating revenues of \$6,076,000, resulting in total revenues of \$7,482,000. Non-operating revenues primarily include General Fund Contribution and transfers from Special Revenue Funds for debt service obligations.

Financial Reconciliation of Long-term Debt

The table on the following page, “Long-term Debt Payment Schedule by Project/Fund” provides detail of principal and interest payments by Project. Information shown includes the beginning “Total Debt Service” due, scheduled “Payments FY 14-15” and the “Remaining Debt Service” balance. A reconciliation of this detail Long-term Debt schedule (line “Subtotal General and Operating Funds”) to the Budget Overview schedule (line “Total Expenditures”) is provided below.

Total Debt Service Expenditures	\$7,482,244
Less TRAN Interest and Cost	(884,000)
Less LTD Cost & Fees	(16,929)
Less ADMHS and CRA Leases	(485,396)
Less Increase to Fund Balance	(24,252)
Net Government Funds Principal and Interest Payments	\$6,071,667

Debt Service

Related Links

For more information on Debt Service, visit the Treasurer-Tax Collector-Public Administrator's website at <http://www.countyofsb.org/ttccpag/index.asp>

Santa Barbara County Long-term Debt Payment Schedule by Project/Fund June 30, 2014

DESCRIPTION	FUND	DEPT	TOTAL DEBT SERVICE	NET RENTAL PAYMENTS	PAYMENTS FY 14-15	REMAINING DEBT SERVICE
GENERAL AND OPERATING FUNDS						
2010 COP						
PUBLIC DEFENDER REMODEL	0001	990	13,696,004	9,991,523	435,615	9,555,908
BETTERAVIA ADMINISTRATION	0001	990	4,966,440	3,669,168	167,959	3,501,209
EMERGENCY OPERATIONS CENTER	0001	990	13,502,465	9,866,180	445,568	9,420,612
SUBTOTAL			32,164,909	23,526,871	1,049,142	22,477,729
2008 COP						
REDEVELOPMENT AGENCY	3120	725	20,587,174	19,156,694	1,377,183	17,779,511
2005 COP						
HALL OF RECORDS - CLERK-RECORDER	0001	062	93,600	93,600	93,600	0
ELECTIONS STORAGE - CLERK-RECORDER	0001	062	106,080	106,080	106,080	0
LOMPOC SUBSTATION - FIRE	0001	031	3,016,550	2,726,927	274,782	2,452,145
LOMPOC SUBSTATION - SHERIFF	0001	032	1,884,070	1,703,486	170,943	1,532,544
ISLA VISTA FOOT PATROL - SHERIFF	0001	032	4,039,347	3,651,243	366,948	3,284,295
TECHNICAL BUILDING - SHERIFF	0001	032	3,627,196	3,278,913	330,179	2,948,734
CHILDREN'S SERVICES BLDG - MENTAL HEALTH	0044	043	1,367,342	1,235,318	125,703	1,109,615
SUBTOTAL			14,134,185	12,795,567	1,468,234	11,327,333
2011 PP						
CASA NUEVA - GENERAL SERVICES	0001	063	2,316,873	2,316,873	292,220	2,024,653
CASA NUEVA - SOCIAL SERVICES	0001	990	939,449	939,449	118,490	820,959
CHILDRENS' SERVICES BLDG - MENTAL HEALTH	0044	043	1,086,710	1,086,710	137,292	949,418
JUVENILE HALL	0070	990	2,778,414	2,778,414	350,780	2,427,633
JUVENILE COURT - EXPANSION	0071	990	816,399	816,399	103,048	713,350
JUVENILE COURT - ATTORNEYS	0070	990	597,378	597,378	75,635	521,743
DISTRICT ATTORNEY	0070	990	3,499,312	3,499,312	441,659	3,057,654
SHERIFF - HVAC	0070	990	114,129	114,129	14,476	99,653
SB1732 - COURTHOUSE CONSTRUCTION	0071	990	1,252,450	1,252,450	643,507	608,943
SUBTOTAL			13,401,114	13,401,114	2,177,108	11,224,006
SUBTOTAL GENERAL AND OPERATING FUNDS			80,287,382	68,880,246	6,071,667	62,808,580
2008 COP ENTERPRISE FUND						
TAJIGUAS LANDFILL LINER	1930	054	5,769,935	5,214,572	577,760	4,636,812
2010 COP ENTERPRISE FUND						
TAJIGUAS LANDFILL LINER	1930	054	2,235,362	2,004,173	374,359	1,629,814
2011 PP ENTERPRISE FUND						
LAGUNA SANITATION SOLAR PROJECT	2870	054	4,600,641	3,831,757	437,026	3,394,731
2011 PP INTERNAL SERVICE FUND						
CALLE REAL SOLAR PROJECT	1920	063	5,832,149	4,863,431	515,615	4,347,816
TOTAL COP DEBT			\$98,725,468	\$84,794,179	\$7,976,426	\$76,817,753

*May not total due to rounding differences.

Debt Service

Budget Overview

Staffing By Budget Program	2012-13 Actual	2013-14 Adopted	Change from FY13-14 Ado to FY14-15 Rec	2014-15 Recommended	2015-16 Proposed
Total	-	-	-	-	-
Budget By Budget Program					
Tax & Revenue Anticipation Notes	\$ 857,510	\$ 884,000	\$ -	\$ 884,000	\$ 884,000
Long Term Debt	2,750,339	2,616,282	(130,179)	2,486,103	2,357,221
Total	<u>\$ 3,607,849</u>	<u>\$ 3,500,282</u>	<u>\$ (130,179)</u>	<u>\$ 3,370,103</u>	<u>\$ 3,241,221</u>
Budget By Categories of Expenditures					
Services and Supplies	\$ 96,128	\$ 86,601	\$ 293	\$ 86,894	\$ 86,890
Other Charges	3,511,721	3,413,681	(130,472)	3,283,209	3,154,331
Total Operating Expenditures	3,607,849	3,500,282	(130,179)	3,370,103	3,241,221
Other Financing Uses	4,111,554	4,411,189	(323,300)	4,087,889	3,708,119
Increases to Fund Balances	19,154	51,371	(27,119)	24,252	24,250
Fund Balance Impact (+)	12,490	5,946	(5,946)	-	-
Total	<u>\$ 7,751,048</u>	<u>\$ 7,968,788</u>	<u>\$ (486,544)</u>	<u>\$ 7,482,244</u>	<u>\$ 6,973,590</u>
Budget By Categories of Revenues					
Use of Money and Property	\$ (16,169)	\$ 55,946	\$ (30,946)	\$ 25,000	\$ 25,000
Intergovernmental Revenue	1,376,137	1,384,687	(3,900)	1,380,787	1,380,787
Miscellaneous Revenue	236	-	-	-	-
Total Operating Revenues	1,360,204	1,440,633	(34,846)	1,405,787	1,405,787
Other Financing Sources	5,442,651	5,642,034	(580,193)	5,061,841	4,683,803
Decreases to Fund Balances	57,974	-	130,616	130,616	-
General Fund Contribution	870,000	884,000	-	884,000	884,000
Fund Balance Impact (-)	20,218	2,121	(2,121)	-	-
Total	<u>\$ 7,751,048</u>	<u>\$ 7,968,788</u>	<u>\$ (486,544)</u>	<u>\$ 7,482,244</u>	<u>\$ 6,973,590</u>

Debt, Obligations, and Debt Management Policies



Debt, Obligations, and Debt Management Policies



Debt, Obligations, and Debt Management Policies

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Debt, Obligations, and Debt Management Policies

Introduction

This section of the operating plan presents:

- An overview of the County's outstanding debt obligations
- The objectives of its debt management policy
- Certain obligations overseen by the County's Debt Advisory Committee (DAC)
- A description of the various types of the significant short-term and long-term obligations
- Assets set-aside to fund the obligations
- An overview of the funding status of the obligations
- Budget policy and practices to fund the annual debt payments

We have also provided a summary table of the County's liabilities net of accumulated resources. A significant amount of these obligations involve appropriations throughout the County's fund structure.

Net Debt Obligations Summary Table

<i>in millions</i>	<u>6/30/2013</u>	<u>6/30/2014</u>	<u>Payments</u>		<u>Expected</u>	<u>6/30/2015</u>
			<u>Principal</u>	<u>Interest</u>	<u>Incr/(Decr)</u>	
Short-term Obligations:						
TRAN	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0
Long-term Obligations:						
Certificates of Participation (COPs)	50.7	48.3	(2.5)	2.4	0	45.8
Capital Bonds & Notes	28.6	25.2	(3.0)	0.7	0	22.2
Capital Leases	3.4	3.1	(0.3)	0.2	0	2.8
Pension UAAL	742.0	827.8	0	0	(9.7)	818.1
OPEB UAAL	173.9	173.9	0	0	0	173.9
Self-Insurance:						
Workers' Compensation Ins	8.0	8.8	0	0	0	8.8
Other Self-Insurance	(8.5)	(8.0)	0	0	0	(8.0)
Compensated Absences	31.7	31.0	0	0	0	31.0
Landfill Closure	5.8	6.1	0	0	0	6.1
Total	\$ 1,035.6	\$ 1,116.2	\$ (5.8)	\$ 3.3	\$ (9.7)	\$ 1,100.7

Debt

The County of Santa Barbara uses debt financing to (1) fund certain capital assets that support the provision of services by the County; and (2) provide for short term cash flow requirements.

The decisions to use debt financing are governed by several factors including the nature of the project to be financed, availability of other financing, and the current economic climate. The County's financings adhere to the Board of Supervisors approved debt policy and are subject to reviews by the County's Debt Advisory Committee. Also, when entering into public market financings, they undergo the scrutiny of the credit rating agencies. This policy, the County's current credit ratings, and the various forms of debt financing utilized by the County are described in more detail below.

Debt, Obligations, and Debt Management Policies

Certain other long-term obligations are now being required by the Governmental Accounting Standards Board (GASB) to be included on the County balance sheet including the County Pension Liabilities and Other Post-Employment Benefits (OPEB). These outstanding obligations are also described in more detail below.

Objectives of the County Debt Management Policy

- **To Provide Benefits to the Public:**
Identify the benefits, cost savings, and prudent uses of debt financing. Invest cash to use municipal assets most effectively and to finance or refinance to maintain the lowest practical cost (i.e. to maximize the use of municipal assets to determine pay-as-you-go or debt financing alternatives).
- **Debt Repayment:**
Establish debt payment schedules that accommodate the ability to pay and synchronize the cost with the benefits or useful life.
- **Capital Outlay:**
Identify the level of debt which the responsible agency is able to carry to use debt most effectively as one among several available financial tools. Closely coordinate with the responsible agency's capital and operating budget processes.
- **Debt Overview:**
Take into account on a continuing basis the impact of debt on the County's credit rating and total debt burden.

Credit Ratings

The County maintains a Standard & Poor's 'SP-1+' rating for short-term notes and a Standard & Poor's 'AA+' for long-term certificates of participation.

Standard & Poor's, in its June 12, 2013 credit profile, affirmed its 'AA+' rating to the County's appropriation debt.

The rationale behind the rating reflects the rating agency's view of:

- The long-term general creditworthiness of the County
- The County's covenants to budget and appropriate lease payments

The 'AA+' rating is based on the following long-term strengths of the County:

- A stable, moderately growing economic base with access to the broader Ventura and Los Angeles area economies
- Consistent maintenance of very strong unreserved general fund balances despite limited financial flexibility due to state mandates
- An experienced management team that has implemented strong financial policies and prudent expenditure controls
- Low overall debt levels

Debt, Obligations, and Debt Management Policies

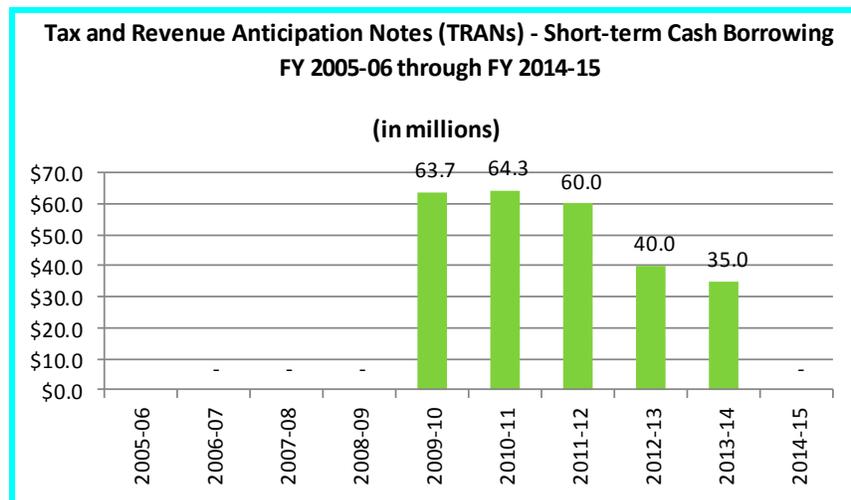
Standard & Poor's, in its May 29, 2013 rating of the County's FY 13-14 \$35.0 million Tax and Revenue Anticipation Notes (TRAN), states that the 'SP-1+' short-term rating "reflects the County's very strong underlying general credit characteristics, as well as strong County-projected note repayment coverage of 1.78x at maturity; and very strong County-projected coverage of 3.21x at maturity if including additional borrowable liquidity of various other funds."

Debt Service Ratios

The following bonded debt service ratios include the County's Certificates of Participation (COP's), Capital Bonds and Capital Leases. The ratio of total debt service to revenues for all County Funds is 0.64% and for the General Fund is 0.23%. The General Fund's share of total debt service is 13.8% or \$0.8 million. The ratio of net bonded debt to Assessed Value is 0.00012%.

Short-term Obligations

During the course of the fiscal year, the County may experience a temporary shortfall in cash because of the unequal timing of expenditures and the receipt of revenues. The biggest factor is that the majority of property taxes for the fiscal year are collected in December and April while expenditures such as payroll occur throughout the year. To mitigate these cash flow imbalances, the County borrows cash through the issuance of Tax and Revenue Anticipation Notes (TRANs). These notes mature within twelve months after date of issuance and are therefore considered short-term obligations. The County borrows and repays the TRAN within each fiscal year. The chart shows TRAN borrowings since FY 2005-06. FY 2014-15 available cash balances will be sufficient to provide for operational cash requirements and a TRAN will not be issued.



Debt, Obligations, and Debt Management Policies

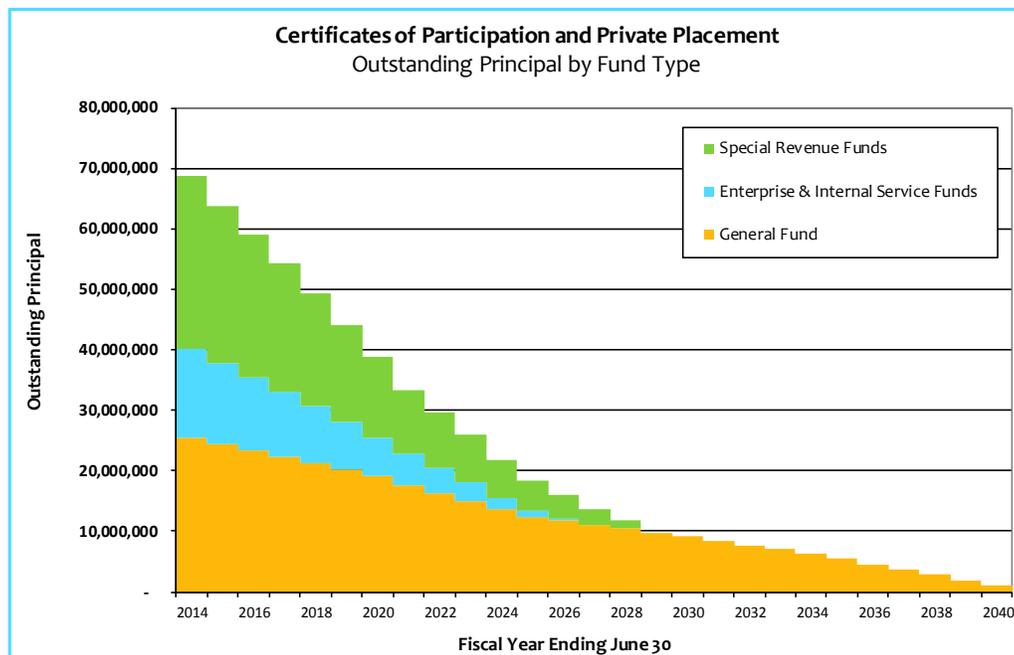
Long Term Obligations

- **General Obligation Bonds (GO Bonds):**

These are debt instruments issued by local governments for the acquisition or improvement of real property. The repayment stream is an additional ad valorem property tax to pay annual debt service. Since the passage of Proposition 13 in 1978, they require a supermajority voter approval. *The County has no outstanding General Obligation Bonds.*

- **Certifications of Participation (COPs) & Capital Bonds and Notes:**

These certificates, bonds, and notes are sold to investors to raise funds for the financing of capital infrastructure. The repayment of these COPs, Capital Bonds and Capital Notes are secured by pledged revenues of the County which are annually appropriated as part of the County's budget. The outstanding principal amounts as of 6/30/2014 are COPS \$48.3 million and Capital Bonds and Notes \$25.3 million. The repayment of the total outstanding principal of \$73.6 million is displayed on the following graph by fund type as part of the annual operating budget. The graph indicates a rapid repayment schedule. In addition to principal, \$29.4 million of interest will be paid over the life of the bonds.



- **Capital Leases:**

These leases are financing instruments sold to investors or leasing finance companies to raise cash to acquire capital assets. When all the lease terms and conditions are met, the related asset becomes the property of the County. At June 30, 2014, capital lease liabilities will total \$3.1 million, not including financing costs. Outstanding interest for the remainder for capital leases total \$0.9 million. Annual lease payments are appropriated in the operating budget.

- **Pension Obligation Bonds (POBs):**

These bonds are financing instruments used to pay some or all of an entity's unfunded pension liability. The bonds must be issued on a taxable basis and the proceeds are transferred to the issuer's pension

Debt, Obligations, and Debt Management Policies

system as a prepayment of all or part of the issuer's unfunded pension liability. The proceeds are then invested by the pension system. These bonds function as arbitrage instruments and come with interest rate return risks. *The County of Santa Barbara has no outstanding Pension Obligation Bonds.*

- Unfunded Pension Obligations:**

These obligations are required to be financed by the provisions of the 1937 California Retirement Act and are subject to appropriation as part of the County Annual Budget. As of June 30, 2013, the date of the most recent actuarial study of the Santa Barbara County Employees Retirement System (SBCERS), the Unfunded Actuarial Accrued Liability (UAAL) was \$818.1 million. This liability is being amortized over a fixed period of 17 years and is paid as a level percentage of the County's annual payroll. The following table provides a summary with respect to assets and liabilities, UAAL, funding ratios, and the employer contribution rate for both the current year and subsequent plan year. See the budget's Executive Summary for a twenty year projection of member and employer contributions.

Santa Barbara County Employees' Retirement System		
Summary of Key Valuation Results		
(in millions)		
Valuation Date	June 30, 2012	June 30, 2013
Fiscal Year End	2014	2015
Actuarial accrued liability (AAL)	\$ 2,874.4	\$ 2,968.1
Actuarial value of plan assets	(2,046.6)	(2,150.0)
Unfunded actuarial accrued liability (UAAL)	\$ 827.8	\$ 818.1
Funded Ratio (actuarial value)	71.2%	72.4%
<i>Net Employer Contribution Rate</i>	<i>38.30%</i>	<i>38.94%</i>

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

The County OPEB plan pays retirees either a portion of their monthly insurance premiums (\$15 per month per year of service) or makes a contribution to a health reimbursement account (\$4 per month per year of service). The plan was closed to new general members hired after 1/1/13. The current rate of contribution to the OPEB plan is a level percentage of the County's annual payroll which only funds the cost of the current year's benefit, but does not amortize the UAAL. The contribution rate is being increased annually to begin to reduce the UAAL. As of June 30, 2012, the date of the most recent OPEB actuarial study of the Santa Barbara County Employees Retirement System (SBCERS), the Unfunded Actuarial Accrued Liability (UAAL) was \$173.9 million. OPEB actuarial valuations are performed on a biennial basis. The following table provides a summary with respect to assets and liabilities, UAAL, and funding ratios. The employer contribution rate for FY 2014-15 was increased from 3.25% to 3.75% of covered payroll.

OPEB Cost and Net OPEB Obligation		
(in millions)		
Fiscal Year End	2010	2012
Actuarial accrued liability (AAL)	\$ 173.9	\$ 176.4
Actuarial value of plan assets	1.9	2.5
Unfunded actuarial accrued liability (UAAL)	\$ 172.0	\$ 173.9
Funded Ratio (actuarial value)	1.1%	1.4%

Debt, Obligations, and Debt Management Policies

- **Self-Insurance Liabilities:**

These result from various risks of loss related to torts; theft of, damage to, and destruction of assets; errors and omissions; injuries to employees; natural disasters; and medical malpractice. For these risks, the County has chosen to establish self-insurance internal service funds to accumulate assets for losses up to certain limits. Excess coverage (coverage above the County limits) is provided by the California State Association of Counties (CSAC) Excess Insurance Authority. Effective July 1, 2010, the County discontinued self-insurance for workers' compensation and began purchasing coverage through CSAC. In addition, the County has established separate self-insurance financing funds for unemployment claims and dental insurance benefits for employees and their dependents. The following chart shows the claims and other liabilities in the self-insurance internal service funds, compared to assets accumulated to pay the claims, for the prior two fiscal years. The County has a seven year budgetary plan to increase rates proportionately to eliminate the deficit caused by the remaining self-insurance workers' compensation claims.

Self-Insurance Liabilities			
(in millions)			
Workers' Compensation			
Fiscal Year End	2012	2013	
Self-insurance claim and other liabilities	\$ 27.6	\$ 24.7	
Assets available to pay liabilities	19.7	16.7	
Unfunded claim and other liabilities	\$ 7.9	\$ 8.0	
Funded ratio	71.4%	67.6%	
Other Self-Insurance			
Fiscal Year End	2012	2013	
Self-insurance claim and other liabilities	\$ 8.9	\$ 8.4	
Assets available to pay liabilities	14.4	16.9	
Unfunded claim and other liabilities	\$ (5.5)	\$ (8.5)	
Funded ratio	161.8%	201.2%	

- **Compensated Absences:**

These are related to unused employee vacation balances that could be paid out upon termination. At June 30, 2013 the balance was \$31.7 million. These payments are typically absorbed in each department's operating budget on a pay-as-you-go basis.

- **Landfill Closure and Post Closure Care Liabilities:**

These result from the County's requirements to close landfills once their capacities are reached and to monitor and maintain the sites for 30 subsequent years. The County funds these costs with a combination of a pledge of future tipping fee revenues and an accumulation of restricted cash and investment assets. As of June 30, 2013, the total liability was \$21.5 million; and \$15.7 million is currently accumulated and restricted for this use in the Enterprise Fund. Annual increases to restricted assets are appropriated in the Enterprise Fund's operating budget.

Debt, Obligations, and Debt Management Policies



General County Programs



General County Programs



General County Programs

Functional Summary

	2012-13 Actual	2013-14 Adopted	Change from FY 13-14 Ado to FY 14-15 Rec	2014-15 Recommended	2015-16 Proposed
Staffing By Budget Department					
General County Programs	0.09	-	-	-	-
Total	0.09	-	-	-	-
Budget By Budget Department					
General County Programs	\$ 5,517,167	\$ 3,926,650	\$ 1,322,381	\$ 5,249,031	\$ 20,674,134
General Revenues	-	-	-	-	-
Total	\$ 5,517,167	\$ 3,926,650	\$ 1,322,381	\$ 5,249,031	\$ 20,674,134
Budget By Categories of Expenditures					
Salaries and Employee Benefits	\$ 42,498	\$ 61,500	\$ 8,500	\$ 70,000	\$ 70,000
Services and Supplies	1,510,955	3,693,050	244,175	3,937,225	19,395,790
Other Charges	3,963,714	172,100	1,069,706	1,241,806	1,208,344
Total Operating Expenditures	5,517,167	3,926,650	1,322,381	5,249,031	20,674,134
Other Financing Uses	32,874,402	32,946,706	(1,799,323)	31,147,383	31,137,593
Intrafund Expenditure Transfers (+)	185,302,920	191,868,020	(1,935,320)	189,932,700	189,209,000
Increases to Fund Balances	28,653,857	16,452,742	(704,132)	15,748,610	11,395,058
Fund Balance Impact (+)	1,408,124	256	(256)	-	5,693,378
Total	\$ 253,756,470	\$ 245,194,374	\$ (3,116,650)	\$ 242,077,724	\$ 258,109,163
Budget By Categories of Revenues					
Taxes	\$ 192,353,132	\$ 188,451,000	\$ 10,221,000	\$ 198,672,000	\$ 205,315,000
Licenses, Permits and Franchises	3,202,588	3,039,000	76,000	3,115,000	3,177,000
Fines, Forfeitures, and Penalties	6,436,905	5,909,003	(311,003)	5,598,000	5,153,000
Use of Money and Property	733,229	1,388,000	137,000	1,525,000	1,583,000
Intergovernmental Revenue	3,469,290	1,786,288	(421,488)	1,364,800	17,494,741
Charges for Services	7,949,184	7,296,408	2,090,263	9,386,671	8,448,005
Miscellaneous Revenue	529,369	1,124,306	(566,697)	557,609	230,371
Total Operating Revenues	214,673,698	208,994,005	11,225,075	220,219,080	241,401,117
Other Financing Sources	10,053,900	370,518	319,109	689,627	211,200
Intrafund Expenditure Transfers (-)	156,612	194,111	(14,427)	179,684	154,683
Decreases to Fund Balances	9,050,418	8,762,626	(3,216,493)	5,546,133	2,067,974
General Fund Contribution	19,318,237	18,791,370	(3,348,170)	15,443,200	14,274,189
Fund Balance Impact (-)	503,605	8,081,744	(8,081,744)	-	-
Total	\$ 253,756,470	\$ 245,194,374	\$ (3,116,650)	\$ 242,077,724	\$ 258,109,163

General County Programs

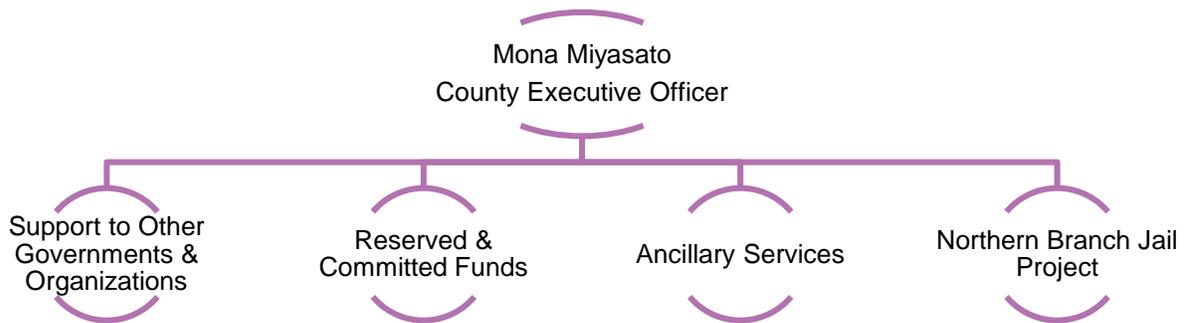


General County Programs

Budget & Full-Time Equivalent (FTEs) Summary

Operating	\$	5,249,031
Capital	\$	-
FTEs		-

Budget Programs Chart



General County Programs

Mission Statement

Deliver County services in accordance with the Board of Supervisors' (Board) strategic goals, operational priorities, and budgeted resources.

Department Description

The General County Programs budget contains those programs and projects which are not directly associated with one specific department. Programs may move into or out of General County Programs from other departments as they become established and a more appropriate department structure is identified. These General County programs currently include:

- Support to Other Governments & Organizations including the Children's Health Initiative, Human Services Commission, LAFCO, Montecito Fire Westmont Annexation, and support to the Betteravia Child Care Center.
- Reserved & Committed Funds consisting of increases and decreases to committed fund balances, Criminal Justice Facilities and Courthouse Construction debt service payments.
- Ancillary Services which consists of debt service payments for General Fund projects, Public and Educational Access, Board support, Gang Task Force support, and general administration.
- Northern Branch Jail Project, (the capital construction project), funded in part with AB 900 grant funds and intended to provide a 376 bed jail facility just outside the City of Santa Maria.

2013-14 Anticipated Accomplishments

Support: Other Governments & Organizations

- Maintained the existing level of funding for \$1 million for the multi-year effort to provide health insurance to uninsured children in Santa Barbara County.

Reserved & Committed Funds

- Set aside funding for future operations of the Northern Branch Jail in the amount of \$3,300,000, a \$1,300,000 increase from the \$2,000,000 set aside the previous year.
- Set aside funds to Committed fund balance for facilities maintenance, Strategic Reserve, road projects, and contingencies. (See table of Key Discretionary Fund Balance Components below).
- Based on Board direction, increased supplemental funding for Roads maintenance to \$2,500,000 in FY 2013-14 (previously \$500,000 of General Funds).

Ancillary Services

- Continued support of the South County Gang Task Force and the Central Coast Collaborative on Homelessness projects.

Northern Branch Jail Project

- Successfully completed State review of the "schematic design" and "design development" submission in compliance with the approved project schedule and terms and conditions for "preliminary plans" approval.
- Initiated planning for the construction award process including identifying roles and responsibilities, establishing a strategy for prequalifying prime contractor and major trade subcontractors, and exploring potential capture of direct sales tax.

General County Programs

- Updated the Northern Branch Jail staffing and operations cost estimates.

2014-16 Objectives

Support: Other Governments & Organizations

- Continue the current level of support of \$1,000,000 to the Children's Healthcare Initiative. Move the Human Services Commission from Community Services to General County Programs.

Reserved & Committed Funds

- Continue to fund the Northern Branch Jail Operations fund in the amounts of \$4,600,000 in FY 2014-15 and \$6,100,000 in FY 2015-16.
- Fund capital/infrastructure projects based on identified needs, priorities, and available funding sources.
- Identify County deferred maintenance projects in the General Services, Public Works, and the Parks Division of Community Services Department and develop a long-term funding plan to address these needs.
- Continue to build the County's Strategic Reserve.

Ancillary Services

- Continue to support the Central Coast Coalition on Homelessness and the South Coast Gang Task Force projects at the current level of funding.

Northern Branch Jail Project

- Complete the construction documents for the Northern Branch Jail project and secure State approval to proceed with the construction phase. Initiate reimbursement of State eligible expenditures.

- Complete prequalification of eligible prime contractors and major trade subcontractors, award a construction contract, and commence construction of the Northern Branch Jail.

Discretionary Fund Balance Components

The information below describes the fund balance accounts on the following page:

Capital: Provides one-time funds to support unexpected and unbudgeted capital projects that arise during the fiscal years.

Roads: This fund balance account supplements other Roads revenues for additional maintenance funding. As identified in the Public Works Road Maintenance Annual Plan, additional funding is needed to prevent further deterioration of our road infrastructure. These funds provide only a portion of what is needed and a comprehensive long-term funding plan for deferred maintenance, including the Roads fund, is planned to be developed in FY 2014-15.

Litigation: This contains funds for outside counsel and potential litigation settlements not covered by the County Liability Self-Insurance Fund, giving the County the ability to address unforeseen settlements without negatively impacting the adopted Operating Budget.

Salary and Benefits Reductions: Contains savings set aside from FY 2011-12 concession savings which will fund negotiated salary increases in FY 2014-15.

Deferred Maintenance & Repair: Designated for the backlog of deferred maintenance and repairs at County roads, buildings and parks.

Audit Exceptions: This reserve was originally established in FY 2007-08 to address potential audit exceptions in the Alcohol, Drug and Mental Health Services (ADMHS) Department associated with Cost Report Settlements and subsequently was increased to include the non-General Fund portion of the Public Health Department's Multi-agency Integrated System of Care (MISC) program. The projected balance of \$2,200,000 at June 30, 2014 represents the remaining reserve for these

General County Programs

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 \$2,800,000. ADMHS is subject to audit and potential adjustments for FY 2006-07 through the most recently completed fiscal year, as these audits have not yet occurred.

Northern Branch Jail Operations: This fund was established in FY 2011-12 to set aside General Funds for the ongoing operations of the new Northern Branch Jail, estimated to complete construction in mid-2018. Each year an increasing amount of General Funds will be set aside so that when the jail is 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 \$25,000,000 Strategic Reserve. Subsequently, a Budget Policy was established to have an amount equal to approximately 30 days of operating revenue or about \$28,000,000 for FY 2014-15. The FY 2013-14 year end Strategic Reserve is currently projected to be \$24,500,000, after appropriation of \$3,900,000 in SB1022 matching funds towards the expansion of the North Branch Jail for an additional 228 beds and \$1,400,000 for the 2012-13 reimbursement of cost settlements for ADMHS. The Strategic Reserve target for FY 2013-14 was \$26,700,000. This balance will be adjusted based on the FY 2013-14 year end results.

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

Expenditures

- Net operating expenditure increase of \$1,322,000 primarily due to:
 - +\$1,070,000 increase to Other Charges comprised almost entirely of the cost of the Human Services Commission moving to General County Programs from Community Services (+\$1,082,000).
 - + \$244,000 increase to Services and Supplies primarily due to:
 - +\$25,000 for the increase to the Board discretionary funding.
 - +\$109,000 increase in expenditures for the Northern Branch Jail project.
 - +\$108,000 increase in operating costs for the Human Services Commission moving to General County Programs from Community Services.

- Net non-operating expenditure decrease of \$7,696,000 primarily due to:
 - -\$7,189,000 decrease in FY 2012-13 year end fund balance lapsing to Strategic Reserve in FY 2013-14.
 - -\$4,516,000 decrease in transfers to Alcohol, Drug & Mental Health Services
 - -\$2,000,000 decrease in Roads funding, one time funding used in FY 2013-14.
 - -\$380,000 decrease in Debt Service.
 - -\$295,000 decrease in cost allocation offset due to reduced need for the Fire Department.
 - +\$5,303,000 increase to the set-aside in Program Restoration, reflecting estimated one-time funds available for future appropriations.
 - + \$1,300,000 annual increase in Northern Branch Jail Operations funding.

These changes result in Recommended operating expenditures of \$5,249,000, non-operating expenditures of \$19,149,000, and total expenditures of \$24,398,000. Non-operating

General County Programs

expenditures primarily include transfers and increases to fund balances.

Revenues

- Net operating revenue decrease of \$142,000:
 - -\$106,000 decrease to Miscellaneous Revenue due to the expiration of the Greka Settlement (-\$108,000).
 - -\$36,000 decrease to Intergovernmental Revenue due to the reduction to the Federal Subsidy on RZED Bonds (Debt Service COP offset).

- Net non-operating revenue decrease of \$6,232,000 primarily due to:
 - -\$3,348,000 decrease in General Fund Contribution.
 - -\$3,216,000 decrease in use of Fund Balance (Strategic Reserve, Capital Outlay, Audit Exceptions, Facilities Maintenance) for projects.

These changes result in Recommended operating revenues of \$2,694,000, non-operating revenues of \$21,704,000, and total revenues of \$24,398,000. Non-operating revenues primarily include General Fund Contribution, transfers and decreases to fund balances.

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

The FY 2015-16 budget is increasing by \$10,664,000. This is primarily due to increased expenditures for the pre-construction phase of the Northern Branch Jail project of \$15,484,000 and less being set aside for Program Restoration (-\$6,315,000), partially offset by an increase in the set aside for the New Jail Operations fund (+\$1,300,000).

General County Programs

Fund Balance Components Detail

General Fund Key Discretionary Fund Balance Components Detail				
FY 2013-14				
Fund Balance Component	Beginning Balance	Estimated Changes	Estimated Changes Detail	Estimated Ending Balance
Capital Outlay	908,189	(908,189)	500,000 per Budget Development Policies (1,098,000) PW - Roads Projects (216,000) ADMHS-State Hospital Beds (75,000) Criminal Justice Facility Fund (19,189) Transfer balance to Deferred Maint.	-
Roads	-	-	500,000 per Budget Development Policies (500,000) Public Works - Roads Projects	-
Litigation	1,662,705	(443,016)	(380,000) County Counsel - Outside Counsel fees (63,016) Clerk-Recorder-Assessor	1,219,689
Salary and Benefits Emerging Issues	5,507,017	-	Not Applicable	5,507,017
Deferred Maintenance	1,920,118	(1,168,565)	1,800,000 per Budget Development Policies (500,000) CSD-Parks maintenance (1,305,754) General Services maintenance (902,000) PW - Roads Projects (280,000) Deferred Maintenance consultant (19,189) Ending balance transfer from Capital Outlay	751,553
Audit Exceptions	7,046,835	(4,896,596)	(1,222,963) ADMHS-Self Disclosure (1,553,578) ADMHS-06/07 Audit (1,928,206) ADMHS-06/07 Audit CEC/MISC Exception (121,555) ADMHS-06/07 SB 90 (70,294) ADMHS-05/06 Audit	2,150,239
New Jail Operations	-	3,300,000	3,300,000 Funding pursuant to jail operations funding plan	3,300,000
Program Restoration (one-time funding)	14,740	1,869,090	1,272,090 Per Budget Development Policies (523,000) County Counsel-maintain services (50,000) HCD (380,000) Clerk-Recorder-Assessor (150,000) Treasurer-Tax Collector 1,700,000 PILT revenue included in most recent year end projections	1,883,830
Program Restoration (ongoing funding)				
Contingencies	588,899	1,457,840	4,500,000 Per Budget Development Policies 200 Parks-Imprest Cash (300,000) Probation (272,000) Sheriff-SM Branch Jail (500) Public Health-EHS Imprest Cash (29,931) P&D-Goleta Valley Community Plan (910,400) Public Works-Gibraltar/Paradise Match (14,200) HCD-Trans Housing Grant Admin (30,000) GCP-211 Database Cleanup (1,485,329) ADMHS	2,046,739
Strategic Reserve	21,240,803	3,238,470	8,516,646 includes 12/13 GF yearend balance (3,900,100) Sheriff-SB 1022 Cash Match (1,378,076) ADMHS-12/13 - reimb. for cost settlements	24,479,273
TOTAL	38,889,306	2,449,034		41,338,340

*The figures provided above may not tie to Section C.

General County Programs

Fund Balance Components Detail – Continued

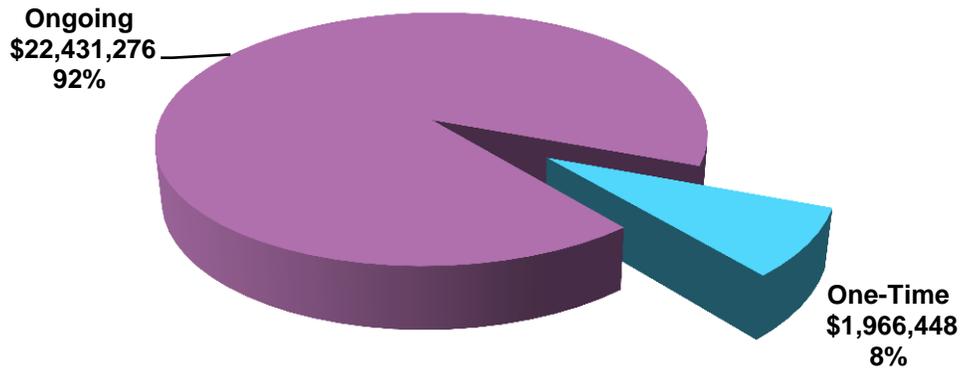
General Fund Key Discretionary Fund Balance Components Detail				
Recommended FY 2014-2015				
Fund Balance Component	Beginning Balance	Recommended Changes	Recommended Changes Detail	Estimated Ending Balance/ Available to Allocate
Capital Outlay	-	-		-
Roads	-	-	500,000 per Budget Development Policies (500,000) Public Works - Roads Projects	-
Litigation	1,219,689	(523,147)	(500,000) County Counsel - Outside Counsel fees (23,147) Clerk-Recorder-Assessor	696,542
Salary and Benefits Emerging Issues	5,507,017	(3,346,400)	(3,346,400) Used towards negotiated increases with bargaining units; balance to be used toward partially offsetting ongoing costs of increases	2,160,617
Deferred Maintenance	751,553	(200,000)	2,300,000 GFC per Budget Development Policies (500,000) CSD-Parks maintenance (1,300,000) General Services maintenance (700,000) GS & Parks; Preventative Maintenance	551,553
Audit Exceptions	2,150,239	-	No changes - this reserve covers all known, remaining ADMHS liabilities at this time. Per Policy, the Board will consider building the Audit Exception reserve \$1M per year.	2,150,239
New Jail Operations	3,300,000	4,600,000	4,600,000 per Jail Operations funding plan	7,900,000
Program Restoration (one-time funding)	1,883,830	4,079,382	5,722,235 One-time funds (35,000) CEO-COB temporary help (260,000) County Counsel-maintain services (650,000) Sheriff-contracted increases for jail pharmaceuticals, food and medical (76,000) Parks-utilities cost increase (123,000) HCD-cost allocation increase for legal support (100,000) Clerk-Recorder-Assessor (200,000) Treasurer-Tax Collector (198,853) GCP-Northern Branch Jail CAP adj.	5,963,212
Program Restoration (ongoing funding)	-	853,100	853,100 ongoing available	853,100
Contingencies	2,046,739	(1,600,000)	500,000 per Budget Development Policy (1,100,000) FEMA Settlement, w/o State reimb. (1,000,000) ADMHS; increased inpatient costs	446,739
Strategic Reserve	24,479,273	1,000,000	1,000,000 per Budget Development Policy [Strategic Reserve will be fully funded at \$28.3 million]	25,479,273
	41,338,340	4,862,935		46,201,275

*The figures provided above may not tie to Section C.

General County Programs

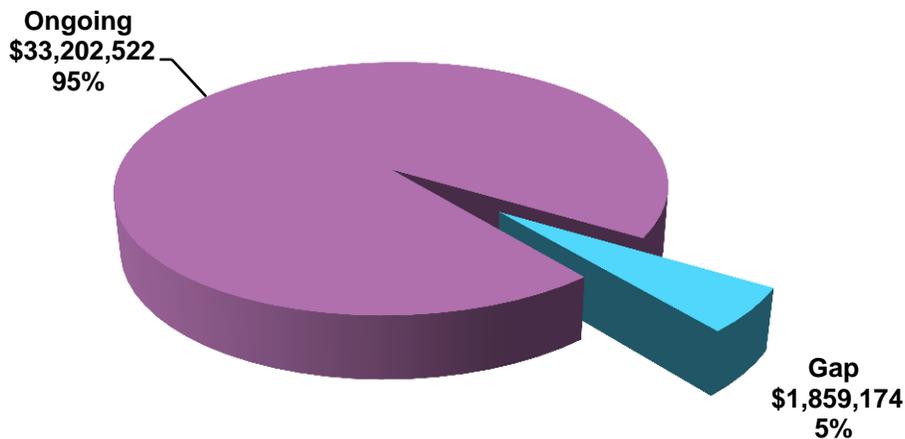
Gap Charts

FY 2014-15 Recommended Budget



The FY 2014-15 Recommended Budget identifies one-time sources of \$1,966,000 to be used for the Northern Branch Jail construction project costs that are not ongoing expenditures.

FY 2015-16 Proposed Budget



The FY 2015-16 Proposed Budget that identifies one-time sources of \$1,859,000 be used for the Northern Branch Jail construction project costs that are not ongoing expenditures.

General County Programs

Budget Overview

Staffing By Budget Program	2012-13 Actual	2013-14 Adopted	Change from FY13-14 Ado to FY14-15 Rec	2014-15 Recommended	2015-16 Proposed
Ancillary Services	0.09	-	-	-	-
Total	0.09	-	-	-	-
<hr/>					
Budget By Budget Program					
Support to Other Governments & Org.	\$ 1,581,555	\$ 1,115,100	\$ 1,210,324	\$ 2,325,424	\$ 2,326,344
Reserved & Committed Funds	3,192,159	-	-	-	-
Ancillary Services	367,488	267,550	2,382	269,932	210,500
Northern Branch Jail Project	375,965	2,544,000	109,675	2,653,675	18,137,290
Total	\$ 5,517,167	\$ 3,926,650	\$ 1,322,381	\$ 5,249,031	\$ 20,674,134
<hr/>					
Budget By Categories of Expenditures					
Salaries and Employee Benefits	\$ 42,498	\$ 61,500	\$ 8,500	\$ 70,000	\$ 70,000
Services and Supplies	1,510,955	3,693,050	244,175	3,937,225	19,395,790
Other Charges	3,963,714	172,100	1,069,706	1,241,806	1,208,344
Total Operating Expenditures	5,517,167	3,926,650	1,322,381	5,249,031	20,674,134
Other Financing Uses	5,947,779	10,392,130	(6,992,047)	3,400,083	2,992,504
Increases to Fund Balances	28,648,321	16,452,742	(704,132)	15,748,610	11,395,058
Fund Balance Impact (+)	614,033	256	(256)	-	-
Total	\$ 40,727,299	\$ 30,771,778	\$ (6,374,054)	\$ 24,397,724	\$ 35,061,696
<hr/>					
Budget By Categories of Revenues					
Fines, Forfeitures, and Penalties	\$ 1,795,409	\$ 1,900,003	\$ (3)	\$ 1,900,000	\$ 1,900,000
Use of Money and Property	230,011	4,000	-	4,000	4,000
Intergovernmental Revenue	401,049	419,288	(36,488)	382,800	16,524,741
Miscellaneous Revenue	419,265	512,925	(105,961)	406,964	79,592
Total Operating Revenues	2,845,734	2,836,216	(142,452)	2,693,764	18,508,333
Other Financing Sources	9,743,900	370,518	319,109	689,627	211,200
Intrafund Expenditure Transfers (-)	-	-	25,000	25,000	-
Decreases to Fund Balances	8,815,823	8,762,626	(3,216,493)	5,546,133	2,067,974
General Fund Contribution	19,318,237	18,791,370	(3,348,170)	15,443,200	14,274,189
Fund Balance Impact (-)	3,605	11,048	(11,048)	-	-
Total	\$ 40,727,299	\$ 30,771,778	\$ (6,374,054)	\$ 24,397,724	\$ 35,061,696

General Revenues

Budget Overview

	2012-13 Actual	2013-14 Adopted	Change from FY13-14 Ado to FY14-15 Rec	2014-15 Recommended	2015-16 Proposed
Staffing By Budget Program					
Total	-	-	-	-	-
Budget By Budget Program					
Total	\$ -	\$ -	\$ -	\$ -	\$ -
Budget By Categories of Expenditures					
Total Operating Expenditures	-	-	-	-	-
Other Financing Uses	26,926,623	22,554,576	5,192,724	27,747,300	28,145,089
Intrafund Expenditure Transfers (+)	185,302,920	191,868,020	(1,935,320)	189,932,700	189,209,000
Increases to Fund Balances	5,536	-	-	-	-
Fund Balance Impact (+)	794,092	-	-	-	5,693,378
Total	<u>\$ 213,029,171</u>	<u>\$ 214,422,596</u>	<u>\$ 3,257,404</u>	<u>\$ 217,680,000</u>	<u>\$ 223,047,467</u>
Budget By Categories of Revenues					
Taxes	\$ 192,353,132	\$ 188,451,000	\$ 10,221,000	\$ 198,672,000	\$ 205,315,000
Licenses, Permits and Franchises	3,202,588	3,039,000	76,000	3,115,000	3,177,000
Fines, Forfeitures, and Penalties	4,641,497	4,009,000	(311,000)	3,698,000	3,253,000
Use of Money and Property	503,218	1,384,000	137,000	1,521,000	1,579,000
Intergovernmental Revenue	3,068,241	1,367,000	(385,000)	982,000	970,000
Charges for Services	7,949,184	7,296,408	2,090,263	9,386,671	8,448,005
Miscellaneous Revenue	110,104	611,381	(460,736)	150,645	150,779
Total Operating Revenues	211,827,964	206,157,789	11,367,527	217,525,316	222,892,784
Other Financing Sources	310,000	-	-	-	-
Intrafund Expenditure Transfers (-)	156,612	194,111	(39,427)	154,684	154,683
Decreases to Fund Balances	234,595	-	-	-	-
Fund Balance Impact (-)	500,000	8,070,696	(8,070,696)	-	-
Total	<u>\$ 213,029,171</u>	<u>\$ 214,422,596</u>	<u>\$ 3,257,404</u>	<u>\$ 217,680,000</u>	<u>\$ 223,047,467</u>

Section E



Capital Budget Summary



Capital Budget Summary



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 2013-14, improvements to the CIP process were continued to bring projects in line with existing County Capital policy and with changes in capital accounting practices from the General Accounting Standards Board (GASB).

Deferred Maintenance

In prior years, this section included a list of deferred maintenance projects in the CIP. However, as the budget book was going to print, the new Facility Condition Assessment (FCA) Report was in its final stages. To avoid confusion between that report and this section, there are no maintenance projects included in the summary schedules starting on page E-13.

Appropriations for maintenance projects are included within departmental budget submissions in Section D of this book. Estimated deferred maintenance costs are based on preliminary consultant findings and are summarized in the narrative on page E-4 of this section. As a result, the number of projects and total project costs vary significantly from prior years' Capital Budget Summaries.

Capital Improvement Plan (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 2014-15 through FY 2018-19.

- 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 that are recommended for adoption within the County's FY 2013-14 Recommended Budget.

Reconciliation

Appropriations are separated into Operating and Capital budgets. The Capital budget in this Operating Plan does not include Salaries and Employee Benefits paid to County staff or payments for Services and Supplies, such as to contractors and tradesmen, for services conducted within County construction funds (funds 0016, 0030, 0031 0032); these are captured in the Operating budget.

In the CIP, these costs are shown as capital costs and create a difference between these two documents. The Operating budget, as identified in Section C of this book, is reporting \$40.9 million in Capital Assets expenditures, compared to \$54.8 million in the CIP Capital Projects Budget table.

The reconciliation of these differences is shown in the following table:

Capital Budget Summary

FY 2014-15 Operating Budget To CIP Reconciliation	
\$ 40,888,736	Section C Capital Budget Summary
\$ 54,747,000	Section E CIP Budget Summary Table
<u>\$(13,858,264)</u>	Difference
\$ 8,904,473	Public Works, Section C capital budget accounts do not include Salaries & Employee 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 Expenditures budget accounts as work is performed and subsequently capitalized after completion of the projects.
\$ 1,826,086	Alcohol Drug and Mental Health Services, Section C capital budget recently received funding for increased services to clients that is in CIP for Year 1 funding but has not been requested/included in the department's Recommended budget.
\$ 2,653,675	Jail budget within Services & Supplies
\$ 474,030	Small projects not within the CIP \$100K Threshold
<u>\$ 54,272,970</u>	

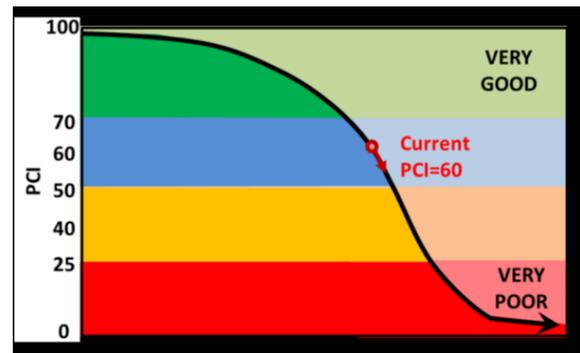
Deferred and Renewal Maintenance

General Services and Parks have not had a thorough inventory of assets in some time and it was recommended that an expert in this area be utilized to assist in evaluating these assets. In June 2013, your Board directed staff to hire a consultant to conduct an assessment of County buildings and parks and to develop an asset management plan. In October 2013, Roy Jorgenson Associates (Consultant) was awarded the contract for a Facility Condition Assessment and the Development of an Asset Management Plan.

At this time, the Consultants' report has not yet been completed; however, preliminary information is available. The County buildings and parks information that follows is based upon this **preliminary** information. Information related to Roads is maintained and provided by the County's Public Works department.

The County, like many other public entities, has seen an increase in deferred maintenance of buildings, parks and roads (County Assets). Inventories of facilities, deferred maintenance, and condition assessments of County Assets are maintained by departments with varying degrees of accuracy and sophistication. A majority of County Assets are managed by Public Works (roads), General Services (buildings) and Community Services Department (parks).

The Public Works department has a robust system to evaluate the inventory and condition of County maintained roads. Monitoring the Pavement Condition Index (PCI) is an existing practice within Public Works and the PCI is annually reported to the Board. As shown in the following graph a lower PCI reading indicates a worse condition of pavement and a higher value indicates a better condition. The current PCI of the County's Transportation Infrastructure System is 60. To maintain the current condition would require \$12 million annually. On average, the Public Works department currently spends between \$3.0 million and \$3.5 million on pavement preservation, leaving an annual deficit of approximately \$9 million.



Facility Condition Index (FCI)

A Facility Condition Index (FCI) is a commonly used measure for determining the overall condition of an asset or group of assets. It is calculated by dividing the amount of deferred maintenance into the Current Replacement Value (CRV) and indicates the percentage of the CRV in need of repair. Deferred maintenance is required maintenance, repair, or capital replacement not accomplished in a budget cycle. A lower FCI reading indicates a

Capital Budget Summary

better condition of assets and a higher value indicates a worse condition as shown below:

- 0-2% = Excellent
- 2-4% = Very Good
- 4-6% = Good
- 6-10% = Fair
- 10% or Greater = Poor

The preliminary estimate of deferred maintenance, for Santa Barbara County assets evaluated, is \$83.6 million and the total current replacement value is \$964.9 million, resulting in a Countywide FCI of 8.7%. This falls within the fair condition based on the scale above. The FCI specifically for buildings maintained by General Services is 5.5% and falls within good condition.

Annual maintenance is comprised of three elements:

- Operating expenses
- Project expenses
- Capital expenses

The combination of these three elements is referred to as annual renewal funding. Funding necessary to maintain the existing asset condition will vary depending on several factors including the nature and use of the specific assets. Industry guidelines to maintain current condition levels suggest annual renewal funding from 2% - 4% of the CRV. Not all County assets were evaluated during this assessment; however, the Consultant estimates the total CRV of all County buildings and parks at \$1.1 billion. Using the 2% - 4% funding guidelines results in annual renewal maintenance funding \$22 - \$44 million per year. The table in the

following page illustrates the required renewal funding and the Current Estimated County Renewal Spending, resulting in an Unfunded Need of between \$8.0 million at 2% to \$30 million at 4%.

The FY 2014-15 Recommended budget includes proposed spending from the General Fund and special revenue funds, for deferred road maintenance of \$3.6 million, corrective road maintenance of \$10.4 million, and \$14.0 million for facility maintenance (including parks). In addition, \$2 million more, from the General Fund, for roads is recommended and/or allocated in FY 2014-15 (\$1.1 million as a CEO-recommended expansion and \$910,000 previously allocated from the General Fund Contingency to be spent in 2014-15). Further, the County was able to obtain a Federal grant of \$3.7 million for road resurfacing to better access Federal lands. Finally, an additional \$1.4 million for facility and park maintenance is included as a CEO recommended expansion.

As the County's revenues improve, increased funding of these assets will be planned. Phase II of the Consultants' report, Development of an Asset Management Plan, is expected in the third quarter of calendar year 2014 and when combined with the Facility Condition Assessment will provide the strategy for managing facilities costs by balancing lifecycle requirements with available funds.

Capital Budget Summary

Departmental Estimated Unfunded Deffered Maintenance Backlog
 As of March 31, 2014 from CIP Database (PW) and Preliminary Facilities
 (Dollars in millions)

Public Works:	Total
Prev. Maint- Gibraltar Road Federal Land Access Program	\$ 0.573
Prev. Maint- Paradise Road Federal Land Access Program	0.405
Prev. Maint- 5 year Countywide Surface Treatment Program	113.700
Prev. Maint - 5 Year Countywide Concrete program	40.230
Prev. Maint- 5 Year Repair/Replace Traffic Devices program	4.626
Prev. Maint- 5 year Bridge Repair & Rehabilitation program	57.414
LHMP-Relocate Hearts Adaptive Riding Center	0.100
Prev. Maint- 5 Year Culvert Repair & Rehabilitation Program	41.099
Total Public Works	\$ 258.147
General Services	
<i>Buildings</i>	38.500
Total General Services	\$ 38.500
Community Services-Parks	
<i>Parks</i>	\$ 45.100
Total Parks	\$ 45.100
Total	\$ 341.747

Capital Budget Summary

Overview of the Recommended Capital Budget

Five Year CIP Book Funded/Unfunded Totals by Fiscal Year
Ending June 30, 2019
 (Dollars in thousands)

Fiscal Year	Funded	Unfunded	Total
2014-15	\$54,747	\$550	\$55,297
2015-16	61,034	5,643	66,677
2016-17	101,860	30,394	132,254
2017-18	90,008	38,614	128,622
2018-19	47,776	40,430	88,206
Five Year Total	\$355,425	\$115,631	\$471,056

The total Five Year CIP for fiscal years 2014-19 of \$471 million is \$115.0 million, or 15.0%, more than the CIP total reported in the FY 2013-18 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.

The fiscal years 2014-2019 CIP contains 167 projects, including 24 projects that are new this year. Of this total, 88 projects are fully funded, 27 are partially funded, and 52 are currently unfunded. 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.

A major portion of the project totals (both funded and unfunded) in the Five Year CIP are

made up of large projects including \$139.0 million (\$96.1 million AB-900 project and \$42.9 million STAR expansion) for the new County Jail, \$80.1 million for the Mission Creek Flood Control project, and \$47.9 million for Isla Vista Infrastructure Improvements.

Of the County's \$55.3 million in Recommended projects in FY 2014-15, 99.0% are funded (\$54.8 million) and 1.0% are unfunded (\$0.6 million).

CIP projects are also categorized by Classes (see definitions at end of Section E). The Five Year CIP is broken down by each class or category, as shown in the table below. Of the \$471.1 million total, 70.8% of the expenditures are in the following three classes: \$114.9 million in Infrastructure, \$114.7 million in Building and Building Improvements, and \$103.8 million in Land.

Capital Budget Summary

Five Year CIP through Fiscal Year Ending June 30, 2019

Class Summary Funded and Unfunded

(in thousands)

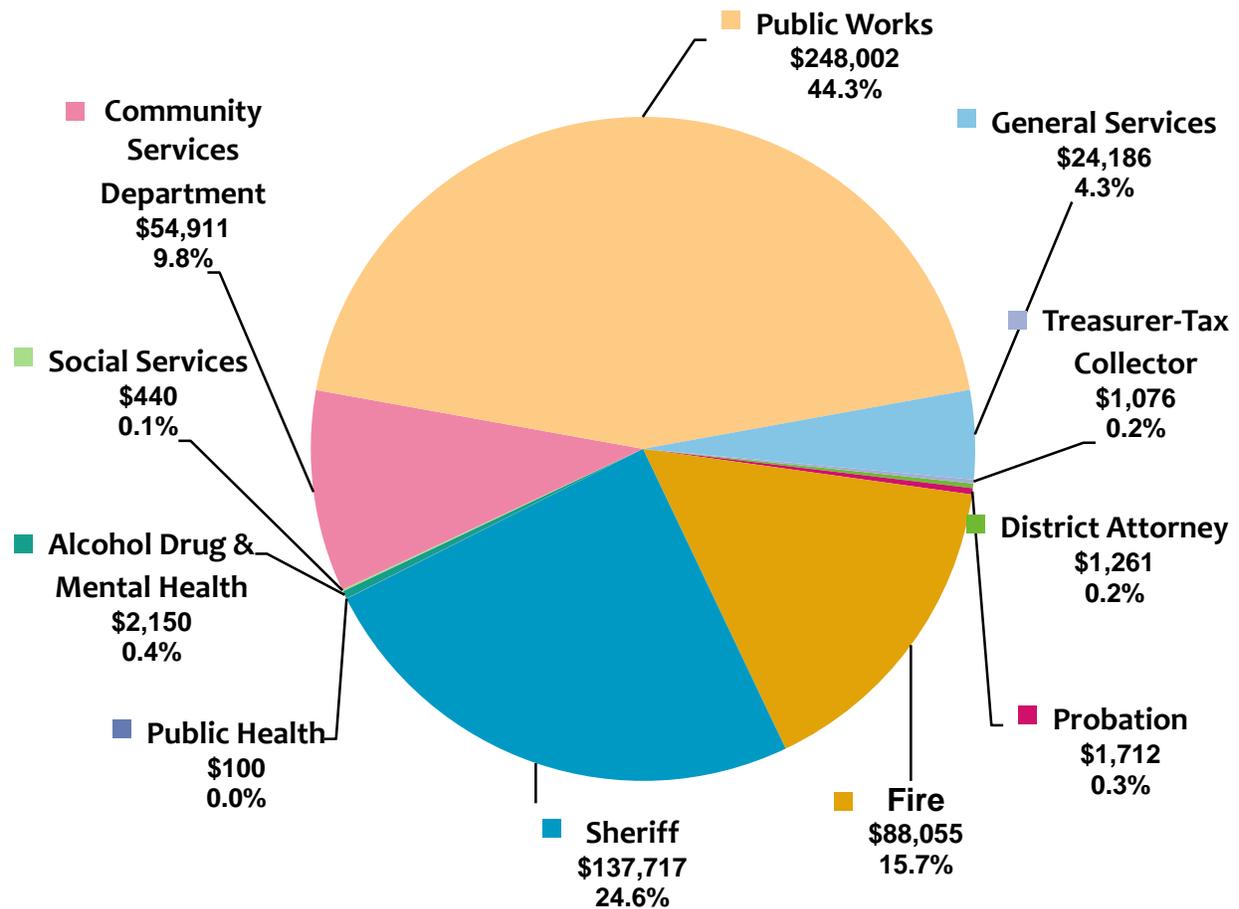
Class Summary	2014-15	2015-16	2016-17	2017-18	2018-19	Total
Land	\$ 2,611	\$ 18,400	\$ 50,360	\$ 28,458	\$ 4,009	\$ 103,838
Land Improvements	4,730	2,349	5,410	4,024	1,807	18,320
Building & Building Improvements	11,429	15,776	30,357	31,799	25,371	114,731
Equipment	5,080	5,794	2,737	2,118	3,289	19,018
IT Hardware/Software	1,486	665	275	0	0	2,426
Infrastructure	14,330	16,074	24,510	33,658	26,284	114,856
Construction in Progress	15,631	7,619	18,605	28,566	27,446	97,867
Five Year Total	\$ 55,297	\$ 66,677	\$ 132,254	\$ 128,623	\$ 88,206	\$ 471,056

Capital Budget Summary

The CIP by Department

The CIP is presented by function and department. This structure is consistent with the Operating budget organization. Within each department, projects are grouped by project class, whether they are funded, partially funded, or unfunded, and listed in alphabetical order. The following chart shows the fiscal years 2014-2019 CIP by department total including both funded/partially funded and unfunded projects.

Five Year CIP through Fiscal Year Ending June 30, 2019, by Department
(Dollars in thousands)



Capital Budget Summary

Significant Projects Completed In Fiscal Year 2013-14 by Project Class

San Jose Creek Improvements

This project consisted of channel modifications to the San Jose Creek, downstream of Hollister Avenue, to increase channel capacity and provide fish passage. The modifications extended approximately 4,000 feet downstream of Hollister Avenue. The objective of this project was the removal of large portions of Old Town Goleta from the 100-year flood zone.

Total County cost of the project: \$5.8 million.

Electronic Health Records

This project plans for and makes recommendations regarding the feasibility of procuring, financing, and installing an Electronic Health Record (EHR) system. The implementation of an EHR is a key item on the Federal health agenda with support through Economic Stimulus funding, including Medicaid incentives effective in 2011 for meaningful use of a certified EHR. Health Information Technology is increasingly seen as a solution to promote the quality, safety, and efficiency of health care. Increasing numbers of hospitals, clinics, and physicians are implementing EHR's in their practice settings.

Total County cost of the project: \$5.4 million.

Santa Maria Levee Reinforcement:

This project extended the reinforcement of the Santa Maria River Levee, along the Bradley Canyon Levee, a distance of 3700 feet which consisted of sheet pile walls in environmentally sensitive areas and soil cement placed at the face of the levee for the remainder. The Army Corps of Engineers (ACOE) completed the first phase of this project from Blosser Road to Bradley Canyon in December 2010. This project completed the remaining portion of the overall project.

Total County cost of the project: \$4.8 million.

New Cuyama Family Resource Center & Library

This project will provide a community center housed in a modular facility to be used by the library and Social Services. In addition, a computer lab, class room, and space for support staff will be provided. The maintenance and operation costs will be covered by New Cuyama Recreational District.

Total County cost of the project: \$1.0 million.

Hollister Avenue Overhead Bridge

This project completed the seismic retrofit of the Hollister Avenue railroad overhead bridge that is located just east of Modoc Road. This bridge was found to be seismically deficient and recommended for seismic retrofit by Caltrans. The retrofit consisted of installing large diameter cast-in-drilled-hole piles to strengthen the bridge in a seismic event.

Total County cost of the project: \$2.1 million.

County Data Network Modernization and Refresh

This project consists of a technology refresh and upgrade of the Data Communications Network. The goals of this project include: the replacement and augmentation of aging and obsolete equipment, the creation of a system with higher availability than the existing offering, the provision of increased throughput and overall transmission, and the installation of automated monitoring tools to increase efficiency of network staff. This project was influenced by the Countywide Telephone System Modernization Project.

Total County cost of the project: \$1.7 million.

Capital Budget Summary

Fiscal Year 2014-15 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.

Northern Branch County Jail

The Northern Branch Jail Project is located near the City of Santa Maria, California; 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 award of funds towards the construction. The cost of the jail is currently anticipated to be \$96 million. When fully completed and staffed, the total projected annual operating cost to the County for the Northern Branch Jail is currently estimated at \$17 million. When fully completed and staffed, the projected annual operating costs are estimated to be \$15.9 million (net of existing costs that will be transferred). The project is estimated to be completed in May 2018.

Cachuma Lake Recreation Enhancements & Infrastructure Upgrades

This project includes infrastructure & revenue enhancement improvements to the recreation area including: sanitation plant & lift station upgrades;

water plant relocation & upgrade; Apache Area group camping improvements; RV site upgrades; restroom renovations to comply with Americans with Disabilities Act; new floating restrooms; erosion & drainage improvements; sewer main relining; automated irrigation system; and new water main & fire protection system.

STAR Complex SB-1022

This project draws on funding from the SB1022 Adult Local Criminal Justice Facilities Construction Financing Program to construct the Sheriff's Treatment and Rehabilitation (STAR) complex. The project will add 228 beds to the previously approved 376-bed detention facility at the Northern Branch Jail. The proposed expansion includes (2) 64-bed pods designated for treatment and programming and (2) 50-bed units to be used for transitional programming housing. The expansion will also include office space for the Sheriff's Alternative Sentencing Bureau. The proposed expansion will add approximately 52,208 square feet to the previously approved portion of the Northern Branch Jail. Funding for the full \$5.4 million operating cost is divided by shifting \$3.6 million in current resources from the Main Jail to the new facility and \$1.4 million from the Jail Operations Designation.

Lower Mission Creek Flood Control Project

This project is located along Mission Creek from Canon Perdido St. to State St. in the City of Santa Barbara. The Lower Mission Creek project will widen the channel in order to improve capacity. This project is being coordinated with several bridge reconstructions being undertaken by the City of Santa Barbara. A natural open space environment is incorporated in the design. Completion of this project will reduce flooding and property damage adjacent to lower Mission Creek during large storm events. The Lower Mission Creek Flood Control Project is a Federal US Army Corps of Engineers project that has been under study and development since the 1960s.

Capital Budget Summary

The Capital Improvement Program (CIP) Project Classes

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 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 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 with a useful life of over (1) year and valued at or over \$5,000 or units valued at or over \$25,000 purchased for Public Assistance Programs reimbursed by the State of California.

V. 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 with a useful life of over (1) year and valued at or over \$5,000 or units 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 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 valued at or over \$100,000.

Capital Budget Summary

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 valued at or over \$100,000.

VIII. 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/doors/hardware/cabinets/window repair/replacement.

Threshold: Maintenance projects valued at or over \$100,000.

Capital Budget Summary

FY 2014-15 Capital Projects Budget

Functional Group/Department/Project	Prior Year(s) Expense	2013-14 Estimated Actual	FY 2014-15 Recommended	FY 2014-15 Proposed	Project Total All Years
Public Safety					
Fire					
Miscellaneous Equipment	\$ 83	\$ 442	\$ 40	\$ -	\$ 565
Department Totals	\$ 83	\$ 442	\$ 40	\$ -	\$ 565
Sheriff					
Replace Computer Server Equipment	1,014	15	16	-	1,045
S.T.A.R. Complex SB 1022	-	-	1,000	12,000	43,661
Sheriff's Office Capital Equipment Replacement	127	60	62	-	249
Department Totals	\$ 1,141	\$ 75	\$ 1,078	\$ 12,000	\$ 44,955
Health & Human Services					
Alcohol, Drug & Mental Hlth Svcs					
Crisis Residential Treatment Program	-	-	450	-	450
Crisis Stabilization Unit	-	-	1,500	-	1,500
Lompoc Children's Clinic	-	-	200	-	200
Department Totals	\$ -	\$ -	\$ 2,150	\$ -	\$ 2,150
Social Services					
IT Hardware Replacement Program	31	220	220	220	691
Department Totals	\$ 31	\$ 220	\$ 220	\$ 220	\$ 691
Community Resources & Public Facilities					
Community Services					
Cachuma Lake Recreations Enhancements & Infrastructure Upgrades	-	-	150	674	10,068
Department Totals	\$ -	\$ -	\$ 150	\$ 674	\$ 10,068
Community Services-Parks					
Cachuma Live Oka Camp ADA Improvements and Marina Café	327	262	739	-	1,600
Goleta Beach 2.0	605	225	615	1,555	5,000
Jalama Beach affordable Overnight Accommodations	-	100	600	695	1,395
Jalama Beach Park -Water Line	9	100	221	-	330
Park 5-Year Equipment Program	-	50	50	173	794
Park Restroom ADA Upgrade Program	-	200	280	150	1,200
Point Sal Coastal Access Improvements	160	37	156	500	10,500
Waller Park Playfield	219	10	19	75	12,275
Department Totals	\$ 1,320	\$ 984	\$ 2,680	\$ 3,148	\$ 33,094

Capital Budget Summary

FY 2014-15 Capital Projects Budget

Functional Group/Department/Project	Prior Year(s) Expense	2013-14 Estimated Actual	FY 2014-15 Recommended	FY 2014-15 Proposed	Project Total All Years
Community Resources & Public Facilities					
Public Works					
Basin - Cold Springs Debris Basin Modification	-	6	45	5	206
Basin - Maria Ygnacio East Debris Basin Modification	-	6	45	95	146
Basin - Maria Ygnacio Main Debris Basin Modification	-	6	45	95	146
Basin - Mud Lakes Basin Siphon Improvement Project	121	66	300	-	487
Basin - Rattlesnake Debris Basin Modification	-	6	45	5	106
Basin - San Ysidro Debris Basin Modification	-	6	45	5	106
Bike Lanes: San Jose Creek Class I (North Segment)	107	75	600	285	1,067
Channel - Lower Mission Creek Flood Control Proj. S.B.	12,834	1,975	3,250	1,450	80,134
Channel - San Pedro Creek Fish Passage	-	5	10	10	4,873
Channel - Unit Two Channel Improvements, Santa Maria	130	200	500	1,045	1,875
Culverts - Las Vegas/San Pedro Crks at Calle Real, Goleta	3,007	1,315	6,650	1,200	12,172
Equipment Replacement Program - Flood Control District	341	298	395	432	2,116
Equipment Replacement Program - PW Transportation	-	600	1,535	1,620	6,270
Landfill - Heavy Equipment Replacement Program	1,543	2,720	4,403	5,189	19,428
Landfill - Tajiguas Hydrogen Sulfide Removal System	114	158	25	681	978
Landfill - Tajiguas Landfill Phase 3B liner	-	3,021	4,125	-	7,146
LCSD - Major Laguna Sanitation Maintenance Projects	398	300	390	-	1,223
LCSD - Plant Capacity Expansion	-	166	353	400	38,901
LCSD - Recycled Water Distribution Expansion	275	-	1,900	-	2,175
LCSD - Sewer System Improvements	440	-	100	500	5,883
LCSD - Solids Handling Expansion	136	73	1,914	-	7,734
Roadway Improvements - Betteravia Safety Improvements	-	88	12	406	506
Roadway Improvements - Clark Ave SRTS	37	69	255	-	361
Roadway Improvements - Clark Avenue at Highway 101	198	65	225	1,960	2,448
Roadway Improvements - Hollister Ave/State St Improvements	479	260	400	1,111	53,295
Roadway Improvements - Isla Vista Infrastructure Improvements	-	-	200	200	400
Roadway Improvements - Misc. Project Expenses	-	-	486	90	576
Roadway Improvements - Norris and Twitchell SR2S	-	65	267	-	332

Capital Budget Summary

FY 2014-15 Capital Projects Budget

Functional Group/Department/Project	Prior Year(s) Expense	2013-14 Estimated Actual	FY 2014-15 Recommended	FY 2014-15 Proposed	Project Total All Years
Community Resources & Public Facilities					
Public Works					
Roadway Improvements - Refugio Road Improvements PSR	247	30	69	-	346
Roadway Improvements - Tatum Multi-use Trail SR2S	-	66	261	-	327
Stockpile Area - South Coast	96	5	10	10	1,929
Storm Drain - West Green Cyn 72" Extension, Santa Maria	64	110	100	319	593
Structure R&R - Ashely Road Scour Countermeasures	27	42	79	92	1,028
Structure R&R - Bella Vista Drive LWC Replacement	31	132	205	295	2,883
Structure R&R - Black road Br. No. 51c-031	1,240	380	3,360	-	4,980
Structure R&R - Bonita School Road Bridge Replacement	39	221	150	395	31,705
Structure R&R - Cathedral oaks Road Br. N o. 51c-001	863	580	1,823	1,791	5,066
Structure R&R - East Mountain Drive LWC Replacement	33	112	280	307	3,487
Structure R&R - Fernald Pt. BR. 51c-137 Replacement	310	175	226	568	1,891
Structure R&R - Floradale Avenue Br. No. 51c-006	845	140	65	1,110	12,152
Structure R&R - Foothill Rd. LWC Replacement	412	165	412	405	19,931
Structure R&R - Goleta Beach Access Br. 51c-158	500	282	185	200	4,266
Structure R&R - Jalama Rd Brdg 16 Scour Repair	20	59	98	98	1,120
Structure R&R - Jalama Road Br. No. 51c-013	229	89	265	704	1,287
Structure R&R - Jalama Road Br. No. 51c-017 Replacement	1,062	280	1,835	3,315	6,492
Structure R&R - Jonata Park Road Br. No. 51c-226 Repl.	768	2,448	423	4	3,658
Structure R&R - Kinevan Rd. Bridge 51c-214 Replacement	328	976	40	-	1,344
Structure R&R - Refugio Road MP 0.3 LWC Replacement	-	45	85	60	3,402
Structure R&R - Refugio Road MP 1.8 LWC Replacement	-	75	85	60	2,733
Structure R&R - Refugio Road MP 3.0 LWC Replacement	-	10	65	65	2,025
Structure R&R - Refugio Road MP 3.1 LWC Replacement	-	10	60	60	2,316
Structure R&R - Refugio Road MP 3.2 LWC Replacement	-	5	70	65	1,303

Capital Budget Summary

Budget & Full-Time Equivalent (FTEs) Summary

Functional Group/Department/Project	Prior Year(s) Expense	2013-14 Estimated Actual	FY 2014-15 Recommended	FY 2014-15 Proposed	Project Total All Years
Community Resources & Public Facilities					
Public Works					
Structure R&R - Refugio Road MP 3.3 LWC Replacement	-	5	70	65	1,437
039	151	52	325	-	528
Structure R&R - Scour Countermeasure Bridge No. 51c-081	2	27	50	62	352
Transfer Stations - Various Improvements	-	-	120	-	1,503
Department Totals	\$ 27,427	\$ 18,070	\$ 39,336	\$ 26,834	\$ 371,174
General Government & Support Services					
General Services					
Arroyo Burro Restroom Relocation and Park Improvements	376	100	588	100	1,289
CP-CSD Office Renovation	74	500	226	-	800
CP-Lompoc Veterans' Building Renovation Reconstruction	910	247	156	126	1,439
CP-Santa Ynez Airport Improvements (Grants 13-14)	85	80	750	760	1,675
CP-SBHC Annex Roof Rehabilitation	-	-	165	900	1,065
CP-SBHC Observation/Clock Tower Elevator	-	100	120	380	600
ICT-Communications Infrastructure Upgrade	-	16	130	-	3,500
ICT-Countywide Telephone Systems Modernization	110	1,500	1,250	445	3,580
ICT-Office Renovation	60	38	129	-	270
Main Jail Sewer & Kitchen Replacement	27	200	1,848	-	2,075
Department Totals	\$ 1,642	\$ 2,781	\$ 5,562	\$ 2,711	\$ 16,493
Treasurer-Tax Collector-Public Property Tax Management System Replacement					
	1,010	348	1,076	-	2,434
Department Totals	\$ 1,010	\$ 348	\$ 1,076	\$ -	\$ 2,434
General County Program					
Sheriff Capital Projects-Jail					
County Jail - Northern Branch	7,257	3,700	2,455	17,900	97,830
Department Totals	\$ 7,257	\$ 3,700	\$ 2,455	\$ 17,900	\$ 97,830
GRAND TOTALS	\$ 39,911	\$ 26,620	\$ 54,747	\$ 63,487	\$ 579,454

Section F



Annual Budgetary
Processes,
Policies, & Fund
Structure



**Annual Budgetary Processes,
Policies & Fund Structure**



Annual Budgetary Processes, Policies & Fund Structure



Annual Budgetary Processes, Policies & Fund Structure

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Annual Budgetary Processes, Policies & Fund Structure

Introduction

This section of the operational plan presents the major budget processes, policies, and fund structure that guide the strategic direction of the County. Certain budget-related operational processes included in this section 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.

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 operating 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.

Each year, two budgets are prepared; the annual *operating budget* and the *capital budget*. 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 for the following:

- Revenue and expense assumptions upon which the budget is based.
- Number of budgeted full-time equivalent employees.
- 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. The recommended budget will become the adopted budget and the proposed budget is for informational purposes only.
- 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. 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.

Annual Budgetary Processes, Policies & Fund Structure

Budget Process Phases & Schedule

Phase I (Jul – Nov)	<p style="text-align: center;">Establish Budget Priorities & Policies</p> <p>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.</p> <p>In addition, a Five Year Forecast is developed to bring to light any future fiscal issues.</p>
Phase II (Sep – Jan)	<p style="text-align: center;">Develop Capital Budget</p> <p>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.</p>
Phase III (Dec – Apr)	<p style="text-align: center;">Develop Operating Budget</p> <p>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.</p>
Phase IV (April & June)	<p style="text-align: center;">Approve Budget</p> <p>In April, a series of Budget Workshops are held to anticipate issues on the budget prior to the formal presentation in June.</p> <p>In June, after a series of public meetings, the Annual Budget must be approved by a three-fifths majority of the Board of Supervisors.</p>
Phase V	<p style="text-align: center;">Amend the Budget</p> <p>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.</p>

Annual Budgetary Processes, Policies & Fund Structure

Budget Controls, Adjustments, 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. More stringent control is applied to 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 would result. 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:

Revisions Approved by the Auditor-Controller*

- Appropriation and revenue estimate revisions within an object level within a budget unit.**
- Appropriation and revenue estimate revisions up to \$1,000 between object levels within a budget unit.

Revisions Approved by the County Executive Office*

- Appropriation and revenue estimate revisions of more than \$1,000 between object levels within a budget unit.

Revisions Approved by the Board of Supervisors

- 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.
- 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.
- 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

Annual Budgetary Processes, Policies & Fund Structure

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 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 end, explaining the reasons.

Budget 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 formal reporting and review processes to monitor and evaluate progress and assist in achieving stated objectives and priorities.

Performance Measures

- Departments continue to review, refine, and extend performance measures that track the level, amount, and unit cost of program services provided.

Quarterly Financial Reviews

- The County Budget Director chairs quarterly meetings with departmental staff to:
 - Review each department's actual and projected expenditures and revenues.
 - Focus on recurring performance measures and measures of resource use such as Lost Time reports and position vacancy analysis.
 - Monitor progress toward achieving stated strategic actions.

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.

Annual Budgetary Processes, Policies & Fund Structure

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.



Budget Policies for Fiscal Year 2014-2016

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. 15, 2013. 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:

<https://santabarbara.legistar.com/LegislationDetail.aspx?ID=1487090&GUID=1B1DC806-DDCB-4714-A41B-16F4609E3B95>.

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 State and Federal 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 \$28.3M). Once the target is achieved, any excess, unassigned General Funds will lapse to the Program Restoration committed fund balance account for future Board appropriation.

Annual Budgetary Processes, Policies & Fund Structure

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.
8. *Employee Retention*
Attract, retain, and develop a high performing workforce committed to excellent customer service.

Fiscal Year 2014-16 General Fund Allocation Policy

The Fiscal Year 2014-16 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 2014-16 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 (Accountable Government Policy Area #2 above) approved by the Board of Supervisors on Oct. 15, 2013. This General Fund Allocation Policy for fiscal year 2014-15 was approved by the Board of Supervisors on Jan. 07, 2014.

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 2014-2015 budget will be the adopted contribution for Fiscal Year 2013-2014, reduced by one time allocations during the FY 2013-2014 Board adoption hearings. (Ongoing expansions will have already been added to the GFC base; one time allocations will be deducted if they were included in the base).

Annual Budgetary Processes, Policies & Fund Structure

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 2014-2015 impact of approved wage and employee benefit adjustments, not otherwise funded, that were included in the adopted Fiscal Year 2013-2014 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.
4. In the event that projected Countywide 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 Policies

1. The County will develop an annual five-year plan for capital improvements; it will include project design, development, implementation, and operation and maintenance costs.
2. Each project in the Capital Improvement Program (CIP) shall show the estimated capital and ongoing 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).

Annual Budgetary Processes, Policies & Fund Structure

Debt Policies

Debt Management Policy

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.

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	<ul style="list-style-type: none">• Total outstanding and per capita debt, as well as future borrowing plans and sources of revenue.
Financial	<ul style="list-style-type: none">• Trends of past operations and current conditions, budget analysis, and fund balance projections.
Administrative	<ul style="list-style-type: none">• Management policies and adequate provision of mandated services.
Economic	<ul style="list-style-type: none">• 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, 2013, is estimated at \$66.0 billion, making the debt limit approximately \$825.0 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).

Annual Budgetary Processes, Policies & Fund Structure

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>.

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 Funds
- Enterprise Funds
- Internal Service Funds
- Circumstances in Which Unrestricted Fund Balance Can Be "Spent Down"
- Year-end Fund Balances
- Replenishment Policy
- Strategic Reserve Policy
- Monitoring and Reporting
- Review Policy

Strategic Reserve Policy

The County's Strategic Reserve Policy reads as follows:

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 below. 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.
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:

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
- Special Revenue Funds
- Debt Service Funds
- Capital Projects 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. Fiduciary funds are not budgeted. The following are the County's fiduciary fund types:

- Agency Funds
- Investment Trust Funds
- Private Purpose Trust Fund

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 <http://www.countyofsb.org/auditor/default.aspx?id=1234#cafr> in the Auditor-Controller department webpages.

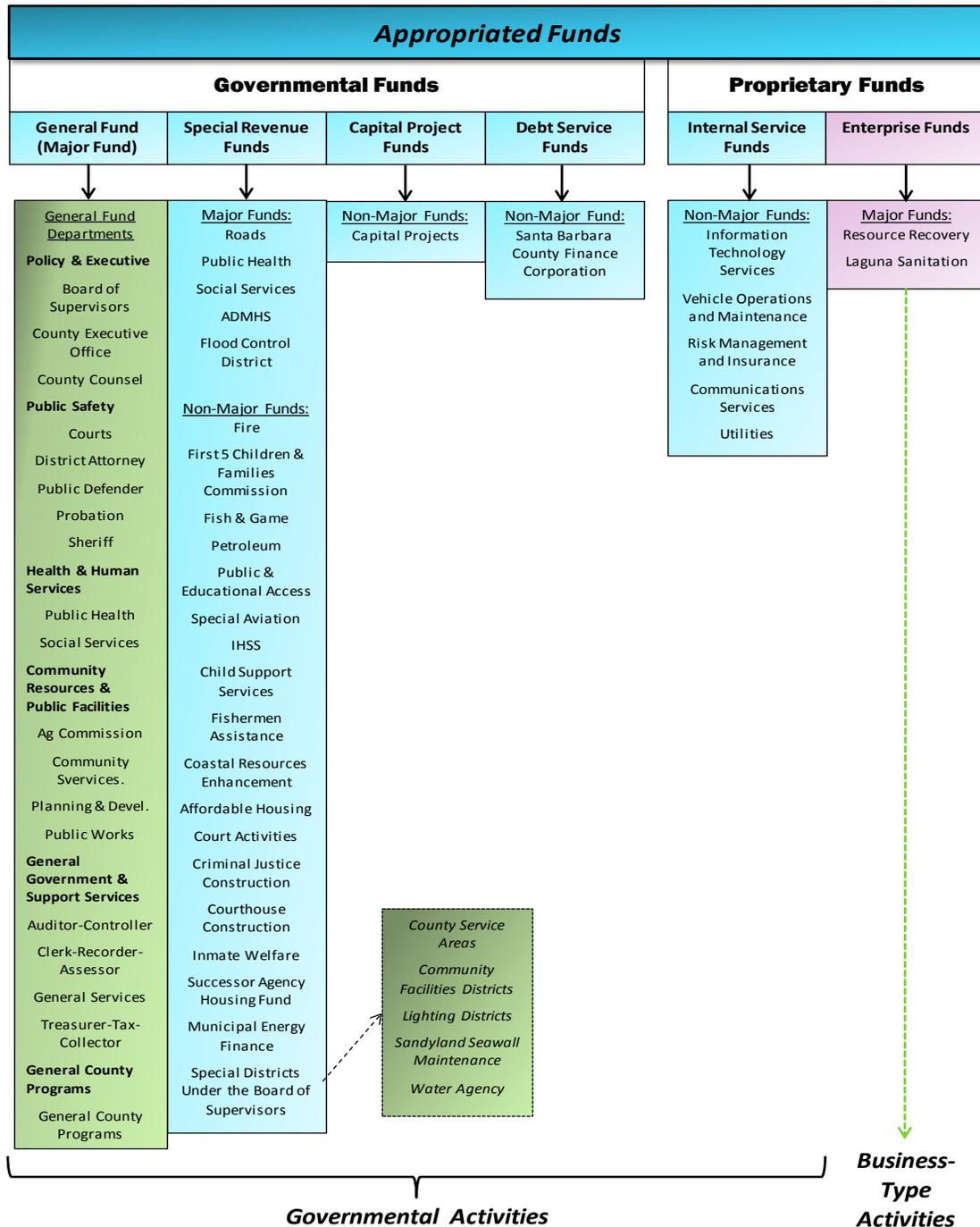
Fund Accounting

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 funds, 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

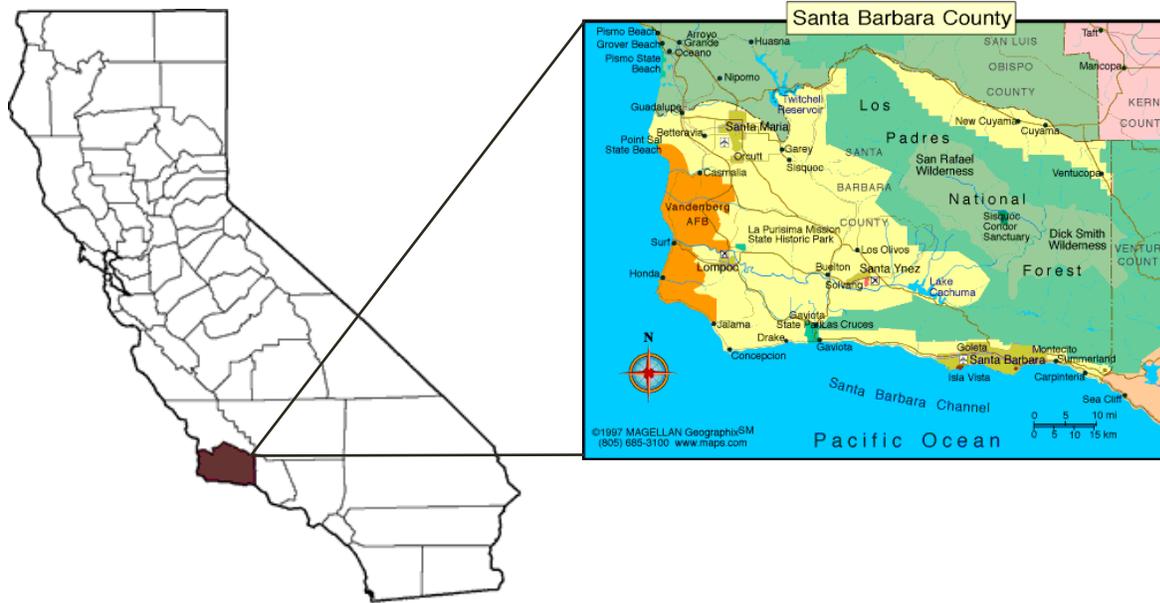


County Statistical Profile



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

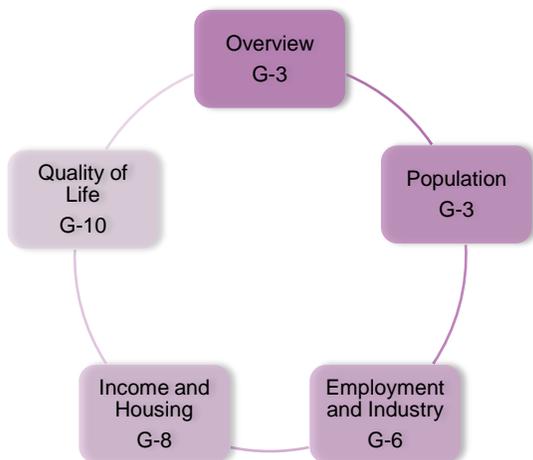


Figure 1: Santa Barbara County Fast Facts

FAST FACTS	
FOUNDED:	February 18, 1850
SIZE:	2,745 square miles ¹
INCORPORATED CITIES:	8
POPULATION:	429,200 ²
UNEMPLOYMENT RATE:	6.1% ¹
PER CAPITA INCOME:	\$45,219 ¹
MEDIAN HOUSEHOLD INCOME:	\$62,723
ASSESSED VALUE OF PROPERTY:	\$63.4 billion ⁴
TAXABLE SALES:	\$6.2 billion in FY2012-13 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 2²

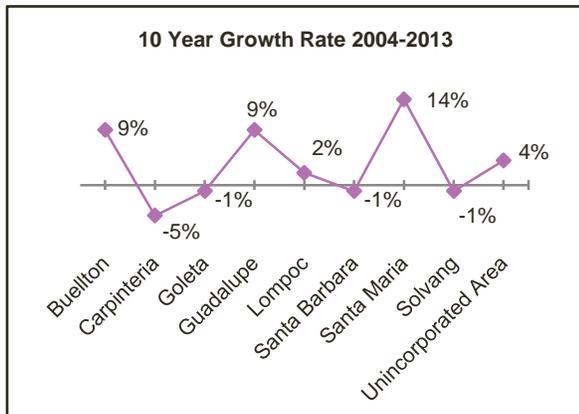
Benchmark Counties Population										
		Total Population					Total Population			
Rank	County	1/1/2012	1/1/2013	Change %	Rank	County	1/1/2012	1/1/2013	Change %	
1	Los Angeles	9,889,520	9,958,091	0.7%	30	Imperial	179,138	180,061	0.5%	
2	San Diego	3,128,734	3,150,178	0.7%	31	Shasta	178,107	178,601	0.3%	
3	Orange	3,057,879	3,081,804	0.8%	32	Madera	152,325	152,711	0.3%	
4	Riverside	2,234,193	2,255,059	0.9%	33	Kings	151,774	152,007	0.2%	
5	San Bernardino	2,059,699	2,076,274	0.8%	34	Napa	137,731	138,383	0.5%	
6	Santa Clara	1,813,696	1,842,254	1.6%	35	Humboldt	134,728	135,209	0.4%	
7	Alameda	1,530,176	1,548,681	1.2%	36	Nevada	97,366	97,019	-0.4%	
8	Sacramento	1,433,525	1,445,806	0.9%	37	Sutter	95,119	95,851	0.8%	
9	Contra Costa	1,066,602	1,074,702	0.8%	38	Mendocino	87,965	88,291	0.4%	
10	Fresno	943,493	952,166	0.9%	39	Yuba	72,642	73,439	1.1%	
11	Kern	849,977	857,882	0.9%	40	Lake	64,412	64,531	0.2%	
12	Ventura	829,065	835,436	0.8%	41	Tehama	63,430	63,772	0.5%	
13	San Francisco	816,311	825,111	1.1%	42	San Benito	56,137	56,669	0.9%	
14	San Mateo	727,795	735,678	1.1%	43	Tuolumne	54,524	54,360	-0.3%	
15	San Joaquin	692,997	698,414	0.8%	44	Calaveras	45,216	44,932	-0.6%	
16	Stanislaus	519,339	524,124	0.9%	45	Siskiyou	44,808	44,796	0.0%	
17	Sonoma	487,672	490,423	0.6%	46	Amador	37,123	36,741	-1.0%	
18	Tulare	451,540	455,599	0.9%	47	Lassen	34,040	33,422	-1.8%	
19	Santa Barbara	426,351	429,200	0.7%	48	Del Norte	28,527	28,380	-0.5%	
20	Monterey	419,586	421,494	0.5%	49	Glenn	28,226	28,349	0.4%	
21	Solano	415,787	418,387	0.6%	50	Colusa	21,598	21,674	0.4%	
22	Placer	355,455	357,463	0.6%	51	Plumas	19,698	19,643	-0.3%	
23	San Luis Obispo	271,502	272,177	0.2%	52	Inyo	18,547	18,573	0.1%	
24	Santa Cruz	265,350	266,662	0.5%	53	Mariposa	17,952	18,026	0.4%	
25	Merced	260,029	262,478	0.9%	54	Mono	14,414	14,493	0.5%	
26	Marin	253,374	254,007	0.2%	55	Trinity	13,471	13,443	-0.2%	
27	Butte	220,263	221,485	0.6%	56	Modoc	9,550	9,522	-0.3%	
28	Yolo	204,349	205,999	0.8%	57	Sierra	3,178	3,166	-0.4%	
29	El Dorado	181,711	182,286	0.3%	58	Alpine	1,088	1,087	-0.1%	
							California	37,668,804	37,966,471	-0.8%

County Statistical Profile

Cities and Unincorporated Area

As of January 1, 2013, the estimated County population was 429,200². This includes an estimated 136,167 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 3²



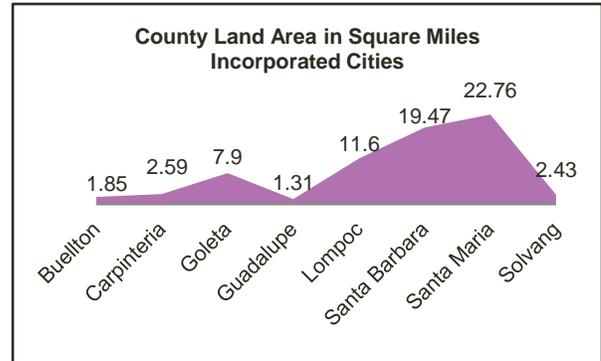
While Santa Barbara and Santa Maria have the largest populations, the areas with the highest growth rate over the past ten years have been Santa Maria, Buellton, and Guadalupe. The incorporation of the City of Goleta resulted in a decrease in the 10-year growth rate for the overall unincorporated area of the County.

Figure 4²

Estimated Population 2013	
City	Est. Population (Jan 1, 2013)
Buellton	4,863
Carpinteria	13,099
Goleta	29,962
Guadalupe	7,100
Lompoc	42,730
Santa Barbara	89,681
Santa Maria	100,306
Solvang	5,292
Unincorporated	136,167
Total	429,200

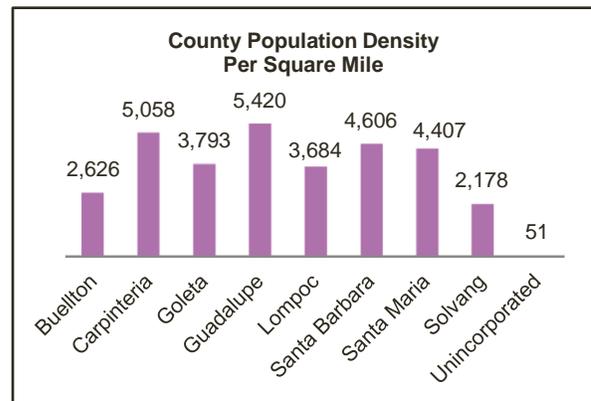
The County spans over 2,700 square miles, of which incorporated cities occupy almost 70 square miles. Each city's respective square mile occupancy is provided in the graph below.

Figure 5³



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^{2,3}



County Statistical Profile

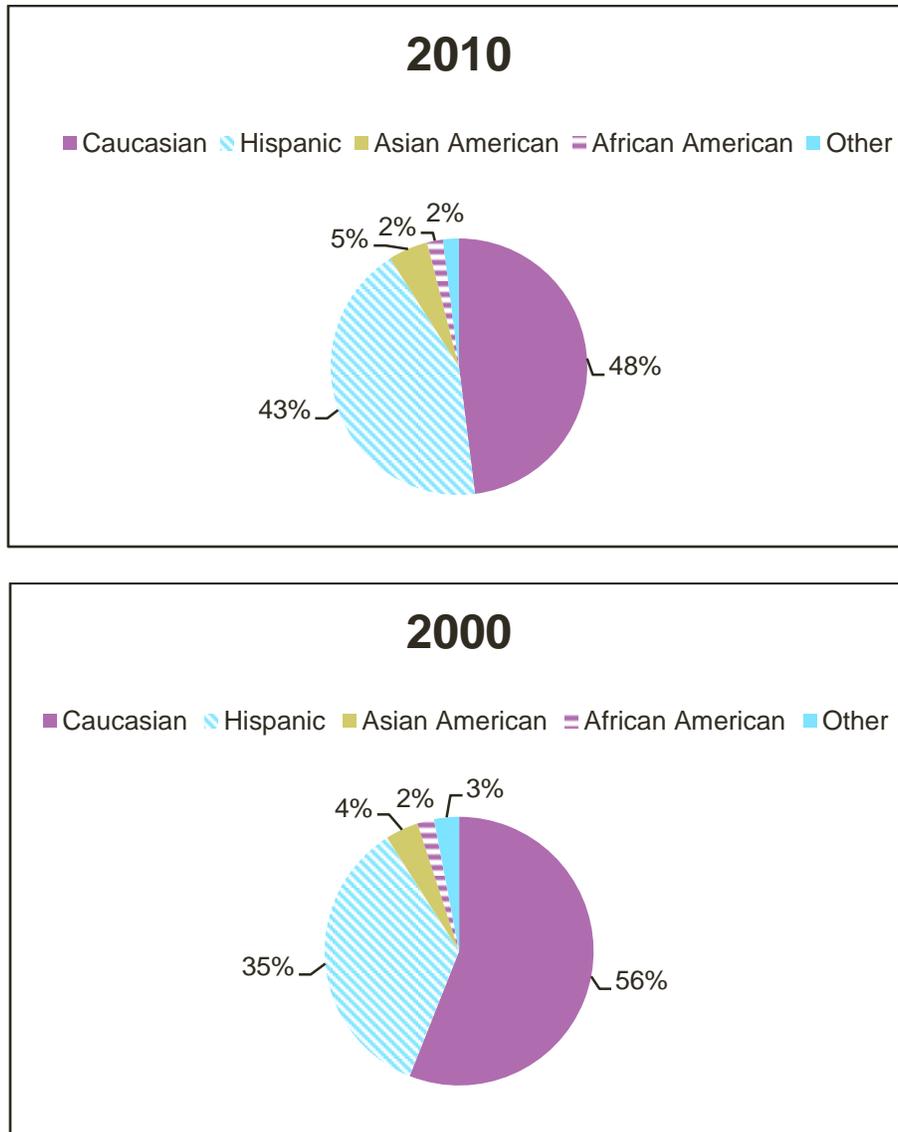
Population by Ethnicity

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 Caucasian population declined by 9% relative to the total population. The African American population remained constant at 2%; and the Hispanic population increased 8% while other ethnic groups population decreased by 1%.

Additionally, the graph is showing how in 2010 the Hispanic population at 43% is almost equal to the Caucasian population at 48%.

Figure 7: County Ethnic Distribution 10 Year Comparison²



County Statistical Profile

Employment and Industry

During FY 13-14, the County for the third consecutive year saw positive trends in some economic segments, led by consumer spending and tourism. Additionally, the real estate housing market and labor market are showing a conservative rebound and are still awaiting full recovery from the long recession.

The following tables present data on local employment and industry trends.

Figure 8⁵

Average Salary and Growth by Sector Santa Barbara County FY 2012			
Sector	Salary in 2011	Salary in 2012	Percent Change
Management of Companies and Enterprises	125,429	104,680	-16.5%
Mining	93,929	104,047	10.8%
Finance and Insurance	78,910	91,597	16.1%
Information	76,794	83,210	8.4%
Professional and Technical Services	77,235	79,592	3.1%
Utilities	76,127	73,155	-3.9%
Manufacturing	65,762	66,029	0.4%
Wholesale Trade	59,376	62,610	5.4%
Construction	51,247	51,533	0.6%
Healthcare and Social Assistance	49,258	50,621	2.8%
Education Services	42,354	42,914	1.3%
Transportation & Warehouse	41,014	40,801	-0.5%
Real Estate and Rental & Leasing	38,627	38,240	-1.0%
Administrative and Waste Services	32,606	36,376	11.6%
Retail Trade	31,294	32,523	3.9%
Agriculture, Forestry, Fishing and Hunting	25,054	28,306	13.0%
Arts, Entertainment and Recreation	26,055	25,940	-0.4%
Other Services, except Public Administration	25,823	25,148	-2.6%
Accommodation and Food Services	19,534	20,000	2.4%
Government			
Federal	63,904	63,933	0.0%
State	54,252	57,681	6.3%
Local	50,049	50,025	0.0%
All Industry Average	45,032	46,432	3.1%



County Statistical Profile

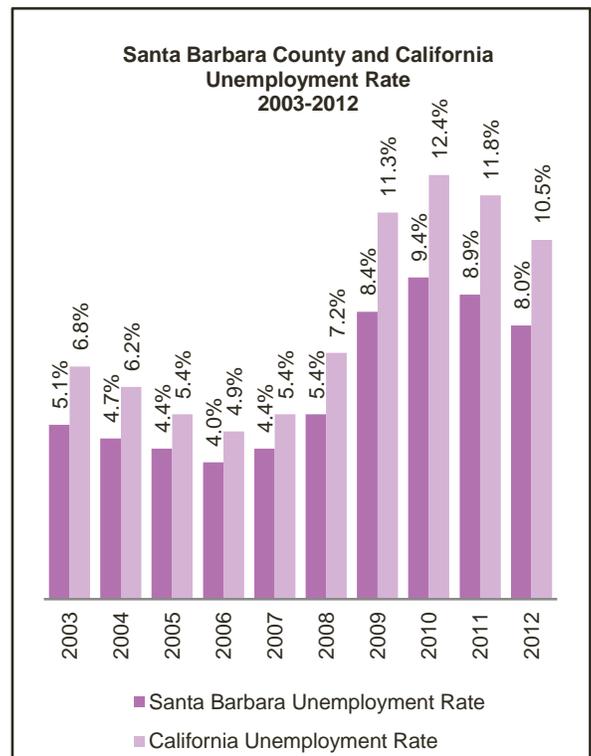
Figure 9 ¹

Job Growth by Sector Santa Barbara County				
Sector	Jobs in 2011	Jobs in 2012	Jobs Created	Percent Change
Farm	18,200	19,100	900	5%
Mining and Logging	1,100	1,300	200	18%
Construction	6,800	6,800	0	0%
Durable Manufacturing	8,800	8,800	0	0%
Non-Durable Manufacturing	2,900	3,100	200	7%
Transportation, Warehousing & Utilities	2,800	2,900	100	4%
Information	3,600	4,100	500	14%
Wholesale Trade	4,000	4,200	200	5%
Retail Trade	17,800	18,300	500	3%
Financial Activities	6,500	6,500	0	0%
Other Services	5,200	5,200	0	0%
Government	37,800	37,800	0	0%
Remaining Sectors	67,900	69,800	1,900	3%
Total, All Industries	183,400	187,900	4,500	2%

Figure 10 ⁶

Major Employers in Santa Barbara County, FY 2013 (Over 1,000 Employees)				
Rank	Company	Location	Industry	FTEs
1	University of California, Santa Barbara	Santa Barbara	Higher Education	4,379
2	County of Santa Barbara	Santa Barbara	Government	3,900
3	Santa Barbara City College	Santa Barbara	Education	2,644
4	Cottage Helath System	Santa Barbara	Healthcare	2,632
5	Vandenberg Air Force Base	Lompoc	Defense	2,537
6	Chumash Casino Resort	Santa Ynez	Recreation	1,600
7	Marian Regional Medical Center	Santa Maria	Healthcare	1,600
8	Santa Barbara Unified School District	Santa Barbara	Education	1,500
9	Santa Maria Unified School District	Santa Maria	Education	1,500
10	Raytheon	Goleta	Aerospace and Defense	1,300
11	Zodiac Aerospace	Santa Maria	Aircraft Interiors	1,250
12	Lompoc Unified School District	Lompoc	Education	1,200
13	Allan Hancock College	Santa Maria	Education	1,079

Figure 11 ¹



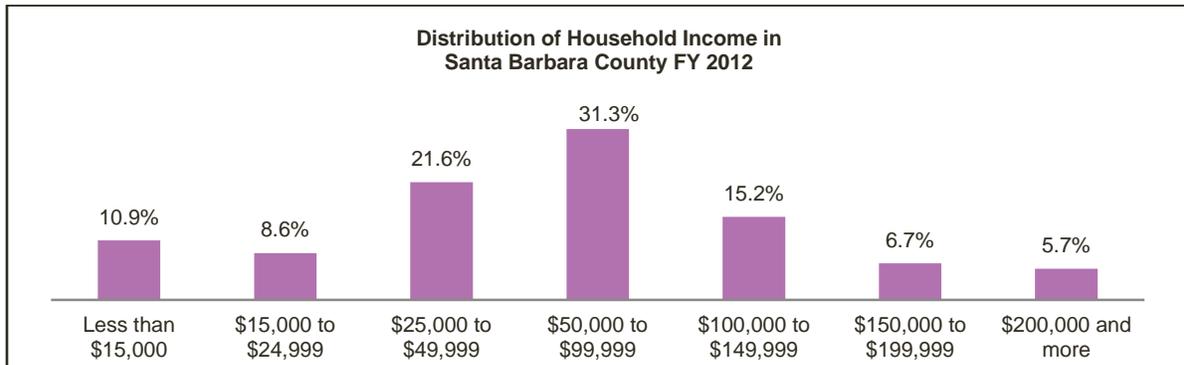
County Statistical Profile

Income and Housing

Income

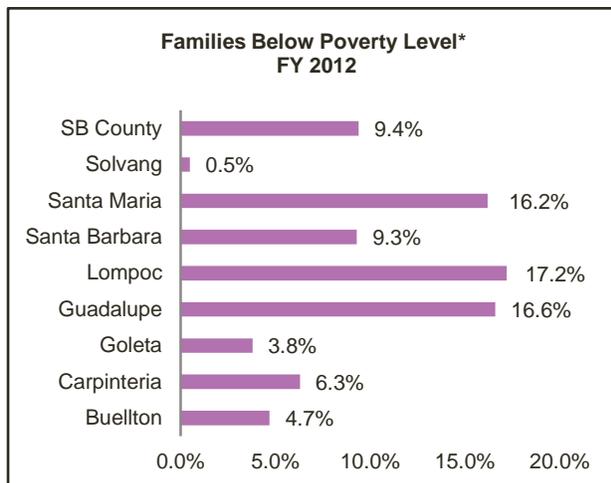
Income distribution in Santa Barbara County illuminates the diversity of the region, with approximately 41% of households earning below \$49,999 per year; and 28% of households earning \$100,000 per year or more.

Figure 12³



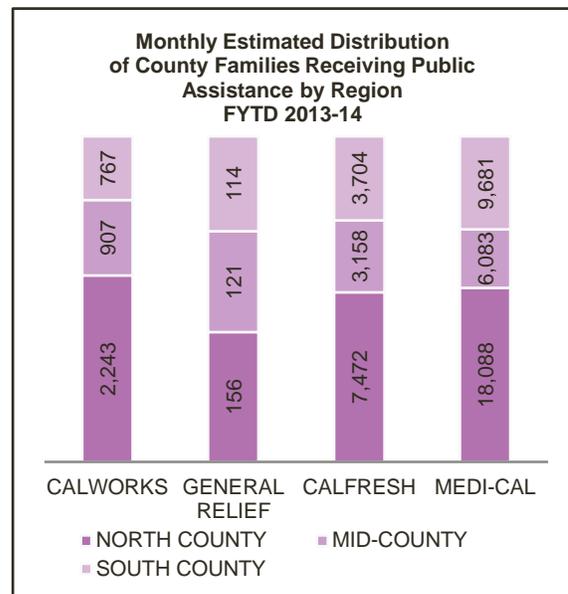
The County administers local, state, and federal programs to assist eligible needy families and individuals in our community through the Department of Social Services. These programs provide financial and supportive services that strengthen the family unit and promote self-sufficiency.

Figure 13³



*Federal Poverty level: about \$23,000 for a family of four.

Figure 14⁷

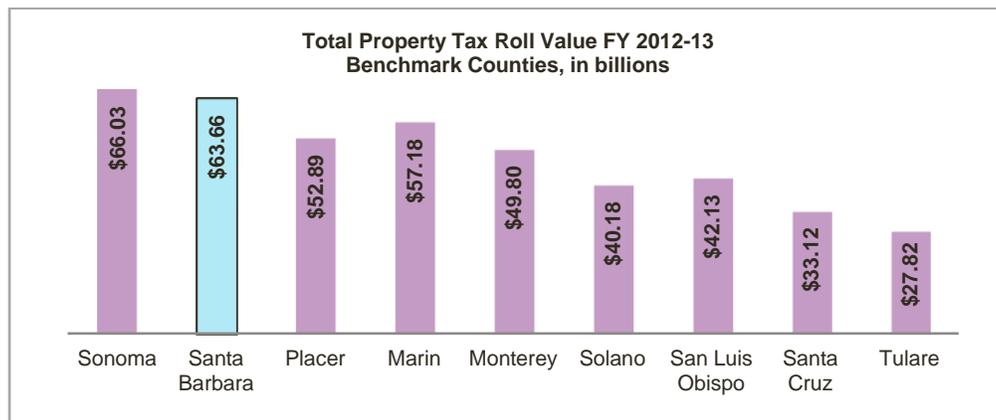


County Statistical Profile

Housing

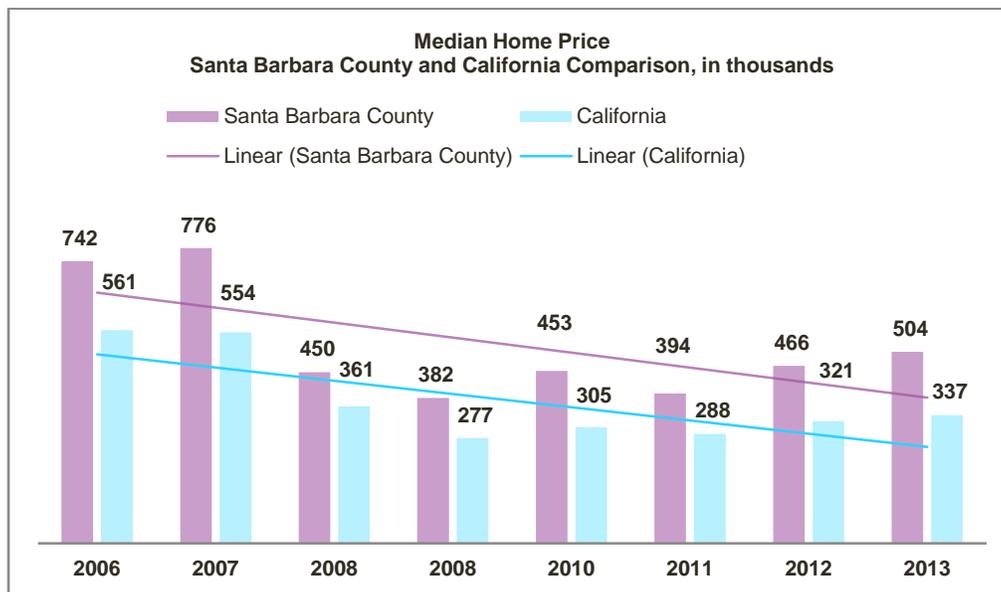
Santa Barbara County's greatest inflow of expendable revenue (for all jurisdictions) comes from collections of property taxes, including secured, unsecured, stated assessed property, and supplemental taxes. The total value of the County's property tax roll in FY 2012-13 was \$63.66 billion, the second highest value after Sonoma, when compared to benchmark counties.

Figure 15⁸



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 16⁹



County Statistical Profile

Quality of Life

Health

According to the 2014 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 ¹⁰

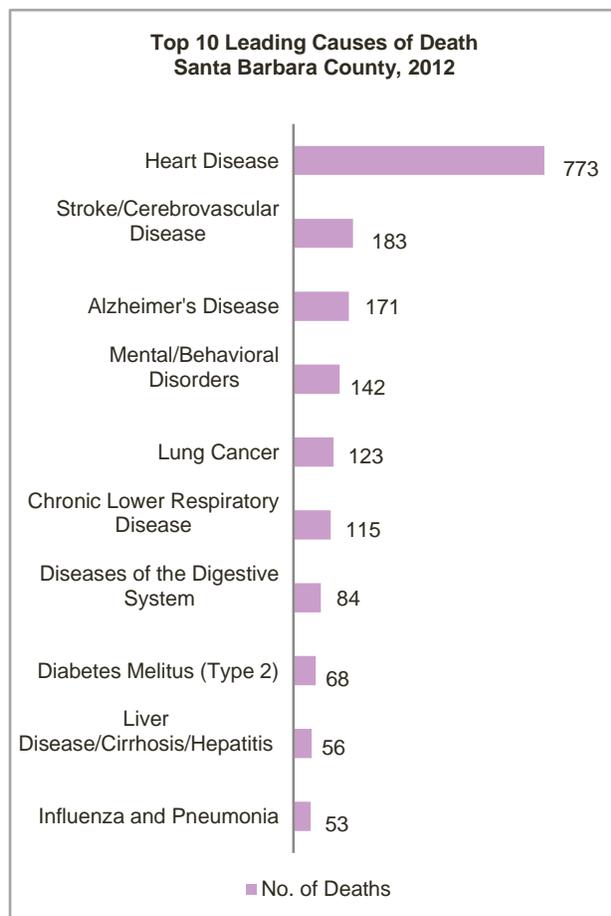
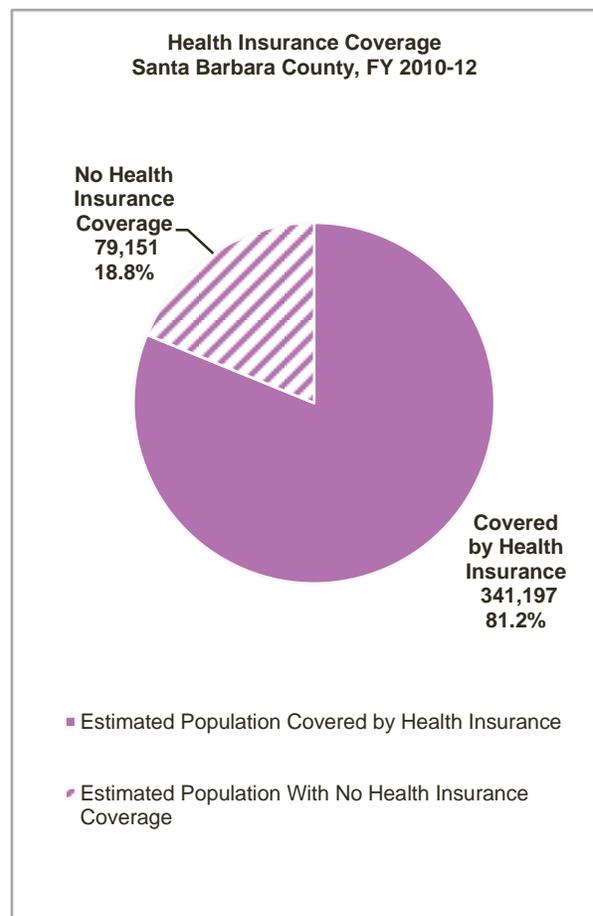


Figure 18 ³



County Statistical Profile

Education

The County has 20 K-12 School Districts and two Community College Districts. There were 5,129 high school seniors enrolled in FY 2012-13 with a graduation rate of 87%, according to the California Department of Education.

Figure 19³

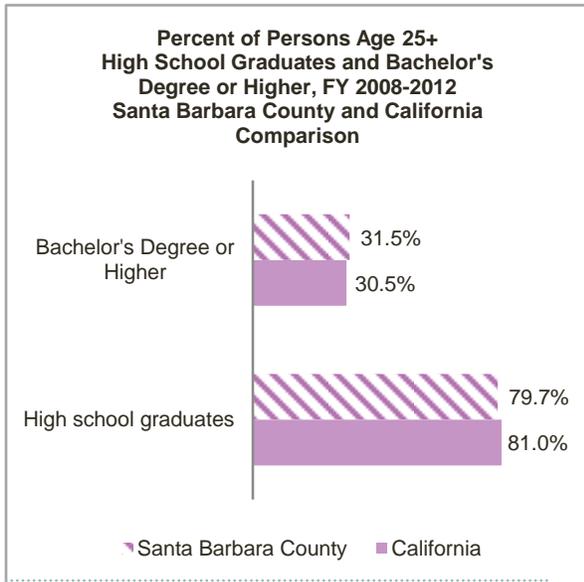


Figure 20¹¹

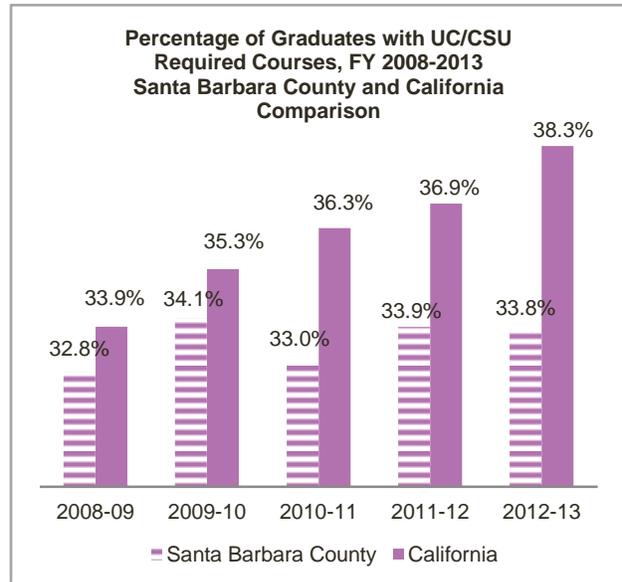
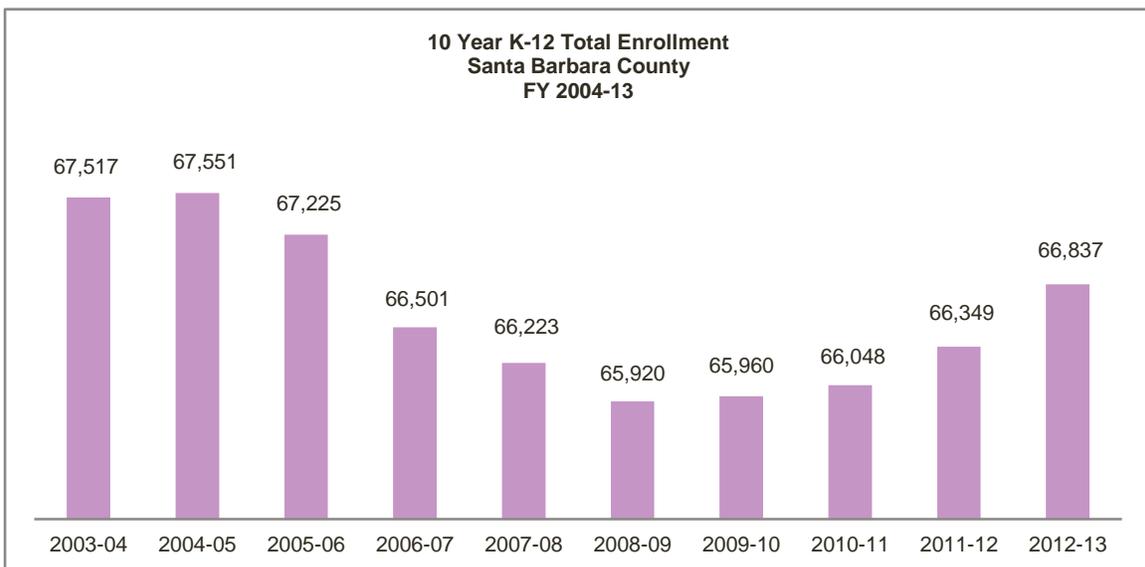


Figure 21¹¹



County Statistical Profile

List of Sources

-
1. State of California Employment Development Department - County Info report
 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

Section H



FTE Summary



Department FTE Summary

	2012-13 Actual	2013-14 Adopted	Change From FY 13-14 Ado to FY 14-15 Rec	2014-15 Recommended	2015-16 Proposed
Agricultural Commissioner/W&M					
ADMIN OFFICE PRO	4.00	4.00	-	4.00	4.00
AG COMM/SEALER WGTS-MEAS	1.00	1.00	-	1.00	1.00
AGRI BIOLOGIST	11.81	12.00	1.00	13.00	13.00
AGRI BIOLOGIST SUPV	1.88	2.00	-	2.00	2.00
AGRI COMMISSIONER-DEPT	1.38	2.00	(1.00)	1.00	1.00
AGRI PROGRAM SPECIALIST	1.00	1.00	-	1.00	1.00
ASST DIRECTOR	0.42	1.00	-	1.00	1.00
DEPUTY DIRECTOR	0.54	1.00	-	1.00	1.00
EDP SYS & PROG ANLST	1.00	1.00	-	1.00	1.00
ENTOMOLOGIST	1.00	1.00	-	1.00	1.00
EXTRA HELP	0.87	-	-	-	-
PLANT PATHOLOGIST	1.00	1.00	-	1.00	1.00
PROJECT MANAGER	0.19	-	1.00	1.00	1.00
WGTS-MEASURES INSP	2.23	5.00	-	5.00	5.00
Agricultural Commissioner/W&M Department Total	<u>28.34</u>	<u>32.00</u>	<u>1.00</u>	<u>33.00</u>	<u>33.00</u>
Alcohol, Drug, & Mental Hlth Svcs					
ACCOUNTANT	3.62	3.00	-	3.00	3.00
ACCOUNTANT SUPERVISING	0.46	1.00	-	1.00	1.00
ADMHS CASE WORKER	16.00	18.50	-	18.50	18.50
ADMHS PRACTITIONER	40.73	37.00	4.00	41.00	41.00
ADMHS PRACTITIONER INTERN	10.04	11.00	7.00	18.00	18.00
ADMHS PSYCHIATRIC TECH	25.88	26.00	2.00	28.00	28.00
ADMHS RECOVERY ASSISTANT	13.85	16.00	8.00	24.00	24.00
ADMHS REHABILITATION SPEC	4.00	4.00	-	4.00	4.00
ADMHS TEAM SUPV-CLIN PSYCH	1.19	1.00	1.00	2.00	2.00
ADMHS TEAM SUPV-PRACTITIONER	5.65	7.00	9.00	16.00	16.00
ADMIN OFFICE PRO	31.12	32.00	-	32.00	32.00
ALCOHOL & DRUG SERVICE SPEC	9.73	10.00	(2.00)	8.00	8.00
ASST DIRECTOR	1.00	1.00	1.00	2.00	2.00
BUILDING MAINT WORKER	0.97	1.00	-	1.00	1.00
CHIEF FINANCIAL OFFICER	1.00	1.00	-	1.00	1.00
CLIN PSY POST DOC INTERN	1.46	1.00	1.00	2.00	2.00
CLIN PSYCHOLOGIST	6.08	5.00	(1.00)	4.00	4.00
COMPUTER SYSTEMS SPEC	5.00	5.00	-	5.00	5.00
COMPUTER SYSTEMS SPEC SUPV	1.00	1.00	-	1.00	1.00
CONTRACTOR	3.88	4.17	(0.81)	3.36	3.36
COST ANALYST	1.85	3.00	-	3.00	3.00
DEPT BUS SPEC	7.62	8.00	-	8.00	8.00
DEPUTY DIRECTOR	1.00	1.00	-	1.00	1.00
DIRECTOR	0.58	1.00	-	1.00	1.00
DIVISION CHIEF	3.73	4.00	(1.00)	3.00	3.00
EDP SYS & PROG ANLST	3.00	3.00	(1.00)	2.00	2.00
EDP SYS & PROG ANLST SR	2.00	2.00	1.00	3.00	3.00
EXTRA HELP	24.89	10.90	19.78	30.68	30.68
FACILITIES MANAGER	-	-	1.00	1.00	1.00
FINANCIAL OFFICE PRO	3.00	3.00	-	3.00	3.00
FINANCIAL SYS ANALYST	0.27	1.00	-	1.00	1.00
FISCAL MANAGER	1.00	1.00	-	1.00	1.00
HEALTH CARE PROGRAM COORDINATOR	-	-	4.00	4.00	4.00

Department FTE Summary

	2012-13 Actual	2013-14 Adopted	Change From FY 13-14 Ado to FY 14-15 Rec	2014-15 Recommended	2015-16 Proposed
HR MANAGER	1.00	1.00	(1.00)	-	-
IT MANAGER	1.00	1.00	-	1.00	1.00
MEDICAL DIRECTOR	1.00	1.00	-	1.00	1.00
MEDICAL RECORDS ADMIN	1.00	1.00	-	1.00	1.00
NUTRITIONIST	0.65	1.00	-	1.00	1.00
PATIENTS RIGHTS ADVOCATE	1.00	1.00	0.50	1.50	1.50
PROGRAM MANAGER	4.85	5.00	-	5.00	5.00
PROJECT MANAGER	1.00	1.00	-	1.00	1.00
PSYCHIATRIC NURSE	20.58	20.75	0.25	21.00	21.00
PSYCHIATRIC NURSE SR	4.00	4.00	-	4.00	4.00
PSYCHIATRIC NURSE SUPV	1.00	1.00	4.00	5.00	5.00
PSYCHIATRIST	11.50	13.92	(0.82)	13.10	13.10
QUALITY ASSURANCE COORD	0.77	-	2.00	2.00	2.00
RECREATIONAL THERAPIST	1.50	1.50	-	1.50	1.50
REGIONAL CLINIC MANAGER	3.00	3.00	-	3.00	3.00
STAFF PHYSICIAN	0.50	0.50	-	0.50	0.50
TEAM/PROJECT LDR-GEN	1.23	1.00	(1.00)	-	-
Alcohol,Drug,&Mental Hlth Svcs Department Total	<u>287.16</u>	<u>281.24</u>	<u>56.89</u>	<u>338.13</u>	<u>338.13</u>
Auditor-Controller					
ACCOUNTANT-AUDITOR	8.85	9.00	1.25	10.25	10.25
ASST DIRECTOR	1.00	1.00	-	1.00	1.00
AUDIT MANAGER	1.00	1.00	-	1.00	1.00
AUDIT SUPERVISOR	1.50	1.00	0.50	1.50	1.50
AUDITOR-CONTROLLER	1.00	1.00	-	1.00	1.00
CHIEF DEPUTY CONTROLLER	0.75	0.75	-	0.75	0.75
COST ANALYST	2.38	3.00	-	3.00	3.00
DIVISION CHIEF	7.00	8.00	(0.25)	7.75	7.75
EDP OFFICE AUTO COORD SR	1.00	1.00	-	1.00	1.00
EDP OFFICE AUTO SPEC	0.50	1.00	(1.00)	-	-
EXTRA HELP	3.89	-	-	-	-
FINANCIAL ACCT ANALYST	3.00	4.00	0.50	4.50	4.50
FINANCIAL ACCT ANALYST-R	1.00	1.00	(1.00)	-	-
FINANCIAL OFFICE PRO	6.00	6.00	-	6.00	6.00
FINANCIAL SYS ANALYST	5.13	3.40	1.00	4.40	4.40
FINANCIAL SYS ANALYST SR-R	4.23	7.00	(1.00)	6.00	6.00
Auditor-Controller Department Total	<u>48.23</u>	<u>48.15</u>	<u>-</u>	<u>48.15</u>	<u>48.15</u>
Board of Supervisors					
ADMIN OFFICE PRO	2.04	2.00	-	2.00	2.00
BOS ADMIN ASST	8.15	8.50	-	8.50	8.50
EXECUTIVE STAFF ASST	5.04	5.00	-	5.00	5.00
EXTRA HELP	0.56	0.50	-	0.50	0.50
SUPERVISOR ELECTIVE	5.04	5.00	-	5.00	5.00
Board of Supervisors Department Total	<u>20.83</u>	<u>21.00</u>	<u>-</u>	<u>21.00</u>	<u>21.00</u>
Child Support Services					
ADMIN OFFICE PRO	5.88	5.75	-	5.75	5.75
ASST DIRECTOR	1.00	1.00	-	1.00	1.00
BUSINESS MANAGER	1.00	1.00	-	1.00	1.00
CHILD SUPPORT ATTY	2.00	2.00	-	2.00	2.00

Department FTE Summary

	2012-13 Actual	2013-14 Adopted	Change From FY 13-14 Ado to FY 14-15 Rec	2014-15 Recommended	2015-16 Proposed
CHILD SUPPORT ATTY SUPV	1.00	1.00	-	1.00	1.00
CHILD SUPPORT INVEST SPEC	2.00	2.00	-	2.00	2.00
CHILD SUPPORT MANAGER	3.00	3.00	-	3.00	3.00
CHILD SUPPORT OFFICER	36.91	37.00	(2.52)	34.48	33.25
CHILD SUPPORT OFFICER SR	6.67	6.75	1.00	7.75	7.25
CHILD SUPPORT OFFICER SUPV	5.42	5.00	-	5.00	5.00
COMPUTER SYSTEMS SPEC	2.00	2.00	-	2.00	2.00
DIRECTOR	1.00	1.00	-	1.00	1.00
EXTRA HELP	0.28	0.25	(0.25)	-	-
FINANCIAL OFFICE PRO	8.00	8.00	-	8.00	8.00
LEGAL OFFICE PRO	5.00	5.00	(0.42)	4.58	4.00
Child Support Services Department Total	<u>81.17</u>	<u>80.75</u>	<u>(2.19)</u>	<u>78.56</u>	<u>76.25</u>
Clerk-Recorder-Assessor					
ADMIN OFFICE PRO	35.51	38.63	(1.00)	37.63	37.63
APPRAISER	14.21	17.75	0.25	18.00	18.00
ASSESSMENT SUPERVISOR	5.58	6.00	-	6.00	6.00
ASST DIRECTOR	1.88	2.00	-	2.00	2.00
AUDITOR-APPRAISER	4.69	5.00	-	5.00	5.00
BUSINESS MANAGER	0.81	1.00	-	1.00	1.00
CHIEF APPRAISER	1.00	1.00	-	1.00	1.00
COUNTY CLK-REC-ASSESSOR	1.00	1.00	-	1.00	1.00
DEPT BUS SPEC	-	-	0.75	0.75	0.75
DIVISION MANAGER	5.00	5.00	-	5.00	5.00
EDP OFFICE AUTO SPEC	1.00	2.00	-	2.00	2.00
EDP SYS & PROG ANLST	2.00	2.00	-	2.00	2.00
EDP SYS & PROG ANLST SR	3.00	3.00	-	3.00	3.00
EXTRA HELP	7.77	-	-	-	-
FINANCIAL OFFICE PRO	2.00	2.00	-	2.00	2.00
FINANCIAL SYS ANALYST SR	1.77	2.00	-	2.00	2.00
FISCAL MANAGER	1.00	1.00	-	1.00	1.00
HR MANAGER	0.42	-	1.00	1.00	1.00
MAPPING/GIS ANALYST	3.00	3.00	-	3.00	3.00
MAPPING/GIS ANALYST SUPV	1.00	1.00	-	1.00	1.00
PROGRAM MANAGER	-	1.00	(1.00)	-	-
PROJECT MANAGER	0.04	1.00	-	1.00	1.00
Clerk-Recorder-Assessor Department Total	<u>92.69</u>	<u>95.38</u>	<u>-</u>	<u>95.38</u>	<u>95.38</u>
Community Services					
ADMIN OFFICE PRO	4.00	4.00	(1.00)	3.00	3.00
AQUATICS MANAGER	-	0.75	-	0.75	0.75
ASST DEPT LDR-EXEC	0.12	-	-	-	-
ASST DIRECTOR	1.96	2.00	-	2.00	2.00
ASST NATURALIST	1.00	1.00	-	1.00	1.00
CHIEF FINANCIAL OFFICER	1.00	1.00	-	1.00	1.00
COST ANALYST	1.92	2.00	-	2.00	2.00
DEPT BUS SPEC	2.62	3.00	1.00	4.00	4.00
DIRECTOR	1.00	1.00	-	1.00	1.00
DIVISION MANAGER	0.77	1.00	(1.00)	-	-
EXEC DIR-ARTS COMM	1.00	1.00	-	1.00	1.00
EXECUTIVE SECRETARY	1.00	1.00	-	1.00	1.00

Department FTE Summary

	2012-13 Actual	2013-14 Adopted	Change From FY 13-14 Ado to FY 14-15 Rec	2014-15 Recommended	2015-16 Proposed
EXTRA HELP	23.35	24.96	(0.72)	24.23	24.23
FINANCIAL OFFICE PRO	1.00	1.00	-	1.00	1.00
HOUSING PROGRAM SPEC	3.00	4.00	(1.00)	3.00	3.00
HOUSING PROGRAM SPEC SR	0.69	3.00	-	3.00	3.00
MAINTENANCE LEADER	2.00	2.00	-	2.00	2.00
MAINTENANCE PLUMBER	2.00	2.00	-	2.00	2.00
MAINTENANCE SUPV	0.69	1.00	-	1.00	1.00
MECHANIC/WELDER	1.00	1.00	-	1.00	1.00
NATURALIST	1.00	1.00	-	1.00	1.00
OPERATIONS MANAGER	1.88	3.00	-	3.00	3.00
PARK MAINTENANCE WORKER	5.77	6.00	-	6.00	6.00
PARK RANGER	22.69	24.00	-	24.00	24.00
PLANNER	1.00	1.00	-	1.00	1.00
PROGRAM ADMINISTRATOR	-	-	1.00	1.00	1.00
PROGRAM MANAGER	1.00	1.00	1.00	2.00	2.00
PROJECT MANAGER	1.00	1.00	-	1.00	1.00
VISUAL ARTS COORDINATOR	1.00	1.00	-	1.00	1.00
WTR & SEWAGE PLANT OPER	1.00	1.00	-	1.00	1.00
WTR/SEW PLANT OPER CHIEF	1.00	1.00	-	1.00	1.00
Community Services Department Total	<u>87.46</u>	<u>96.71</u>	<u>(.72)</u>	<u>95.98</u>	<u>95.98</u>
County Council					
BUSINESS MANAGER	1.00	1.00	-	1.00	1.00
CHIEF ASST COUNTY COUNSEL	1.00	1.00	-	1.00	1.00
CHIEF DEPUTY	1.00	1.00	-	1.00	1.00
CHIEF DEPUTY COUNTY COUNSEL	1.62	1.00	-	1.00	1.00
COMPUTER SYSTEMS SPEC	1.00	1.00	-	1.00	1.00
CONTRACTOR	0.03	-	-	-	-
COUNTY COUNSEL	1.00	1.00	-	1.00	1.00
DEPUTY COUNTY COUNSEL	9.60	10.60	(1.60)	9.00	9.00
DEPUTY COUNTY COUNSEL SR	10.42	11.00	-	11.00	11.00
DEPUTY COUNTY COUNSEL SR-RES	-	-	1.00	1.00	1.00
EXTRA HELP	0.53	0.60	-	0.60	0.60
LEGAL OFFICE PRO	4.00	4.00	-	4.00	4.00
PARALEGAL-RES	5.56	5.60	-	5.60	5.60
County Council Department Total	<u>36.76</u>	<u>37.80</u>	<u>(.60)</u>	<u>37.20</u>	<u>37.20</u>
County Executive Office					
ACCOUNTANT	1.00	1.00	-	1.00	1.00
ADMIN OFFICE PRO	7.94	8.75	0.75	9.50	9.50
ADMINISTRATIVE LDR-GEN	0.15	-	-	-	-
ASST DIRECTOR	3.38	3.00	1.00	4.00	4.00
BUSINESS MANAGER	1.00	1.00	-	1.00	1.00
CHF DEP CLK OF BD OF SUPV	1.00	1.00	-	1.00	1.00
COUNTY EXECUTIVE OFFICER	1.00	1.00	-	1.00	1.00
CSBTV MANAGER	0.74	0.75	0.13	0.88	0.88
DEPT BUS SPEC	3.65	4.00	3.00	7.00	7.00
DEPUTY DIRECTOR	1.00	1.00	-	1.00	1.00
DIVISION CHIEF	1.00	1.00	-	1.00	1.00
DIVISION MANAGER	3.00	3.00	-	3.00	3.00
EDP OFFICE AUTO SPEC	0.23	-	1.00	1.00	1.00

Department FTE Summary

	2012-13 Actual	2013-14 Adopted	Change From FY 13-14 Ado to FY 14-15 Rec	2014-15 Recommended	2015-16 Proposed
EDP SYS & PROG ANLST	1.73	2.00	(1.00)	1.00	1.00
EEO/AA OFFICER	1.00	1.00	-	1.00	1.00
ELECTRONICS SYSTEMS TECH	1.00	1.00	(1.00)	-	-
EMERGENCY OPERATIONS CHIEF	0.81	1.00	(1.00)	-	-
EMPLOYEE BENEFITS MANAGER	1.00	1.00	-	1.00	1.00
ENTERPRISE LDR-GEN	0.15	-	-	-	-
EXECUTIVE SECRETARY	2.00	2.00	-	2.00	2.00
EXTRA HELP	2.72	0.50	-	0.50	0.50
FISCAL & POLICY ANALYST	2.96	3.00	-	3.00	3.00
FISCAL MANAGER	1.00	1.00	-	1.00	1.00
HR ANALYST	1.65	2.00	-	2.00	2.00
HR MANAGER	2.00	2.00	-	2.00	2.00
OPERATIONS MANAGER	0.65	1.00	(1.00)	-	-
PROGRAM MANAGER	6.00	6.00	1.00	7.00	7.00
PROGRAM/BUS LDR-GEN	-	1.00	(1.00)	-	-
PROJECT MANAGER	1.85	2.00	-	2.00	2.00
RISK ANALYST	2.54	3.00	-	3.00	3.00
SAFETY OFFICER	0.85	1.00	-	1.00	1.00
TEAM/PROJECT LDR-GEN	0.77	-	-	-	-
County Executive Office Department Total	<u>55.78</u>	<u>56.00</u>	<u>1.88</u>	<u>57.88</u>	<u>57.88</u>

District Attorney

ADMIN OFFICE PRO	4.50	3.50	-	3.50	3.50
ASST DIRECTOR	1.00	1.00	-	1.00	1.00
ASST DISTRICT ATTORNEY	-	-	1.00	1.00	1.00
BUSINESS MANAGER	1.00	1.00	-	1.00	1.00
CHIEF DEPUTY	4.12	4.00	(1.00)	3.00	3.00
COMPUTER SYSTEMS SPEC	1.00	1.00	-	1.00	1.00
CONTRACTOR	0.12	-	-	-	-
DA INVESTIGATOR	13.00	13.00	-	13.00	13.00
DA INVESTIGATOR CHIEF	1.00	1.00	-	1.00	1.00
DA INVESTIGATOR SUPV	3.00	3.00	-	3.00	3.00
DEPT BUS SPEC	0.92	1.00	-	1.00	1.00
DEPUTY DISTRICT ATTY	27.42	28.00	3.00	31.00	31.00
DEPUTY DISTRICT ATTY SR	14.08	15.00	(1.00)	14.00	14.00
DISTRICT ATTORNEY	1.00	1.00	-	1.00	1.00
EDP SYS & PROG ANLST SR	1.00	1.00	-	1.00	1.00
EXECUTIVE SECRETARY	1.00	1.00	-	1.00	1.00
EXTRA HELP	4.81	-	-	-	-
IT MANAGER	1.00	1.00	-	1.00	1.00
LEGAL OFFICE PRO	34.54	36.00	1.00	37.00	37.00
PARALEGAL	1.00	1.00	-	1.00	1.00
PROGRAM MANAGER	1.00	1.00	-	1.00	1.00
VICTIM WITNESS PROG ASST	8.51	8.50	-	8.50	8.50
VICTIM WITNESS PROG SUPV	1.00	1.00	-	1.00	1.00
District Attorney Department Total	<u>126.01</u>	<u>123.00</u>	<u>3.00</u>	<u>126.00</u>	<u>126.00</u>

Fire

ACCOUNTANT	2.00	2.00	-	2.00	2.00
ADMIN OFFICE PRO	7.98	5.00	-	5.00	5.00
BATTALION CHIEF	8.00	8.00	-	8.00	8.00

Department FTE Summary

	2012-13 Actual	2013-14 Adopted	Change From FY 13-14 Ado to FY 14-15 Rec	2014-15 Recommended	2015-16 Proposed
COMPUTER SYSTEMS SPEC	1.00	1.00	-	1.00	1.00
COMPUTER SYSTEMS SPEC SUPV	-	1.00	(1.00)	-	-
DEPUTY CHIEF	1.00	1.00	-	1.00	1.00
DIVISION CHIEF	3.23	3.00	-	3.00	3.00
EDP OFFICE AUTO SPEC	-	-	1.00	1.00	1.00
EXECUTIVE SECRETARY	0.77	1.00	-	1.00	1.00
EXTRA HELP	5.02	5.00	-	5.00	5.00
FINANCIAL OFFICE PRO	4.80	5.00	-	5.00	5.00
FIRE CAPTAIN SHIFT	49.77	53.00	-	53.00	53.00
FIRE CAPTAIN STAFF	11.62	11.00	-	11.00	11.00
FIRE CHIEF	1.00	1.00	-	1.00	1.00
FIRE ENG INSPECTOR SHIFT	50.77	56.00	(1.00)	55.00	55.00
FIRE ENG INSPECTOR STAFF	3.42	3.00	-	3.00	3.00
FIRE EQUIPMENT OPER	3.00	3.00	-	3.00	3.00
FIRE EQUIPMENT OPER ASST	0.65	1.00	-	1.00	1.00
FIRE EQUIPMENT OPER SUPV	1.00	1.00	-	1.00	1.00
FIREFIGHTER SHIFT	58.54	74.00	-	74.00	74.00
FIREFIGHTER STAFF	0.08	-	-	-	-
FIREFIGHTER TRAINEE	4.81	-	-	-	-
FISCAL MANAGER	1.00	1.00	-	1.00	1.00
GEOLOGIST REGISTERED	1.00	-	-	-	-
HAZ MATERIALS SPEC	3.08	-	-	-	-
HAZ MATERIALS SPEC SR	3.00	-	1.00	1.00	1.00
HAZARD MATERIALS SUPV	1.77	-	-	-	-
HELICOPTER PILOT	0.12	-	-	-	-
MAPPING/GIS TECH	1.00	1.00	-	1.00	1.00
PROGRAM MANAGER	1.00	1.00	-	1.00	1.00
STOREKEEPER	1.00	1.00	-	1.00	1.00
Fire Department Total	<u>231.41</u>	<u>239.00</u>	<u>-</u>	<u>239.00</u>	<u>239.00</u>
First 5, Children & Families					
ADMIN OFFICE PRO	5.00	5.00	-	5.00	5.00
BUSINESS MANAGER	1.00	1.00	-	1.00	1.00
CHILDREN & FAMILY SVCS DIR	1.00	1.00	-	1.00	1.00
CONTRACTOR	0.38	1.00	-	1.00	-
FINANCIAL OFFICE PRO	1.00	1.00	-	1.00	1.00
FIRST 5 PROGRAM SPECIALIST	3.00	3.00	-	3.00	3.00
PROGRAM MANAGER	1.00	1.00	-	1.00	1.00
PROJECT MANAGER	1.00	1.00	-	1.00	1.00
First 5, Children & Families Department Total	<u>13.38</u>	<u>14.00</u>	<u>-</u>	<u>14.00</u>	<u>13.00</u>
General County Programs					
EXTRA HELP	0.09	-	-	-	-
General County Programs Department Total	<u>0.09</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
General Services					
ACCOUNTANT	2.00	2.00	-	2.00	2.00
ADMIN OFFICE PRO	5.00	5.50	-	5.50	5.50
ARCHITECT	1.00	1.00	-	1.00	1.00
ASST DIRECTOR	1.23	3.00	-	3.00	3.00
AUTOMOTIVE MECHANIC	6.27	7.00	1.00	8.00	8.00

Department FTE Summary

	2012-13 Actual	2013-14 Adopted	Change From FY 13-14 Ado to FY 14-15 Rec	2014-15 Recommended	2015-16 Proposed
BUILDING MAINT SUPV	3.00	3.00	-	3.00	3.00
BUILDING MAINT WORKER	11.08	11.00	-	11.00	11.00
BUSINESS MANAGER	1.00	1.00	-	1.00	1.00
BUYER	3.00	3.00	-	3.00	3.00
CAPITAL PROJECTS COORD	0.85	2.00	-	2.00	2.00
COMM EQUIP TECH	2.00	2.00	-	2.00	2.00
COMM EQUIP TECH SR	2.65	3.00	-	3.00	3.00
COMM SYSTEMS SUPV	1.00	1.00	-	1.00	1.00
COMMUNICATIONS MANAGER	1.00	1.00	-	1.00	1.00
COMPUTER SYSTEMS SPEC	1.00	1.00	-	1.00	1.00
CONTRACTOR	1.00	-	-	-	-
DEPT BUS SPEC	1.58	2.00	1.00	3.00	3.00
DIRECTOR	0.65	1.00	-	1.00	1.00
DIVISION MANAGER	2.00	2.00	-	2.00	2.00
EDP NETWORK TECH	5.58	5.00	1.00	6.00	6.00
EDP OFFICE AUTO COORD	1.00	1.00	-	1.00	1.00
EDP OFFICE AUTO SPEC	11.73	12.00	-	12.00	12.00
EDP SYS & PROG ANLST	1.00	1.00	-	1.00	1.00
EDP SYS & PROG ANLST SR	2.00	2.00	-	2.00	2.00
ELECTRONICS SYSTEMS TECH	1.00	1.00	-	1.00	1.00
ENERGY MANAGER	1.00	1.00	-	1.00	1.00
ENGINEERING TECH	1.00	1.00	-	1.00	1.00
EQUIPMENT MECHANIC	4.81	5.00	-	5.00	5.00
EXECUTIVE SECRETARY	1.00	1.00	-	1.00	1.00
EXTRA HELP	5.37	2.00	(2.00)	-	-
FACILITIES MANAGER	1.23	1.00	1.00	2.00	2.00
FACILITIES SUPERVISOR	0.77	1.00	-	1.00	1.00
FINANCIAL OFFICE PRO	3.00	3.00	-	3.00	3.00
FLEET MANAGER	1.00	1.00	-	1.00	1.00
HVAC SPECIALIST	3.00	3.00	-	3.00	3.00
MAIL CENTER SUPERVISOR	1.00	1.00	-	1.00	1.00
MAIL CENTER WORKER	1.88	2.00	-	2.00	2.00
MAINT ELECTRICIAN	1.00	1.00	-	1.00	1.00
MAINTENANCE CARPENTER	1.00	1.00	-	1.00	1.00
MAINTENANCE PLUMBER	3.00	3.00	-	3.00	3.00
MOTOR POOL DISPATCH	2.77	2.50	-	2.50	2.50
PROGRAM MANAGER	1.27	2.00	-	2.00	2.00
PROJECT MANAGER	2.42	4.00	-	4.00	4.00
REAL PROPERTY AGENT	1.27	2.00	-	2.00	2.00
SHOP SUPERVISOR	1.77	2.00	(2.00)	-	-
TEAM/PROJECT LDR-GEN	0.58	-	-	-	-
General Services Department Total	<u>109.76</u>	<u>113.00</u>	<u>-</u>	<u>113.00</u>	<u>113.00</u>
Planning & Development					
ACCOUNTANT	1.00	1.00	-	1.00	1.00
ADMIN OFFICE PRO	10.11	10.80	-	10.80	10.80
ASST DIRECTOR	1.00	1.00	-	1.00	1.00
ASST PLAN CHECKER	2.00	2.00	-	2.00	2.00
BLDG ENGRN INSPECTOR	7.50	7.00	2.00	9.00	9.00
BLDG ENGRN INSPECTOR SPEC	1.00	1.00	-	1.00	1.00
BLDG ENGRN INSPECTOR SUPV	4.00	4.00	-	4.00	4.00

Department FTE Summary

	2012-13 Actual	2013-14 Adopted	Change From FY 13-14 Ado to FY 14-15 Rec	2014-15 Recommended	2015-16 Proposed
BUILDING PERMIT TECH	2.54	2.00	-	2.00	2.00
BUSINESS MANAGER	0.62	0.80	(0.20)	0.60	0.60
COMPUTER SYSTEMS SPEC	1.08	1.00	-	1.00	1.00
CONTRACTOR	-	0.05	(0.01)	0.04	0.04
DEPUTY DIRECTOR	5.00	5.00	(1.00)	4.00	4.00
DIRECTOR	1.00	1.00	-	1.00	1.00
DIVISION CHIEF	-	-	1.00	1.00	1.00
EDP SYS & PROG ANLST	0.04	1.00	-	1.00	1.00
EDP SYS & PROG ANLST SR	1.00	1.00	-	1.00	1.00
ENERGY SPECIALIST	1.00	1.00	-	1.00	1.00
EXTRA HELP	0.71	0.31	(0.31)	-	-
FINANCIAL OFFICE PRO	2.88	3.00	1.00	4.00	4.00
GRADING INSPECTOR SR	2.00	2.00	-	2.00	2.00
MAPPING/GIS ANALYST	1.00	1.00	-	1.00	1.00
MAPPING/GIS ANALYST SUPV	0.08	-	-	-	-
PETROLEUM SPECIALIST	2.00	2.00	-	2.00	2.00
PLAN CHECK ENGINEER	1.50	1.00	1.00	2.00	2.00
PLANNER	29.15	29.05	(3.00)	26.05	26.05
PLANNER SUPERVISING	6.00	6.00	-	6.00	6.00
PLANNING PROCESS ANALYST	-	-	1.00	1.00	1.00
PROGRAM MANAGER	2.00	1.00	-	1.00	1.00
Planning & Development Department Total	<u>86.21</u>	<u>85.01</u>	<u>1.48</u>	<u>86.49</u>	<u>86.49</u>

Probation

ACCOUNTANT	1.00	1.00	-	1.00	1.00
ADMIN OFFICE PRO	63.23	66.50	-	66.50	66.50
ADMINISTRATIVE DEPUTY DIRECTOR	1.00	1.00	-	1.00	1.00
CHIEF INNOVATION OFFICER	1.00	1.00	-	1.00	1.00
CHIEF PROBATION OFFICER	1.00	1.00	-	1.00	1.00
COLLECTIONS MANAGER	1.00	1.00	-	1.00	1.00
COMPUTER SYSTEMS SPEC	2.00	2.00	-	2.00	2.00
COOK	2.62	3.00	-	3.00	3.00
COST ANALYST	1.00	1.00	-	1.00	1.00
DEP CHIEF PROBATION OFFCR	3.00	3.00	-	3.00	3.00
DEP PROBATION OFFICER	70.85	75.50	6.50	82.00	82.00
DEP PROBATION OFFICER SR	47.73	51.00	(5.00)	46.00	46.00
DEP PROBATION OFFICER SUP	16.46	18.00	(1.00)	17.00	17.00
EDP SYS & PROG ANLST	3.00	3.00	-	3.00	3.00
EXECUTIVE SECRETARY	1.00	1.00	-	1.00	1.00
EXTRA HELP	19.14	13.00	-	13.00	13.00
FINANCIAL OFFICE PRO	0.58	1.00	-	1.00	1.00
FISCAL MANAGER	1.00	1.00	-	1.00	1.00
FOOD SERVICES SUPERVISOR	1.00	1.00	-	1.00	1.00
FOOD SERVICES WORKER	2.50	2.50	-	2.50	2.50
JUVENILE INST OFFICER	63.54	65.00	(6.00)	59.00	59.00
JUVENILE INST OFFICER SR	22.19	21.00	(4.00)	17.00	17.00
PROBATION ASSISTANT	13.85	14.00	-	14.00	14.00
PROBATION MANAGER	6.69	8.00	-	8.00	8.00
UTILITY WORKER, INSTITUTIONS	1.00	1.00	-	1.00	1.00
Probation Department Total	<u>347.37</u>	<u>356.50</u>	<u>(9.50)</u>	<u>347.00</u>	<u>347.00</u>

Department FTE Summary

	2012-13 Actual	2013-14 Adopted	Change From FY 13-14 Ado to FY 14-15 Rec	2014-15 Recommended	2015-16 Proposed
Public Defender					
ASST PUBLIC DEFENDER	1.23	3.00	-	3.00	3.00
BUSINESS MANAGER	1.00	1.00	-	1.00	1.00
COMPUTER SYSTEMS SPEC	1.00	1.00	-	1.00	1.00
DEP PUBLIC DEFENDER	23.96	27.00	-	27.00	27.00
DEP PUBLIC DEFENDER SR	5.15	5.00	-	5.00	5.00
EXECUTIVE SECRETARY	1.00	1.00	-	1.00	1.00
EXTRA HELP	8.45	3.00	(2.75)	0.25	0.25
FINANCIAL OFFICE PRO	1.00	1.00	-	1.00	1.00
LEGAL OFFICE PRO	14.58	15.00	-	15.00	15.00
PD INVESTIGATOR	1.00	1.00	-	1.00	1.00
PROG/BUS LDR-ATTY	0.85	-	-	-	-
PUBLIC DEFENDER	1.00	1.00	-	1.00	1.00
PUBLIC DEFENDER INVEST	6.00	6.00	-	6.00	6.00
SOCIAL SVCS PRACTITIONER	-	-	2.00	2.00	2.00
Public Defender Department Total	<u>66.22</u>	<u>65.00</u>	<u>(.75)</u>	<u>64.25</u>	<u>64.25</u>
Public Health					
ACCOUNTANT	3.00	3.00	-	3.00	3.00
ADMHS PRACTITIONER	-	-	2.00	2.00	2.00
ADMIN OFFICE PRO	74.44	69.75	3.25	73.00	72.00
ADMINISTRATIVE LDR-GEN	0.42	-	-	-	-
ANIMAL CONTROL OFF	7.69	8.00	-	8.00	8.00
ANIMAL CONTROL OFF SUPV	4.00	4.00	-	4.00	4.00
ANIMAL HEALTH & REG DIR	1.00	1.00	-	1.00	1.00
ANIMAL SHELTER ATTENDANT	7.23	8.00	-	8.00	8.00
BUILDING MAINT WORKER	1.00	1.00	-	1.00	1.00
CCS CASEWORKER	5.00	5.46	0.54	6.00	6.00
CCS OCC/PHYS THERAPIST	8.36	7.75	1.25	9.00	9.00
CCS SUPERVISING THERAPIST	4.00	4.00	-	4.00	4.00
CHIEF FINANCIAL OFFICER	1.00	1.00	-	1.00	1.00
CLINICAL LAB SCIENTIST	1.00	1.00	(1.00)	-	-
CLINICAL LAB SCIENTIST SR	4.00	4.00	(1.00)	3.00	-
COMM OUTRCH CRD ANML HLTH	1.00	1.00	-	1.00	1.00
COMMUNITY HEALTH NURSE	-	0.60	-	0.60	0.60
COMPUTER SYSTEMS SPEC	5.69	5.00	(1.00)	4.00	4.00
COMPUTER SYSTEMS SPEC SUPV	-	-	1.00	1.00	1.00
CONTRACTOR	2.19	2.60	(2.00)	0.60	0.60
COST ANALYST	5.00	4.85	(0.05)	4.80	4.80
DEPT BUS SPEC	5.75	6.75	(1.25)	5.50	5.50
DEPUTY DIRECTOR	3.00	3.00	-	3.00	3.00
EDP OFFICE AUTO SPEC	3.00	3.00	-	3.00	3.00
EDP SYS & PROG ANLST	3.77	4.00	-	4.00	4.00
EDP SYS & PROG ANLST SR	1.00	1.00	1.00	2.00	2.00
EMERG SVCS PLANNER	-	-	2.00	2.00	2.00
ENVIRON HEALTH SPEC	9.00	10.00	-	10.00	10.00
ENVIRON HEALTH SPEC SR	6.00	6.00	-	6.00	6.00
ENVIRON HEALTH SPEC SUPV	3.00	3.00	-	3.00	3.00
ENVIRON HEALTH SPEC TR	1.00	-	-	-	-
EPIDEMIOLOGIST SR	0.56	0.50	(0.50)	-	-
EPIDEMIOLOGIST/BIOSTAT	1.00	1.00	-	1.00	1.00

Department FTE Summary

	2012-13 Actual	2013-14 Adopted	Change From FY 13-14 Ado to FY 14-15 Rec	2014-15 Recommended	2015-16 Proposed
EXTRA HELP	28.98	5.60	3.78	9.38	8.38
FINANCIAL OFFICE PRO	48.62	47.81	(2.88)	44.92	44.92
GEOLOGIST REGISTERED	-	1.00	-	1.00	1.00
HAZ MATERIALS SPEC	-	5.00	1.00	6.00	6.00
HAZ MATERIALS SPEC SR	-	4.00	(1.19)	2.81	2.81
HAZARD MATERIALS SUPV	-	2.00	-	2.00	2.00
HEALTH CARE PRACTITIONER	8.92	8.95	0.05	9.00	9.00
HEALTH CARE PROGRAM COORDINATOR	-	-	3.90	3.90	3.90
HEALTH EDUC ASSOC	3.15	3.50	-	3.50	3.50
HEALTH EDUCATION ASST	11.96	13.00	(1.00)	12.00	12.00
HEALTH EDUCATION ASST SR	6.00	6.00	-	6.00	6.00
HEALTH EDUCATOR	3.92	3.50	-	3.50	3.50
HEALTH OFFICER	-	-	0.88	0.88	0.88
HEALTH SERVICES AIDE	1.00	1.00	-	1.00	1.00
HEALTH SERVICES AIDE SR	6.50	6.50	-	6.50	6.50
HEALTH SERVICES LAB SUPV	1.00	1.00	-	1.00	-
HR MANAGER	1.00	-	-	-	-
IT MANAGER	1.00	1.00	-	1.00	1.00
LABORATORY ASSISTANT	7.38	8.00	0.50	8.50	1.00
LACTATION CONSULTANT	1.60	1.60	-	1.60	1.60
LICENSED VOCATIONAL NURSE	1.65	2.00	-	2.00	2.00
MEDICAL ASSISTANT	50.83	52.38	0.88	53.25	53.25
MEDICAL DIRECTOR	1.00	1.00	-	1.00	1.00
MEDICAL SERVICES REP	5.00	2.50	(2.50)	-	-
MEDICAL SOC SVC PRACT	2.25	1.75	(0.25)	1.50	1.50
MEDICAL SOC SVC WKR SR	0.54	0.50	0.25	0.75	0.75
MEDICAL SOCIAL SERV SUPV	1.00	0.50	(0.50)	-	-
NUTRITION SERVICES SUPV	1.00	1.00	-	1.00	1.00
NUTRITION SITE SUPV	4.00	4.00	-	4.00	4.00
NUTRITIONIST	6.00	7.00	(0.17)	6.83	6.83
PH PERFORM IMPROVE COORD	3.00	3.00	-	3.00	3.00
PH PROGRAM COORDINATOR	0.90	2.90	(2.90)	-	-
PHARMACIST SUPV	1.00	1.00	-	1.00	1.00
PHARMACIST-IN-CHARGE	2.96	3.00	-	3.00	3.00
PHARMACY TECHNICIAN	8.00	8.00	-	8.00	8.00
PROGRAM MANAGER	7.71	7.00	-	7.00	7.00
PROGRAM/BUS LDR-GEN	-	1.00	(1.00)	-	-
PROJECT MANAGER	3.00	3.00	(1.00)	2.00	2.00
PUB HLTH PROGRAM ADMN	5.00	4.00	-	4.00	4.00
PUBLIC HEALTH LAB SUPV	1.00	1.00	-	1.00	1.00
PUBLIC HEALTH MICROB	2.00	2.00	-	2.00	2.00
PUBLIC HEALTH MICROB SR	2.00	2.00	-	2.00	2.00
PUBLIC HEALTH NURSE	20.48	22.25	(1.00)	21.25	21.25
PUBLIC HEALTH NURSE SUPV	3.96	4.00	-	4.00	4.00
PUBLIC HLTH DIR/HLTH OFFCR	1.00	1.00	-	1.00	1.00
PUBLIC INFO ASSISTANT	0.65	1.00	1.00	2.00	2.00
RADIOLOGICAL TECH	0.38	-	-	-	-
RADIOLOGICAL TECH SUPV	0.23	-	-	-	-
REGIONAL CLINIC MANAGER	3.58	3.00	1.00	4.00	4.00
REGISTERED VET TECH	0.73	1.00	-	1.00	1.00
SAFETY OFFICER-DEPT	-	-	0.75	0.75	0.75

Department FTE Summary

	2012-13 Actual	2013-14 Adopted	Change From FY 13-14 Ado to FY 14-15 Rec	2014-15 Recommended	2015-16 Proposed
SR SERVICES SUPERVISOR	0.54	0.50	(0.50)	-	-
STAFF NURSE	17.30	17.25	2.00	19.25	19.25
STAFF NURSE SR	1.62	1.50	(0.50)	1.00	1.00
STAFF NURSE SUPV	7.63	8.00	-	8.00	8.00
STAFF PHYSICIAN	17.47	17.69	(2.59)	15.10	15.10
STAFF PHYSICIAN SUPV	3.50	3.50	0.50	4.00	4.00
STOREKEEPER	1.00	1.00	-	1.00	1.00
THERAPY ATTENDANT	2.50	2.50	-	2.50	2.50
UTILITY CLERK-DEPT	1.65	2.00	-	2.00	2.00
Public Health Department Total	<u>498.22</u>	<u>486.43</u>	<u>2.73</u>	<u>489.16</u>	<u>475.66</u>
Public Works					
ACCOUNTANT	4.12	4.00	-	4.00	4.00
ADMIN OFFICE PRO	18.55	17.90	0.10	18.00	18.00
ASST DIRECTOR	0.96	1.00	-	1.00	1.00
CIV ENGINEERING ASSOC	12.65	14.00	1.00	15.00	15.00
CIVIL ENGINEER	3.62	6.00	(1.00)	5.00	5.00
CIVIL ENGINEER SPECIALIST	3.15	4.00	-	4.00	4.00
CIVIL ENGINEERING MANAGER	4.88	5.00	-	5.00	5.00
COMPUTER SYSTEMS SPEC	1.00	1.00	-	1.00	1.00
COST ANALYST	2.00	1.00	-	1.00	1.00
COUNTY SURVEYOR	1.00	1.00	-	1.00	1.00
DEPUTY DIRECTOR	3.00	3.00	-	3.00	3.00
DIRECTOR	1.00	1.00	-	1.00	1.00
DIVISION MANAGER	0.80	1.80	(0.80)	1.00	1.00
EDP SYS & PROG ANLST	1.00	1.00	-	1.00	1.00
EDP SYS & PROG ANLST SR	1.00	1.00	-	1.00	1.00
ENG ENVIRON PLANNER SR.	4.00	4.00	-	4.00	4.00
ENGINEERING GEOLOGIST	1.00	1.00	-	1.00	1.00
ENGINEERING TECH	8.26	8.00	(2.00)	6.00	6.00
ENGINEERING TECH SPEC	8.46	9.00	3.00	12.00	13.00
ENGINEERING TECH SUPV	1.00	1.00	-	1.00	1.00
EQUIPMENT MECHANIC	4.00	4.00	-	4.00	4.00
EXECUTIVE SECRETARY	1.00	1.00	-	1.00	1.00
EXTRA HELP	9.03	-	-	-	-
FINANCIAL OFFICE PRO	5.00	6.00	-	6.00	6.00
GEOLOGIST REGISTERED	1.00	1.00	-	1.00	1.00
HEAVY EQUIP OPERATOR	23.81	24.00	(1.00)	23.00	23.00
HEAVY TRUCK DRIVER	11.15	11.00	-	11.00	11.00
HYDROLOGIST SENIOR	2.00	2.00	-	2.00	2.00
IT MANAGER	1.00	1.00	-	1.00	1.00
MAINT SUPERINTENDENT	4.00	4.00	-	4.00	4.00
MAINT WELDER-MECHANIC	1.00	1.00	-	1.00	1.00
MAINT WORKER APPRENTICE	1.42	4.00	(2.00)	2.00	2.00
MAINTENANCE LEADER	16.62	17.00	(1.00)	16.00	15.00
MAINTENANCE SUPV	4.81	5.00	1.00	6.00	6.00
MAINTENANCE WORKER	44.58	45.00	2.00	47.00	47.00
OPERATIONS MANAGER	1.73	2.00	-	2.00	2.00
PERMITTING-ENGINEERING MANAGER	1.00	1.00	-	1.00	1.00
PESTICIDE SPECIALIST	0.12	1.00	-	1.00	1.00
PROGRAM MANAGER	3.88	4.00	1.00	5.00	5.00

Department FTE Summary

	2012-13 Actual	2013-14 Adopted	Change From FY 13-14 Ado to FY 14-15 Rec	2014-15 Recommended	2015-16 Proposed
PROGRAM/BUS LDR-GEN	-	1.00	(1.00)	-	-
PROJECT MANAGER	2.86	3.00	1.00	4.00	4.00
PUBLIC WORKS PRGM SPEC	4.06	4.75	-	4.75	4.75
PUBLIC WORKS PRGM SPEC SR	3.00	3.00	-	3.00	3.00
REAL PROPERTY AGENT	1.00	1.00	(1.00)	-	-
RECYCLE WORKER	2.00	2.00	-	2.00	2.00
REFUSE CHECKER	7.65	8.50	-	8.50	8.50
REFUSE CHECKER SUPERVISOR	1.00	1.00	-	1.00	1.00
REFUSE INSPECTOR	2.00	2.00	-	2.00	2.00
REFUSE LEADER	4.73	5.00	-	5.00	5.00
REFUSE SUPERVISOR	2.69	3.00	-	3.00	3.00
ROAD MAINT MANAGER	1.00	1.00	-	1.00	1.00
SAFETY OFFICER-DEPT	1.08	1.00	-	1.00	1.00
SAFETY OFFICER-DIVISIONAL	1.00	1.00	-	1.00	1.00
SHOP SUPERVISOR	1.00	1.00	-	1.00	1.00
STAFF ANALYST	1.00	1.00	-	1.00	1.00
STOREKEEPER	1.00	1.00	-	1.00	1.00
SURVEY PARTY CHIEF	2.88	3.00	(2.00)	1.00	1.00
SURVEY SPECIALIST	2.00	3.00	(1.00)	2.00	2.00
SURVEY SUPERVISOR	1.00	1.00	-	1.00	1.00
TEAM/PROJECT LDR-GEN	0.12	-	-	-	-
TRAFFIC SIGNAL TECHNICIAN	1.00	1.00	-	1.00	1.00
TRANSPORTATION PLANNER SUPV	1.00	1.00	-	1.00	1.00
URBAN FORESTRY INSP	1.00	1.00	-	1.00	1.00
URBAN FORESTRY SUPV	1.00	1.00	-	1.00	1.00
WASTEWTR PLANT OPER	9.00	9.00	-	9.00	9.00
WASTEWTR PLANT OPER CHIEF	1.00	1.00	-	1.00	1.00
WASTEWTR PLANT OPER SUPV	1.00	1.00	-	1.00	1.00
WATER AGENCY MANAGER	1.00	1.00	-	1.00	1.00
Public Works Department Total	<u>277.67</u>	<u>282.95</u>	<u>(3.70)</u>	<u>279.25</u>	<u>279.25</u>

Sheriff

ACCOUNTANT	2.73	3.00	-	3.00	3.00
ACCOUNTANT SUPERVISING	1.00	1.00	-	1.00	1.00
ADMIN OFFICE PRO	75.77	78.75	-	78.75	78.75
ADMINISTRATIVE LDR-GEN	-	1.00	(1.00)	-	-
AIRCRAFT MECHANIC	1.96	2.00	-	2.00	2.00
ALC/DRUG COUN SUP-COR FAC	1.00	1.00	-	1.00	1.00
ALC/DRUG COUN-CORR FAC	3.88	4.00	-	4.00	4.00
CHIEF DEPUTY SHERIFF	1.96	2.00	-	2.00	2.00
CHIEF FINANCIAL OFFICER	-	-	1.00	1.00	1.00
COMMUNICATION DISP MANAGER	1.00	1.00	-	1.00	1.00
COMMUNICATIONS DISP	20.00	24.00	-	24.00	24.00
COMMUNICATIONS DISP SUPV	6.08	6.00	-	6.00	6.00
COMPUTER SYSTEMS SPEC	4.00	4.00	-	4.00	4.00
COMPUTER SYSTEMS SPEC SUPV	0.96	1.00	-	1.00	1.00
COOK SHERIFFS INSTITUTIONS	6.38	7.00	-	7.00	7.00
CUSTODIAN	2.00	2.00	-	2.00	2.00
CUSTODY COMMANDER	1.00	1.00	-	1.00	1.00
CUSTODY DEPUTY	120.19	137.44	2.00	139.44	139.44
CUSTODY DEPUTY S/DUTY	26.81	30.00	(2.00)	28.00	28.00

Department FTE Summary

	2012-13 Actual	2013-14 Adopted	Change From FY 13-14 Ado to FY 14-15 Rec	2014-15 Recommended	2015-16 Proposed
CUSTODY LIEUTENANT	7.00	7.00	-	7.00	7.00
CUSTODY SERGEANT	16.00	16.00	-	16.00	16.00
EDP OFFICE AUTO SPEC	3.69	4.00	-	4.00	4.00
EXECUTIVE SECRETARY	2.00	2.00	-	2.00	2.00
EXTRA HELP	21.55	-	-	-	-
FINANCIAL OFFICE PRO	3.92	4.00	-	4.00	4.00
FOOD SERVICES SUPERVISOR	1.00	1.00	-	1.00	1.00
FORENSIC PATHOLOGIST	1.00	1.00	-	1.00	1.00
FORENSIC TECHNICIAN	-	1.00	-	1.00	1.00
FORENSIC TECHNICIAN SR	3.12	3.00	-	3.00	3.00
HELICOPTER PILOT	1.88	2.00	(1.00)	1.00	1.00
IT MANAGER	0.92	1.00	-	1.00	1.00
LAUNDRY COORDINATOR	1.88	2.00	-	2.00	2.00
LEGAL OFFICE PRO	4.92	5.00	(1.00)	4.00	4.00
MAINTENANCE PAINTER	1.00	1.00	-	1.00	1.00
MAPPING/GIS TECH	1.00	1.00	-	1.00	1.00
OPERATIONS MANAGER	0.12	-	1.00	1.00	1.00
PARK RANGER I, GROUNDS	1.00	1.00	-	1.00	1.00
PARKING ENFORCEMENT OFFCR	1.00	1.00	-	1.00	1.00
POLYGRAPH EXAMINER	0.85	1.00	-	1.00	1.00
PROGRAM MANAGER	0.50	1.00	-	1.00	1.00
PROGRAM/BUS LDR-GEN	1.00	1.00	(1.00)	-	-
SHERIFF PRNTSHP CSTDY SUP	1.00	1.00	-	1.00	1.00
SHERIFF-CORONER	1.00	1.00	-	1.00	1.00
SHERIFFS COMMANDER	4.23	5.00	-	5.00	5.00
SHERIFFS DEPUTY	114.54	123.00	(9.00)	114.00	114.00
SHERIFFS DEPUTY S/DUTY	74.19	73.00	1.00	74.00	74.00
SHERIFFS DEPUTY S/DUTY-M	1.00	1.00	2.00	3.00	3.00
SHERIFFS DEPUTY TR	3.58	12.00	6.00	18.00	18.00
SHERIFFS DEPUTY-M	1.00	1.00	-	1.00	1.00
SHERIFFS HELICOPTER PILOT	-	-	1.00	1.00	1.00
SHERIFFS LIEUTENANT	12.69	12.00	-	12.00	12.00
SHERIFFS SERGEANT	36.08	36.35	-	36.35	36.35
SOCIAL SERVICES WORKER	0.42	2.00	-	2.00	2.00
STOREKEEPER	1.85	2.00	(1.00)	1.00	1.00
UNDERSHERIFF	1.00	1.00	-	1.00	1.00
UTILITY WORKER, INSTITUTIONS	10.04	11.00	2.00	13.00	13.00
Sheriff Department Total	<u>614.70</u>	<u>643.54</u>	<u>-</u>	<u>643.54</u>	<u>643.54</u>
Social Services					
ACCOUNTANT	9.46	11.00	-	11.00	11.00
ACCOUNTANT SUPERVISING	1.00	1.00	-	1.00	1.00
ADMIN OFFICE PRO	132.88	145.00	3.00	148.00	148.00
BUILDING MAINT SUPV	2.00	2.00	-	2.00	2.00
CAREER EMP SPECIALIST	8.85	13.00	(1.50)	11.50	11.50
CAREER EMP SPECIALIST SR	28.42	29.75	7.50	37.25	37.25
CAREER EMP SPECIALIST SUPV	10.46	11.00	(1.00)	10.00	10.00
CHIEF FINANCIAL OFFICER	1.00	1.00	-	1.00	1.00
COMPUTER SYSTEMS SPEC	10.00	11.00	1.00	12.00	12.00
CONTRACTOR	1.00	2.00	(1.00)	1.00	1.00
COST ANALYST	4.00	4.00	-	4.00	4.00

Department FTE Summary

	2012-13 Actual	2013-14 Adopted	Change From FY 13-14 Ado to FY 14-15 Rec	2014-15 Recommended	2015-16 Proposed
DEPT BUS SPEC	35.19	45.00	3.00	48.00	48.00
DEPUTY DIRECTOR	3.65	4.00	-	4.00	4.00
DIRECTOR	0.65	1.00	-	1.00	1.00
DIVISION CHIEF	15.62	17.00	2.00	19.00	19.00
EDP OFFICE AUTO SPEC	1.00	1.00	-	1.00	1.00
EDP SYS & PROG ANLST	3.23	5.00	-	5.00	5.00
EDP SYS & PROG ANLST SR	4.00	4.00	-	4.00	4.00
ELIGIBILITY SUPERVISOR	26.73	35.00	5.00	40.00	40.00
ELIGIBILITY WORKER	245.58	303.69	46.31	350.00	350.00
EXECUTIVE SECRETARY	2.00	2.00	-	2.00	2.00
EXECUTIVE STAFF ASST	1.35	2.00	(1.00)	1.00	1.00
EXTRA HELP	59.35	-	-	-	-
FINANCIAL OFFICE PRO	13.69	14.00	-	14.00	14.00
IT MANAGER	1.00	1.00	-	1.00	1.00
OPERATIONS MANAGER	1.00	1.00	-	1.00	1.00
PROGRAM MANAGER	1.23	2.00	-	2.00	2.00
PROJECT MANAGER	0.15	1.00	-	1.00	1.00
PUBLIC HEALTH NURSE	1.00	1.00	-	1.00	1.00
SOC SVCS WORKER SR PS/L	37.54	36.50	(2.00)	34.50	34.50
SOCIAL SERVICES CASE AIDE	7.42	9.00	-	9.00	9.00
SOCIAL SERVICES SUPV	15.35	18.00	-	18.00	18.00
SOCIAL SERVICES WORKER	17.88	25.00	3.00	28.00	28.00
SOCIAL SVCS PRACTITIONER	17.69	34.00	-	34.00	34.00
SOCIAL SVCS WORKER SR	1.00	1.00	-	1.00	1.00
STOREKEEPER	-	1.00	-	1.00	1.00
UTILITY CLERK-DEPT	7.92	9.00	1.00	10.00	10.00
Social Services Department Total	<u>730.32</u>	<u>803.94</u>	<u>65.31</u>	<u>869.25</u>	<u>869.25</u>
Treasurer-Tax Collector-Public					
ACCOUNTANT	3.38	4.00	-	4.00	4.00
ADMIN OFFICE PRO	2.42	3.00	-	3.00	3.00
ASST DIRECTOR	0.96	1.00	-	1.00	1.00
BUSINESS MANAGER	1.00	1.00	-	1.00	1.00
EDP SYS PROGRAMMER	1.00	1.00	-	1.00	1.00
EXECUTIVE SECRETARY	1.00	1.00	-	1.00	1.00
EXTRA HELP	0.44	0.50	(0.50)	-	-
FINANCE CHIEF	1.00	1.00	-	1.00	1.00
FINANCIAL OFFICE PRO	13.62	14.00	1.00	15.00	15.00
FINANCIAL SYS ANALYST	3.69	3.00	-	3.00	3.00
INVESTMENT MANAGER	0.81	1.00	-	1.00	1.00
IT MANAGER	-	1.00	-	1.00	1.00
OPERATIONS MANAGER	1.00	1.00	-	1.00	1.00
PUBLIC ADM/CON VETS SUPV	2.00	2.00	-	2.00	2.00
PUBLIC ADM/CONSERVATOR	5.00	6.00	-	6.00	6.00
PUBLIC ADMIN/CONS VETS MANAGER	1.00	1.00	-	1.00	1.00
TREAS/TAX COLL/PUB ADMIN	1.00	1.00	-	1.00	1.00
Treasurer-Tax Collector-Public Department Total	<u>39.33</u>	<u>42.50</u>	<u>0.50</u>	<u>43.00</u>	<u>43.00</u>
Grand Total	<u>3,879.11</u>	<u>4,003.89</u>	<u>115.31</u>	<u>4,119.21</u>	<u>4,102.40</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)", "Basis (of Accounting)", and "Budgetary 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 the unincorporated portions of the 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 -

GAP

Recommended Budget Year Gap: One time funds used for on-going operations.

Proposed Budget Year Gap: The gap remaining in a department's budget.

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 -

Glossary of Terms

- L -

LAPSE

The non-carryover of any remaining appropriations at the end of a budget or fiscal period.

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)", "Basis (of Accounting)", and "Budgetary 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 Employee Benefits, Services and Supplies).

Glossary of Terms

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).

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.

Glossary of Terms

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.

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, 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 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.

Glossary of Terms

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 retirable 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.

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 property taxes due.

TEMPORARY POSITION

See Extra Help.

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.

- 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 -





Recommended Operational Plan - Fiscal Years 2014-15 & 2015-16