A detailed oil painting of a coastal landscape. On the left, a rugged cliff face is rendered in warm, earthy tones of brown, orange, and yellow, with visible brushstrokes. A single, slender tree with green leaves stands on a small ledge of the cliff. The foreground is filled with textured, green and brown vegetation. In the background, the ocean stretches to the horizon under a bright, slightly hazy sky. The overall style is impressionistic and vibrant.

*Proposed Budget 2008-2009 Fiscal Year*  
**SANTA BARBARA COUNTY**  
**OPERATING PLAN**

**Paths to Performance**

FRONT COVER:

“Sandcastles of Loon Point”

36”x 48” Oil on Canvas

2007

Summerland, Santa Barbara County, California

Waterhouse Gallery

Santa Barbara, California

Artist: Eric Slayton



# COUNTY OF SANTA BARBARA

FISCAL YEAR 2008-2009

OPERATING PLAN – PROPOSED BUDGET

Presented in May 2008 to the

## BOARD OF SUPERVISORS

Salud Carbajal, Chair  
Janet Wolf  
Brooks Firestone  
Joni Gray  
Joseph Centeno, Vice-Chair

First District  
Second District  
Third District  
Fourth District  
Fifth District

By

Michael F. Brown  
County Executive Officer

Robert W. Geis, CPA  
Auditor-Controller



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**Santa Barbara County  
California**

For the Fiscal Year Beginning

**July 1, 2007**

President

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, 2007. 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 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.

GFOA Distinguished Budget Presentation Award received by Santa Barbara County:

Fiscal Years 1997, 1998, 1999, 2000, 2001, 2002, 2003, 2004, 2005, 2006 and 2007.

**FISCAL YEAR 2008-2009 PROPOSED BUDGET**

Submitted by:

**Michael F. Brown, County Executive Officer**

Prepared by:

**The County Executive Office**

**Jason Stilwell, Assistant CEO, Budget Director**

**Zandra Cholmondeley, Principal Analyst (Project Manager)**

**Jette Christiansson**

**Sharon Friedrichsen**

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**Nicole Koon**

**Richard Morgantini**

**Xenia Tihomirova**

**Victor Zambrano**

**and**

**Tony Manuel**

With the Assistance of:

**Auditor-Controller Department**

**Jennifer Christensen**

**Mike Struven**

And the Assistance of:

**CEO/Human Resources Department**

Printed by:

**Reprographics Division of General Services Department**

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**Terry Hampton**

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**Carmen Munoz**

**Hank Gomez**

**Ruben Vasquez**

**Chelsea Downie**

**Danny Mesa**

**Joaquin Campuzano and**

**Roy Hapeman**

**TABLE OF CONTENTS**

Officials and Department Directors and Websites.....v  
 Organization Chart .....vi

**SECTION A**

**COUNTY EXECUTIVE OFFICER’S MESSAGE**

*The County Executive Officer’s Message contains a letter of transmittal and an overview of the Proposed Operating Plan and Budget, key initiatives, its organizational focus and strategic basis, as well as a review of economic conditions which help to shape the proposed budget.*

Letter of Transmittal..... A-1  
     Budget At A Glance ..... A-1  
     Balanced Budget ..... A-1  
     Fiscal Climate ..... A-1  
     Financial Challenges..... A-3  
     Debt..... A-4  
     Conclusion..... A-5  
 The Strategic Plan..... A-5  
     The Strategic Scan..... A-5  
         Goal 1: An Efficient Government ..... A-7  
         Goal 2: A Safe and Health Community..... A-11  
         Goal 3: A Community that is Economically Vital & Sustainable..... A-12  
         Goal 4: A High Quality of Life ..... A-13  
         Goal 5: County Government that is Accessible..... A-14  
         Goal 6: Safety and Well-Being of Families & Children ..... A-15  
 Fiscal Year 2008-09 Recommended Budget..... A-16  
     Economic Context..... A-16  
     U.S. Economy and Federal Budget..... A-16  
     State Economy and State Proposed Budget ..... A-17  
     Local Economic Conditions..... A-17  
     All Funds Revenue ..... A-18  
     All Funds Expenditures ..... A-21  
     Legal Positions and Full Time Equivalent Positions..... A-21  
     Expenditures by Functional Area ..... A-23  
     Five Year Forecast ..... A-26  
     Capital Budget..... A-31  
     Facilities Repair and Maintenance..... A-33

**SECTION B**

**COUNTY STATISTICAL PROFILE**

*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.*

Santa Barbara County Map .....Back of Section B Divider

**Overview**

California Counties Ranked by Total Population..... B-1  
 Authority..... B-2  
 Geography ..... B-2  
 Population ..... B-2  
 Unincorporated and Incorporated Area Populations (Chart) ..... B-3  
 Immigration (Chart – Legal Immigration Count to Santa Barbara County) ..... B-3  
 Demographics (Charts – Population Percentages by Region, Population Percentages by Age/Ethnicity).. B-3  
 Board of Supervisors ..... B-4  
 Administration and Management..... B-4  
 County Services ..... B-4

**Benchmark Counties**

Profile (Map) ..... B-5  
 Population (Chart)..... B-6  
 Land Area (Chart) ..... B-6  
 Population Density (Chart)..... B-6

**Efficient Government**

Property Taxes (Charts – Allocation, Roll Value, Median Home Price)..... B-6

**Community Health and Safety**

Crime (Chart – California Crime Index, Crime Clearance Rate) ..... B-7  
 Domestic Violence (Chart – Domestic Violence Calls for Assistance)..... B-7  
 Elder Abuse (Chart – Elder and Dependent Adult Abuse Incidents)..... B-8  
 Healthcare (Charts – Incidence of Tuberculosis, Percent of Uninsured Residents)..... B-8

**Economic Vitality**

Employment and Salary Growth ..... B-9  
 Employment in Santa Barbara County (Charts – Salary/Job Growth, Top Employers in S.B. County) B-10  
 Median Family Income (Chart – Income and Age Trend)..... B-11  
 Employment versus Unemployment (Chart – Unemployment Rate) ..... B-11

## TABLE OF CONTENTS

Tourism (Charts –Transient Occupancy Tax, Travel Spending Revenues) ..... B-11	General Fund Unsecured Property Taxes ..... C-13
<b>Quality of Life</b>	General Fund Supplemental Property Taxes..... C-13
Residential Real Estate (Charts – Median Home Prices, Growth Rates Trend, Defaults) ..... B-12	Property Transfer Tax ..... C-14
Air Quality (Chart) ..... B-13	Property Tax In-Lieu of VLF ..... C-14
Water Supply (Chart) ..... B-14	Transient Occupancy Tax ..... C-15
Commuting and Traffic (Chart – Vehicle Count) ..... B-14	Retail Sales Taxes ..... C-15
<b>Citizen Involvement</b>	Road Sales Tax – Measure D..... C-16
Eligible and Registered Voters (Chart) ..... B-15	Road Sales Tax ..... C-16
Electronic Government (Chart – Hits to Department Websites) ..... B-15	<b>Licenses, Permits and Franchises</b>
<b>Families and Children</b>	Building Permits ..... C-17
Children’s Scorecard (Charts – Infant Mortality Rate, Teenage Birth Rate)..... B-16	Development and Zoning Permits ..... C-17
Children’s Scorecard (Charts – Avg Wkly Cost of Child Care, Drop-Outs Count/Rate) ..... B-16	Franchises and Misc. Permits ..... C-17
CalWORKs (Charts – Adults Receiving Assistance, Est. Poverty Level by City) ..... B-17	Oil and Gas Permits..... C-17
In-Home Supportive Services (Chart – Number of People Served by County)..... B-17	<b>Fines, Forfeitures and Penalties</b>
Countywide Performance Measures ..... B-18	Various Fines and Penalties ..... C-18
<b>SECTION C</b>	Property Tax Penalties ..... C-18
<b>SUMMARY SCHEDULES</b>	<b>Use of Money and Property</b>
<i>The Summary of Information provides an integrated overview of revenue and expenditures, funding sources, position allocation trends, and how the various funds (accounting entities) balance and relate to the programs.</i>	Interest ..... C-19
Summary All Funds Expenditures and Revenues.....C-1	<b>Federal &amp; State Revenue (Intergovernmental Revenue)</b>
Summary of Expenditures by Department and by Character.....C-2	Social Services Programs ..... C-20
Summary of Revenues by Type and by Character.....C-3	Misc. Federal and State ..... C-20
Summary of General Fund Contribution by Function .....C-4	State Realignment Allocation ..... C-21
Summary of Funds Available.....C-5	Proposition 172 Proceeds ..... C-21
Available Financing and Financing Requirements .....C-5	Motor Vehicle In Lieu ..... C-22
Fund Balance Analysis .....C-6	Health Care ..... C-22
Major Funds Budget Summary .....C-7	Child Support Program ..... C-23
<b>Taxes</b>	State Highway Users Tax ..... C-23
Principal Property Taxpayers.....C-10	Mental Health ..... C-24
Gross Assessed Value of Property.....C-10	Disaster Assistance..... C-24
Allocation of 1% Property Tax by Category .....C-11	<b>Charges for Services</b>
Property Taxes.....C-12	Public and Mental Health Services..... C-25
General Fund Secured Property Taxes.....C-12	Sanitation Services ..... C-25
	Contractual Services ..... C-26
	Road Project Reimbursement ..... C-26
	Park Services ..... C-27

**TABLE OF CONTENTS**

**Miscellaneous**

Tobacco Settlement and Proposition 10..... C-27

Ten-Year County Budgeted FTEs (Chart – Staffing Comparison, FY 1999-00 to 2008-09)..... C-28

Significant Changes in Permanent Position Staffing..... C-29

**Full-Time Equivalents**

Permanent and Non-Permanent FTE (Table – FY 2008-09) ..... C-29

Budgeted Permanent vs. Non-Permanent FTE (Chart – FY 1999-00 to 2008-09) ..... C-30

**Community Resources and Public Facilities**

Functional Summary..... D-237

Agriculture & Cooperative Extension ..... D-239

Housing and Community Development..... D-251

Parks..... D-263

Planning and Development..... D-285

Public Works ..... D-317

**SECTION D**

**OPERATING BUDGET – BY FUNCTIONAL AREA**

*The Operating Budget Detail presents a complete description of each department's goals and objectives, program of service, related revenues, staffing, and recurring performance measures by program cost center.*

**Introduction to D-Pages**..... D-1

**Policy and Executive**

Functional Summary ..... D-3

Board of Supervisors..... D-5

County Executive Office ..... D-19

County Counsel..... D-29

**Law and Justice**

Functional Summary ..... D-41

Court Special Services ..... D-43

District Attorney..... D-51

Public Defender ..... D-63

**Public Safety**

Functional Summary ..... D-71

Fire..... D-73

Probation ..... D-95

Sheriff ..... D-121

**Health and Public Assistance**

Functional Summary..... D-143

Alcohol, Drug & Mental Health Services..... D-145

Child Support Services ..... D-175

Public Health ..... D-185

Social Services ..... D-215

**Support Services**

Functional Summary..... D-345

Auditor-Controller..... D-347

Clerk-Recorder-Assessor..... D-363

General Services..... D-381

Human Resources ..... D-401

Information Technology ..... D-415

Treasurer-Tax Collector-Public Administrator..... D-431

**General County Programs**

Functional Summary..... D-447

General County Programs ..... D-449

**SECTION D**

**OPERATING BUDGET – ALPHABETICAL LISTING BY DEPARTMENT**

Agriculture & Cooperative Extension ..... D-239

Alcohol, Drug & Mental Health Services ..... D-145

Auditor-Controller..... D-347

Board of Supervisors ..... D-5

Child Support Services ..... D-175

Clerk-Recorder-Assessor..... D-363

County Counsel ..... D-29

County Executive Office..... D-19

Court Special Services ..... D-43

District Attorney ..... D-51

Fire ..... D-73

General County Programs ..... D-449

General Services..... D-381

# TABLE OF CONTENTS

Housing and Community Development .....	D-251
Human Resources .....	D-401
Information Technology .....	D-415
Parks .....	D-263
Planning and Development .....	D-285
Probation .....	D-95
Public Defender .....	D-63
Public Health .....	D-185
Public Works.....	D-317
Sheriff.....	D-121
Social Services .....	D-215
Treasurer-Tax Collector-Public Administrator .....	D-431

## SECTION E

### CAPITAL BUDGET SUMMARY

*The Capital Budget Summary presents an overview of the Fiscal Year 2008-09 Recommended Capital Improvement Budget as well as a five-year Capital Plan. It should be noted that a separate volume presents the full Capital Budget and long-range plan in detail.*

Capital Budget Summary.....	E-1
Overview of Proposed CIP (Chart – Five Year CIP Funded or Unfunded) .....	E-1
Operating Cost Impacts (Chart – Five Year Costs) .....	E-2
The CIP and the Comprehensive Plan .....	E-2
Significant Completed Projects for FY 2007-08 .....	E-3
The CIP by Project Class .....	E-4
CIP by Project Class (Charts – By Project Class, By Year 1 Funded or Unfunded).....	E-5
Project Highlights for Fiscal Year 2008-09 .....	E-6
Significant Unfunded Projects for Fiscal Year 2008-09 (Chart – Significant Unfunded Projects) ....	E-7
CIP and Debt Financing (Chart – Projects funded by COPs).....	E-8
Proposed Fiscal Year 2008-09 Capital Budget (Chart – Proposed Budget for Fiscal Year 2008-09).....	E-9
Conclusions .....	E-9
Summary Capital Budget Tables	
Table I: Summary of Departments .....	E-10
Table II: Summary of Projects.....	E-12

## SECTION F

### FINANCIAL POLICIES, BUDGET PROCESS, LEGAL AUTHORIZATION

*Details the Legal Authorization that shapes the content and format of the budget and the adoption process.*

Financial Policies .....	F-1
Basis of Budgeting.....	F-1
The Budget Process.....	F-8
County Budget Act Requirement.....	F-8
County Budget Act .....	F-9
Listing of State Controller Schedules .....	F-14
Fiscal Year 2008-2009 Budget Calendar .....	F-15

## SECTION G

### GLOSSARY AND ACRONYMS

Glossary.....	G-1
---------------	-----

## SECTION H

### INDEX

Index.....	H-1
------------	-----

## APPENDIX

Fund Accounting.....	Appendix I
Governmental Funds-Basis of Budgeting and Accounting	
Proprietary Funds- Basis of Budgeting and Accounting	
Fund Types Defined.....	Appendix II

## DIRECTORY OF ELECTED AND APPOINTED COUNTY OFFICIALS

**Salud Carbajal, Supervisor, Chair**  
First District

[www.countyofsb.org/salud-carbajal](http://www.countyofsb.org/salud-carbajal)

**Janet Wolf, Supervisor**  
Second District

[www.countyofsb.org/janet-wolf](http://www.countyofsb.org/janet-wolf)

**Brooks Firestone, Supervisor**  
Third District

[www.countyofsb.org/brooks-firestone](http://www.countyofsb.org/brooks-firestone)

**Joni Gray, Supervisor**  
Fourth District

[www.countyofsb.org/joni-gray](http://www.countyofsb.org/joni-gray)

**Joseph Centeno, Supervisor, Vice-Chair**  
Fifth District

[www.countyofsb.org/joseph-centeno](http://www.countyofsb.org/joseph-centeno)

**William D. Gillette, Agricultural Commissioner**  
Agriculture & Cooperative Extension

[www.countyofsb.org/agcomm/default.asp](http://www.countyofsb.org/agcomm/default.asp)

**Ann Detrich, Director**  
Alcohol, Drug & Mental Health Services

[www.countyofsb.org/admhs/](http://www.countyofsb.org/admhs/)

**Robert W. Geis, CPA (Elected)**  
Auditor-Controller

[www.countyofsb.org/auditor/home.asp](http://www.countyofsb.org/auditor/home.asp)

**Carrie Topliffe, Director**  
Child Support Services

[www.countyofsb.org/dcss/index.htm](http://www.countyofsb.org/dcss/index.htm)

**Michael F. Brown, County Executive Officer**  
County Executive Officer – Clerk of the Board

[www.countyofsb.org/cao/default.htm](http://www.countyofsb.org/cao/default.htm)

**Joseph Holland (Elected)**  
County Clerk – Recorder – Assessor

[www.sb-democracy.com:8081/carehome.aspx](http://www.sb-democracy.com:8081/carehome.aspx)

**Daniel Wallace**  
Interim County Counsel

[www.countyofsb.org/counsel/index.htm](http://www.countyofsb.org/counsel/index.htm)

**Gary Blair, Executive Officer**  
Court Special Services

[www.sbcourts.org/index.htm](http://www.sbcourts.org/index.htm)

**Christie Stanley (Elected)**  
District Attorney

[www.countyofsb.org/da/index.asp](http://www.countyofsb.org/da/index.asp)

**John Scherrei, Chief**  
Fire Department

[www.sbcfire.com](http://www.sbcfire.com)

**Robert Nisbet, Director**  
General Services

[www.gs-cares.com/index.asp](http://www.gs-cares.com/index.asp)

**John Torell, Director**  
Housing and Community Development

[www.countyofsb.org/cao/hcd/default.htm](http://www.countyofsb.org/cao/hcd/default.htm)

**Susan Paul, Director**  
CEO/Human Resources

[www.countyofsb.org/personnel/default.html](http://www.countyofsb.org/personnel/default.html)

**Sally Nagy, Chief Information Officer**  
Information Technology

[www.countyofsb.org/IT/index.asp.html](http://www.countyofsb.org/IT/index.asp.html)

**Daniel Hernandez, Director**  
Parks Department

[www.sbparks.org](http://www.sbparks.org)

**John Baker, Director**  
Planning and Development

[www.countyofsb.org/plandev/default.htm](http://www.countyofsb.org/plandev/default.htm)

**Patricia Stewart, Chief Probation Officer**  
Probation Department

[www.countyofsb.org/probation](http://www.countyofsb.org/probation)

**Greg Paraskou, Public Defender**  
Public Defender

[www.publicdefendersb.org](http://www.publicdefendersb.org)

**Dr. Elliot Schulman, Director**  
Public Health Services

[www.sbcphd.org](http://www.sbcphd.org)

**Scott McGolpin, Director**  
Public Works/Flood Control

[www.countyofsb.org/pwd](http://www.countyofsb.org/pwd)

**Bill Brown (Elected)**  
Sheriff

[www.sbsheriff.org](http://www.sbsheriff.org)

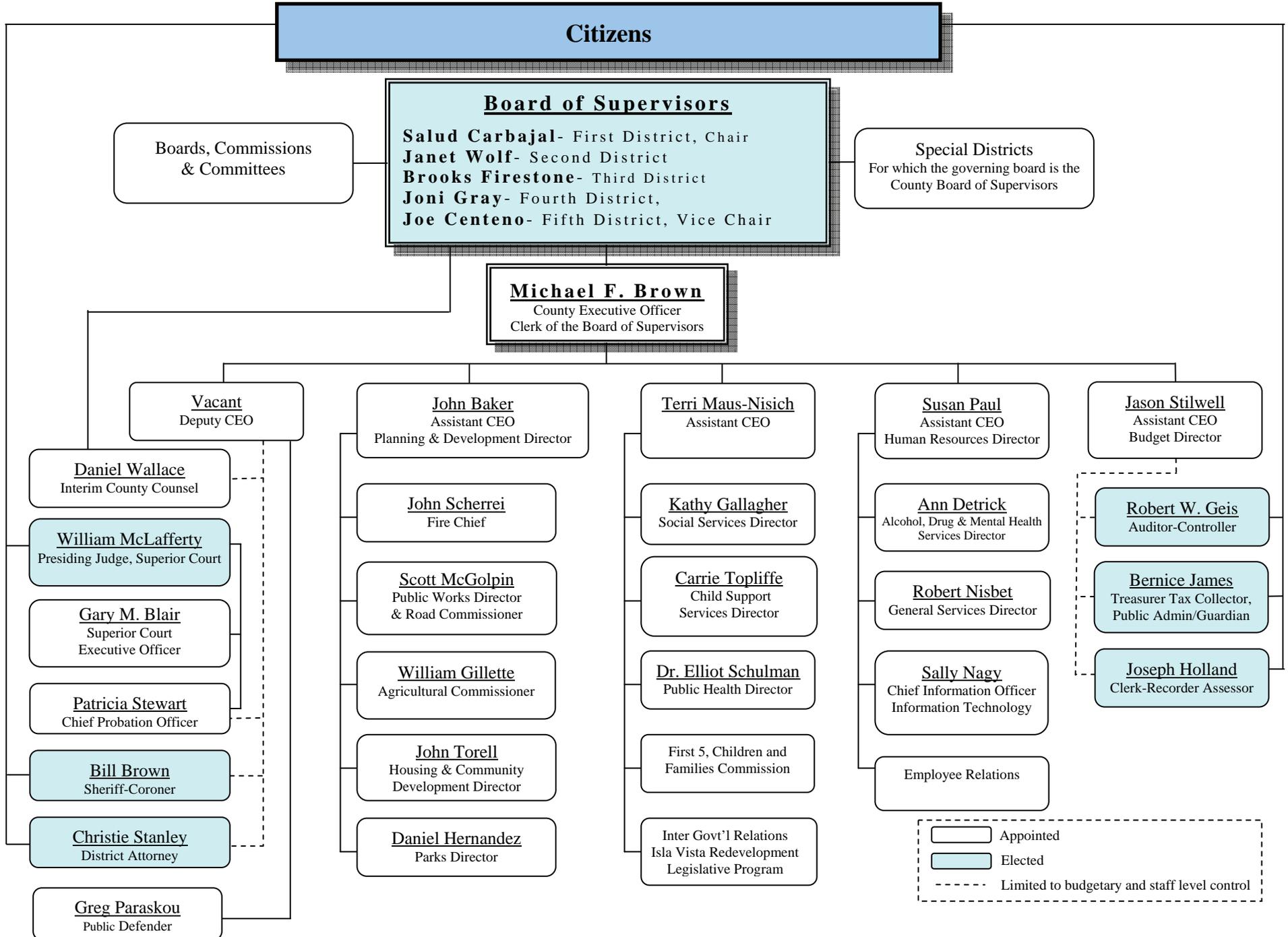
**Kathy Gallagher, Director**  
Social Services

[www.countyofsb.org/social\\_services](http://www.countyofsb.org/social_services)

**Bernice James (Elected)**  
Treasurer-Tax Collector-Public Administrator

[www.countyofsb.org/ttcpapg/index.asp](http://www.countyofsb.org/ttcpapg/index.asp)

# County of Santa Barbara Organization Chart



# COUNTY EXECUTIVE OFFICER'S MESSAGE

April 27, 2008

The Honorable Board of Supervisors

County of Santa Barbara

105 E. Anapamu Street

Santa Barbara, California 93101

Dear Chairman Carbajal and Board Members:

The Fiscal Year 2008-09 Operating Plan, which includes the recommended budget, is submitted for your review and consideration. This letter of transmittal and message includes an overview of the recommended budget, major issues and challenges facing the County, key initiatives and the economic environment in which the budget was developed. The budget summary, key actions to address the Board's Goals and Organizational Values and five-year projections follow this letter.

## Budget at a Glance

Dollars in Millions	2006-07	2007-08	2007-08	2008-09
	Actual	Adopted	Estimated	Recommended
Total Revenues	\$700.9	\$731.2	\$721.5	\$738.1
Other Financing Sources	\$73.5	\$94.9	\$100.1	\$54.7
Total Sources	\$774.4	\$826.1	\$821.6	\$792.8
<b>Total Expenditures</b>	\$690.4	\$760.2	\$754.3	<b>\$759.3</b>
Designated for Future Use	\$85.8	\$65.8	\$67.3	\$33.5
Total Uses	\$776.2	\$826.0	\$821.6	\$792.8
Staffing FTEs	4,222	4,351	4,281	4,135

## Overview

The Fiscal Year 2008-09 Recommended Expenditure Budget for all funds totals \$759.3 million. This represents an increase of \$5 million, or 0.66% more than the amount estimated to be spent in Fiscal Year 2007-08.

The number of County employees, as measured by Full Time Equivalents (FTE), decreases by 216 FTE from the FY 2007-08 Adopted Budget and 146 FTE from the estimated actual FY 2007-08 budget.

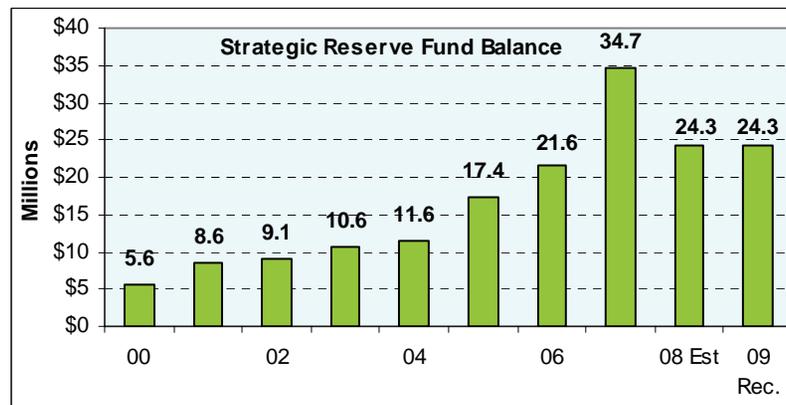
The County budget is balanced in accordance with the definition of a balanced budget adopted by the Board of Supervisors: "Available funding sources shall be at least equal to recommended appropriations; and as a general rule, the year-end undesignated General Fund balance should not be used to fund ongoing operations, but could be used to fund designations such as the Strategic Reserve and the General Fund Contingency." Every effort has been made in this proposed budget to maintain essential core services and to adhere to the Board's strategic priorities. However, this proposed budget is fragile and could be impacted by a number of factors.

## The Fiscal Climate

On the national level, the economy appears to be in a recession spurred by a slowdown in the housing market; the spreading effects of the collapse of the sub-prime mortgage market and resulting losses in the financial markets due to securitization of high-risk loans; tightening credit standards and the lowest consumer confidence in the past five years. Locally, the County has experienced a surge in foreclosures, a decline in residential sales and lower property values in certain areas of the County. This has resulted in an increased number of reassessments lowering property values which has impacted the County's property tax revenues. It is not certain how much further the housing market will fall.

## Strategic Reserve

In FY 2007-08, recognizing that the growth in property tax revenues was declining, the County determined that undesignated FY 2006-07 year-end fund balance would be placed in the Strategic Reserve. This action increased the reserve by nearly \$10 million, bringing the balance to a total of \$34.7 million. However, during FY 2007-08, shortfalls in the Sheriff (-\$3.4 million) and Alcohol Drug and Mental Health (-\$6.9 million) departments were funded through transfers from the Strategic Reserve, bringing the balance to an estimated \$24.3 million at June 30, 2008. The County's goal is to attain and maintain thirty days working capital, now approximately \$34 million, in the Strategic Reserve through annual allocations of



\$1.5 million. Due to fiscal constraints in FY 2008-09, no appropriation to the Strategic Reserve is possible. The County remains short of the \$34 million goal and the recommended budget does not include any new allocation to the Strategic Reserve in FY 2008-09.

**Federal and State Government Funding Reductions**

Funding reductions by the Federal and State governments are extremely probable, particularly since the State is trying to balance a \$20 billion shortfall. Those possible reductions have not been included in this proposed budget and as in past years will be addressed at the time that they are known.

**Retirement Costs**

The most significant impact on the County budget results from increased retirement costs. The Santa Barbara County Employees Retirement System Board, a separate legal entity with fiduciary responsibility for the employee retirement funds, has adopted the June 30, 2007 actuarial valuation and approved a new actuarial methodology with revised actuarial assumptions, which will result in a significant ongoing cost increase to the County. At the time of budget preparation, the Retirement Board had not adopted employer rates applicable to the FY 2008-09 budget and therefore the amounts included in the budget and in the chart (\$80 million) are an estimate only.



**Retiree Health Benefits**

The Retirement System currently administers a post-retirement medical program for retired members and their eligible dependents. The program provides a healthcare subsidy of \$15 per month per year of service for retired members of the system who participate in a County sponsored health plan. For those who do not participate in a County sponsored health plan, the Retirement System provides a taxable \$4 per month per year of service. Benefits are paid from a Health Coverage Reserve and a Supplemental Health Coverage Reserve valued at \$ 94 million at June 30, 2006.

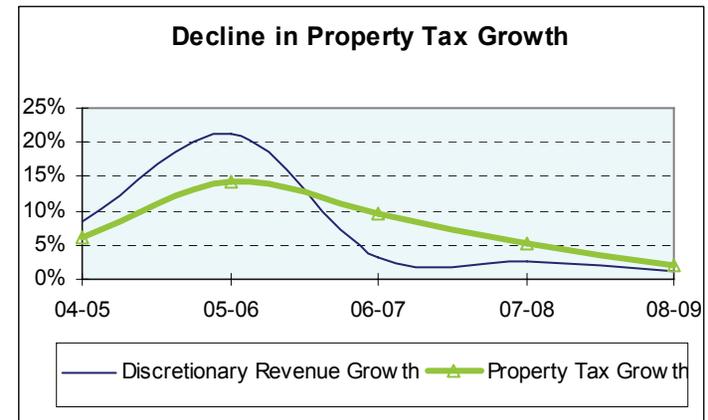
The federal Internal Revenue Code prohibits payment of non-pension benefits from retirement funds. Therefore, in FY 2007-08, the County, as the plan sponsor, has requested all reserve accounts be included as valuation assets and has requested that an appropriate contribution rate be calculated that encompasses this change. This action will directly reduce the Unfunded Accrued Actuarial Liability of the pension fund thereby reducing the employer rates. On July 1, 2008, the County plans to assume responsibility for payment of the health care subsidy to

retirees, estimated at \$7 million annually. The County anticipates that a portion of this cost will be offset through a reduction in currently budgeted employer rates in the proposed FY 08-09 budget. The remaining amount will be discussed during the FY 2008-09 budget hearings at which time the employer rates for FY 2008-09 will have been adopted.

The County and other employer plan sponsors are now in the process of determining a formal plan to establish a separate qualified trust in keeping with IRS rules and a premium structure for pre-funding the benefits.

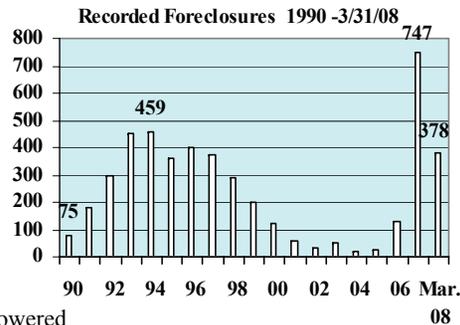
**Discretionary Revenue**

The County has experienced a sharp decrease in the growth of discretionary revenues which are the primary source of funding for core public safety operations such as Sheriff's patrol, the County jails, District Attorney and Public Defender, and maintenance of the County's physical infrastructure and property. The largest source of discretionary revenue is the local secured property tax which at \$110 million comprises 56% of total discretionary revenues of \$196 million. Since 2005, local secured property tax growth has declined from a high of 11% to an estimated 6.8% in FY 2007-08 and is projected at just under 3.8% in FY 2008-09. Similarly, because of the slump in the housing market, real estate transfer taxes has declined 27% from one year ago, dropping from \$4.4 million to \$3.2 million and is expected to decline yet further in FY 2008-09 to \$2.7 million. This overall decline in the growth of discretionary revenues, coupled with the increased retirement costs described in this letter, has required reductions in all County departments.



**Increase in Foreclosures**

The number of foreclosures throughout Santa Barbara County increased from 18 in 2004 to 747 in 2007, with 378 foreclosures recorded through March 2008. Recorded Notices of Defaults increased from 811 in 2006 to 2,111 in 2007, an indication that the number of foreclosures will be higher in 2008. In addition to the hardship to owners, foreclosures impact the local economy by lowering property values and contributing to declining property tax growth. The Assessor lowered property assessments (Section 51) on 175 parcels in 2006, 7,197 parcels in 2007, and projects that this number will increase to 13,000 parcels in 2008 and 17,000 parcels in 2009.



**Service Reductions due to Fiscal Constraints**

The Board of Supervisors adopted budget principles in fall 2007 to guide the preparation of the FY 2008-09 budget. Due to the significant fiscal challenges facing the County, these included direction to County departments to submit a balanced budget within a specific General Fund target, absorb retirement increases and submit additional reductions equivalent to 5% of General fund allocation. These strategies proved to be essential in arriving at a balanced budget. The Board conducted a budget workshop in February 2008 at which time potential service level reductions were identified. The Board provided direction to continue to incorporate the identified reductions in the recommended FY 2008-09 budget. These reductions and associated service level impacts are summarized in an attachment at the end of this section and are also described in each department's budget. The Alcohol Drug and Mental Health Services, Sheriff and Probation Departments are particularly impacted.

**Alcohol Drug and Mental Health Services' Budget Balancing Actions**

The Department's FY 2008-09 overall operating budget will decrease by \$8 million to \$64 million from the estimated expenditures in FY 2007-08 and significant reductions in programs are required to balance the FY 2008-09 budget. While revenues have increased for Mental Health Services Act programs funded through Proposition 63 revenue (1% tax on personal income over \$1 million to fund expansion of county-operated mental health services), funding for core adult mental health services, and recently implemented crisis services, has not kept pace with costs. In FY 2007-08, the continued decline in revenues and demand for additional services led to a shortfall of \$6.9 million in adult mental health services. In order to end the year with a balanced budget, and provide time for a phase down of services, the Board of Supervisors approved a \$6.9 million one-time transfer from the County's Strategic Reserve Fund.

At the time of budget preparation, with a slowing economy, declining growth in the County's property taxes, higher retirement costs, and an anticipated assumption of retiree health care costs, coupled with a lower strategic reserve, the County's discretionary revenues could not support an ongoing shortfall and all County departments, including Alcohol, Drug and Mental Health Services, were required to submit a balanced budget for FY 2008-09. In order to present a balanced budget, the Department is reducing staff by 69.2 Full Time Equivalent (FTE) positions, lowering contracts with community providers by \$4.3 million from current levels in the Adult Division and \$0.6 million in the Alcohol and Drug Division, and implementing other administrative actions to reduce costs and streamline the delivery of services. The FY 2008-09 recommended budget does not include an anticipated \$3 million cost settlement with the State and \$2.5 million is currently earmarked in the Audit Exceptions Designation to meet a portion of those costs. Detailed information for the Department begins on page D-145.

**Sheriff Department's Budget Balancing Actions**

The Sheriff Department's FY 2008-09 operating budget will remain flat as compared to FY 2007-08 estimated actual expenditures, with a minor increase of \$96,000 compared with the FY 2007-08 estimated actual expenditures. Level operating expenditures are the result of structural service reductions required to meet the balanced budget principle in the context of a slowing economy and increasing labor and commodity costs. The main challenges for FY 2008-09 are flat public safety sales tax revenues (Proposition 172) and a General Fund Contribution which cannot cover the increase in labor and commodity costs. Based on the low rate of new growth in revenues, the Sheriff Department's budget includes a reduction in funding of 23.4 full time equivalents (FTE), lower overtime and extra help usage, a 50% decrease from the information and technology budget, and overall tightening of the services and supplies budget, which remain level despite increasing prices. Service reductions are anticipated primarily in the Administration and Support division of the department, the Aviation Unit and the Gang Unit. Lower overtime and extra help usage, may also present challenges department-wide including patrol, criminal investigations and custody operations.

**Probation Department's Budget Balancing Actions**

The Probation Department's FY 2008-09 operating budget increases by \$2.2 million compared to the estimated FY 2007-08 budget. The FY 2008-09 General Fund Contribution increases by a slightly higher amount, \$2.3 million, however, with flat public safety sales tax revenues (Proposition 172) and lower Federal and State reimbursements, the Department must implement several measures to balance the budget. The major operational change is the conversion of the 58 year old Santa Barbara Juvenile Hall (SBJH) into a Special Use Juvenile Hall - Booking Facility, described on page A-16. Other reductions include lowering funded staffing by 4.0 FTE, reducing counseling services provided by Alcohol Drug and Mental

Health Services at the Los Prietos Boys Camp and Boys Academy and providing these services by staff within a modified program. Additionally, the Lompoc and Santa Maria Juvenile Drug Courts are reduced by one officer and cases are supervised by one officer and both the Juvenile Investigations unit and the Juvenile Placements unit in Santa Maria is reduced by one officer. Counseling and Education Centers, already reduced by the consolidation of the Lompoc and the Santa Maria programs in FY 2007-08, will lose Probation and Mental Health staff. While not expected to reduce the number of minors served, reductions will require modifications in the services provided.

**Debt**

In April 2008, Standard and Poor's Rating Services upgraded the County's rating on outstanding COPs to 'AA' from 'AA-'. In supporting this upgrade, the rating agency cited the County's proven track record of funding ongoing expenditures with ongoing revenue and prudent financial practices. The County's long term debt has declined over the past three years and with a pending new issuance of \$25.4 million, the ratio of debt to assessed value is estimated to be 0.16%, and per capita debt will increase from \$180 in 2007 to \$219 in 2008.

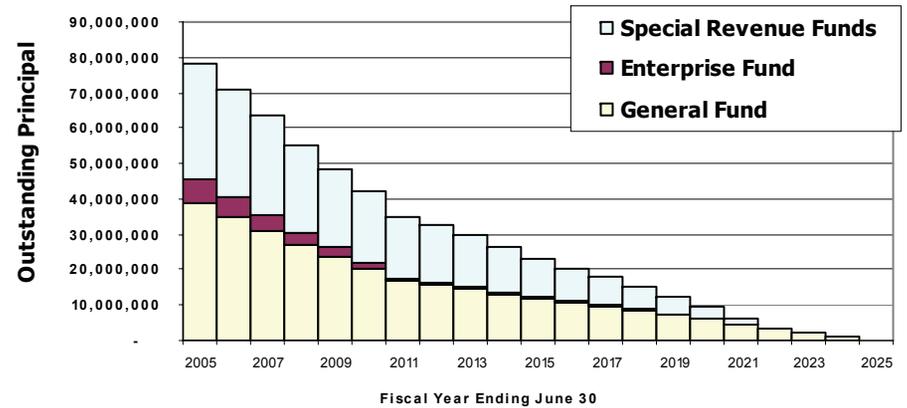
S & P cited the County's track record of very strong reserves, healthy finances and low overall debt levels and concluded that the long term credit worthiness of the County reflected an experienced management team with strong financial policies.

The County's long term debt is comprised of \$63.47 million in certificates of participation for financing of capital improvements, \$5.1 million for capital leases for the Alcohol Drug and Mental Health's Lompoc Children's Clinic and Crisis Center in Santa Maria and financing of copiers and equipment; \$7.8 million for financing of the Laguna Wastewater Treatment Plant and \$110,000 in other loans.

<b>Long Term Debt (Principal) as of June 30</b>					
(\$ millions)	2004	2005	2006	2007	2008 (Est.)
Certificates of Participation	65.81	78.06	70.83	63.47	56.46
Pending COP issuance					25.40
Capital Leases	1.57	1.40	3.38	5.05	3.82
Laguna Wastewater Treatment Plant	9.00	8.62	8.23	7.83	7.44
Long Term Settlements	1.03	0.70	0.37	0.11	0.00
Other loans	0.07	1.12	1.03	0.01	0.01
	<b>77.47</b>	<b>89.89</b>	<b>83.84</b>	<b>76.46</b>	<b>93.12</b>
Assessed Value	41,265	44,821	49,490	54,522	58,470
Debt/Assessed Value Ratio	0.19%	0.20%	0.17%	0.14%	0.16%

In June 2008, the County plans to issue approximately \$25.4 million in Certificates of Participation (COP) to finance capital projects for the County as follows: \$6.0 million for Landfill Liners for the Tajiguas Landfill; \$14.5 million for Isla Vista Redevelopment Projects; \$2.1 million for the debt service reserve fund and \$2.3 million for the capitalized interest fund. There is no expected impact to the General Fund due to this issuance since payments for the Isla Vista redevelopment projects will be funded through a tax increment and the Tajiguas Landfill project will be paid for via Solid Waste tipping fees. This will bring the County's long term debt to \$93 million.

**Certificates of Participation  
Outstanding Principal by Fund Type**



Through prudent planning and careful debt issuance, long term debt remains low and affordable in relation to assessed value. Principal and interest payments on funds borrowed will decline from \$12.9 million in FY 2006-07, to \$11.2 million in FY 2007-08. More information on the County's debt policy and Certificates of Participation is available in Section F of this Operating Plan.

Other considerations which could impact the FY 2008-09 recommended budget include:

- Settlements with the State for completed audits in Alcohol Drug and Mental Health Services of past years (\$3 million). This would normally be funded through reserves set aside for this purpose in the Department's budget, however, there is no available funding. The Recommended Budget proposes that \$2.5 million be designated in the Audit Exceptions Designation for this purpose. It is anticipated that the remaining \$500,000 would be funded during FY 2008-09.

- Funding a County Jail: The County has applied for a State grant to assist in the cost of building a north county jail, which if approved and accepted would require a County match and a commitment to pay for ongoing operations.
- Paying down the Unfunded Accrued Actuarial Liability in the pension plan.

**Conclusion**

As of this writing, the proposed budget FY 2008-09 is balanced. However, this budget is extremely fragile and requires continuing restraint on spending in order to preserve the County's fiscal health for the coming year. The decline in the real estate market is projected to continue through FY 2008-09 and will impact the growth of property tax revenue and real estate transfer taxes which are the main sources of funding for many core County services.

The County is fortunate to have many dedicated department heads who worked diligently to comply with the reductions required to produce a balanced budget. As a result of the retirement of former Assistant CEO/Budget Director Ken Masuda, Dr. Jason Stilwell was appointed to fill this critical vacancy in a particularly difficult year. The Board of Supervisors deserves special thanks this year because it has patiently and consistently dealt with the impending financial challenges through the quarterly financial report process, the annual budget principle setting process, and the special budget workshop conducted in February 2008. There are also many employees in the departments who labor over complex details of budget control and preparation to ensure that the underlying numbers and other facts are correct.

County departments and Auditor-Controller staff are commended for collaborating with this Office to produce an operating plan that has been recognized for its ability to provide useful information to decision-makers and citizens. The document before the Board reflects the contributions made by many individuals, including, but not limited to, staff managed by Assistant CEO/Budget Director Jason Stilwell, Principal Fiscal and Policy Analyst Zandra Cholmondeley, and Auditor-Controller Robert Geis.

Respectfully submitted,



Michael F. Brown,  
County Executive Officer

**The Strategic Plan**

Santa Barbara County's Strategic Plan provides the overarching guide that defines and measures the expected results of County government services, and allocates resources to deliver these results through County programs and projects. The Strategic Plan includes six General Goals, three Organizational Values and six broad Policy Plan Areas that enable the County to achieve its priorities. The County's Plan Priorities are derived from a Strategic Scan which surveys trends within the community and categorizes them into Key Indicators. Major County programs and priorities for FY 2008-09, as well as current year accomplishments, are described in departmental budget pages (Section D).

The six County Goals initially adopted by the Board of Supervisors on April 21, 1998 and revised on November 21, 2006 are:

- **Goal 1:** An efficient professionally managed government able to anticipate and to effectively respond to the needs of the community.
- **Goal 2:** A safe and healthy community in which to live, work, and visit.
- **Goal 3:** A community that is economically vital & sustainable.
- **Goal 4:** A high quality of life for all residents.
- **Goal 5:** A County government that is accessible, open, and citizen-friendly.
- **Goal 6:** A community that fosters the safety and well-being of families and children.

The County's "ACE" Organizational Values of *accountability*, *customer service*, and *efficiency* are a critical component of the Strategic Plan. The Organizational Values represent important principles and embody a work ethic that is embedded in all County efforts. Together, the Goals and ACE Values provide a foundation for the County's strategic planning process. While the context for public policy is constantly evolving, the organization's values and broader purpose reflect the fixed ideals of ethical public service.

**The Strategic Scan**

To effectively monitor regional progress and inform public policy, the County periodically develops a Strategic Scan. The Scan surveys economic, demographic, political, legal, and other trends, which are categorized into Key Indicators. Current Key Indicators include: Housing; Demographic and Economic Change; Environmental Quality; Agriculture; the County's Financial Stability; Transportation and Mobility; and Health, Social Service, and Public Safety.

The next Scan is scheduled for summer 2008, however, budget reductions proposed in this document, combined with as yet unknown reductions resulting from State budget cuts, may require postponement to a future time. This project will involve updating the Key Indicators highlighted in the 2005 Scan and determining whether any new trends or challenges have emerged. A summary of each Key Indicator follows:

Housing

The high price of housing in the County, especially in the South Coast region, makes home ownership difficult for many individuals and families. The recent correction in the housing market has placed upward pressure on rents, which have grown steadily over the last few years. High housing prices and rents lead to a high cost of living, which deters local business growth and expansion. Meanwhile a strong demand for low-wage workers in hospitality, retail, and other service industries continues to attract low-income families who may live in crowded and potentially unhealthy conditions.

Demographic and Economic Change

The makeup of Santa Barbara County's population, workforce, and economy is undergoing rapid change. The South Coast is losing jobs and population, including families with school-age children. New residents on the South Coast are more affluent and older than those they are replacing. The North County continues to be the County's growth area, with a rising Hispanic population. These changes require the County to anticipate and respond to the needs of a growing and evolving population.

Environmental Quality

The County's extensive open space, diverse environmental resources, and superior air quality attract residents, tourists, and businesses. These resources support fragile ecosystems, provide outdoor recreational opportunities, and bolster property values throughout the County. Air quality has consistently improved over the last twenty years and water quality remains good. Maintaining the region's environmental quality remains a high priority for the County.

Agriculture

The agricultural industry contributes significantly to the regional economy, with the total value of all agriculture products produced in the County surpassing \$1 billion for the second year in a row. At the same time, a competitive global marketplace and trade policies have increased the pressure on County agriculturalists to intensify crop production and adopt new technologies to remain successful. County regulatory systems must be flexible and swiftly able to adapt to market changes.

The County's Financial Stability

Recent economic trends, such as the declining value of residential real estate, threaten Santa Barbara County's financial capacity and its ability to continue delivering high-quality services to the public. As a result, the County is experiencing a leveling of discretionary revenues, while expenditures continue to climb. If this trend continues, and expenditures progress at the current pace, the County will experience a structural deficit that will continue into the foreseeable future.

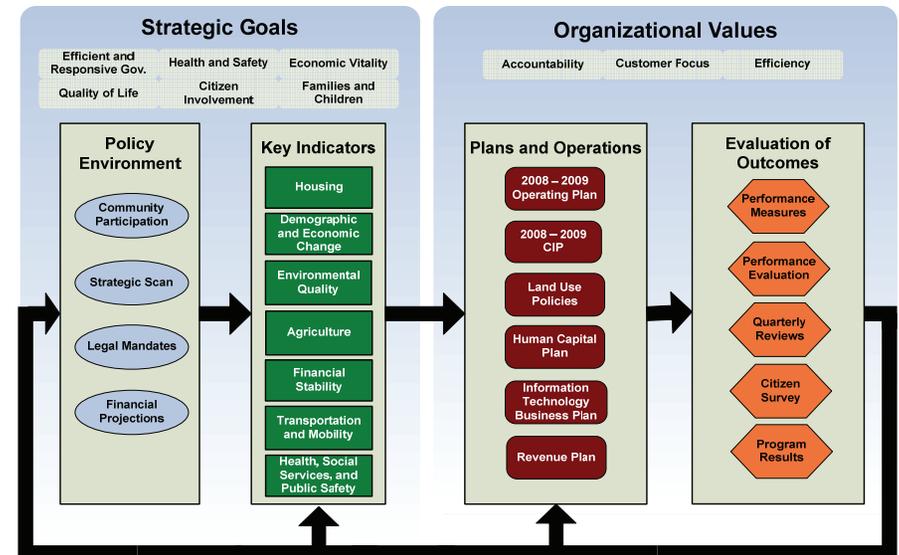
Transportation and Mobility

A discrepancy exists between job growth and housing in many parts of the County. This fact, coupled with an increasing number of drive-alone motorists and development patterns that spatially separate residential subdivisions from many of the daily goods and services that households purchase, has resulted in higher traffic volumes on local roads and on Highway 101 from Oxnard to San Luis Obispo. Congestion can harm air quality, hinder economic development, slow emergency responses, and decrease the general quality of life for local residents and visitors.

Health, Social Services, and Public Safety

Demographic changes throughout the County, particularly in the North County, have increased the demand for social services, health care, and public assistance. In addition, Santa Barbara County faces new pandemic, environmental, and man-made threats that require intensified monitoring, prepared first responders, and the efficient use of limited County resources to ensure that the public is healthy and safe.

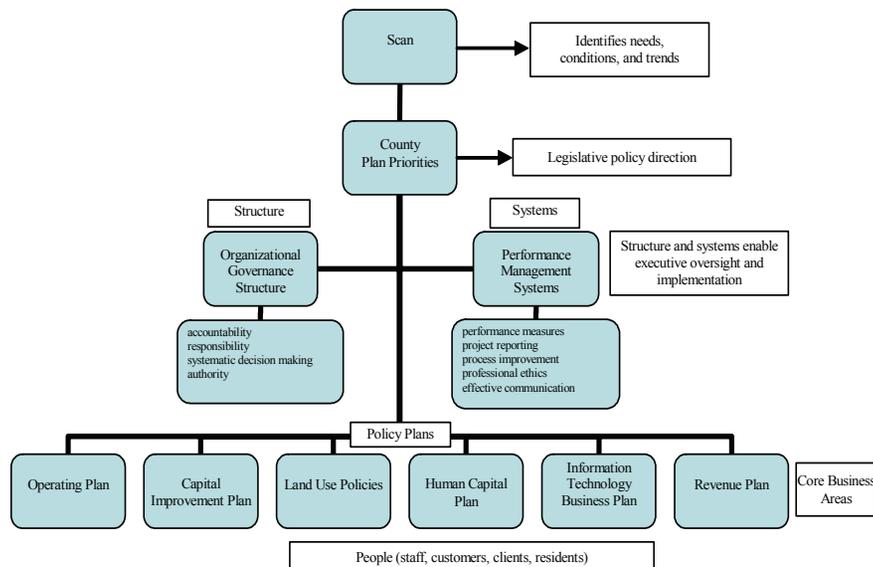
**Santa Barbara County Strategic Planning Process**



**Alignment, Investments, and Measuring Outcomes**

In order for the County to effectively achieve its Strategic Goals and respond to Key Indicators, initiatives are identified, developed, and prioritized for implementation. This ensures that departmental work focuses on addressing the County's most pressing issues, while maintaining the fundamental core values of good governance and quality public service. The Scan provides a framework to present and discuss these initiatives and develop public policy. Additionally, the development of the County's budget provides an opportunity for departments to discuss ongoing initiatives and describe the impact on the Key Indicators and the Strategic Goals.

Current efforts to develop a performance management framework will allow policy makers to better understand the outcomes that policies, projects, and operations have on the Key Indicators. Ultimately, the goal of the County's Strategic Planning Process is to align County financial resources with Strategic Goals and Key Indicators, and to use performance management systems to measure the results of County actions. Based on these outcomes, adjustments can be made to plans, policies, and investments to better address needs.



**Goal 1: An Efficient Professionally Managed Government Able to Anticipate and to Effectively Respond to the Needs of the Community.**

Annually Governing Magazine grades each of the 50 U.S. states based on a number of critical factors, including the “people” factor in effective governance. In the March 2008 article entitled: Grading the States '08 – The Mandate to Measure, key “people factors” were graded and were part of the final grade assigned to each state:

- Strategic Workforce Planning

- Hiring
- Retaining Employees
- Training and Development
- Managing Employee Performance

Highlighted for each state were a number of initiatives and changes that were identified by Governing as good business:

- Competitive and flexible classification and compensation structures that include pay-for-performance and non-base-building incentives and accountable performance management and performance evaluation systems that engage employees;
- Training and development programs aligned with organizational values, mission, and vision;
- Creative human capital strategies to attract and retain quality talent in a rapidly-diminishing available workforce
- Effective Workforce and Succession Plans, including elements that ensure knowledge transfer as older employees move toward retirement; and
- Organizational restructuring initiatives designed to better align organizations and improve service delivery.

It is these very types of initiatives on which the County of Santa Barbara has been focusing in recent years.

**Key Initiatives**

**The Leadership Project:** Implemented in January 2007, this Project is the new classification, compensation, and performance management system for the County's executives and managers. The Project was designed to:

- Align County's leadership with achieving the County's ACE Values: Accountability, Customer-focus, and Efficiency;
- Support a Countywide focus on the delivery of excellent customer service;
- Modernize and streamline human resources business systems; and
- Strongly link management compensation to the achievement of business results and the delivery of quality services to the public.

The Leadership Project streamlined the management classification and compensation system and corresponding pay ranges and replaced them with broad, flexible, competency-based job classifications and broad, competitive pay bands. The Leadership Project ensures the achievement of important business objectives and customer-service results by employing a strong performance planning and goal-setting process and strongly linking individual performance to pay.

In October 2007 the Leadership Project was recognized by the Society for Human Resource Management (SHRM) with a Strategic HR Award. Alongside the Harley-Davidson Motor Company and the Coca-Cola Company, the County of Santa Barbara was recognized for

creating and implementing a modern structure and the flexibility needed to support strategic change in the organization. SHRM identified the Leadership Project as “an innovative classification, compensation and pay-for-performance system for the county’s leadership that’s designed as a strategic mechanism embedded with the organizations’ values.”

After one year of experience, the Leadership Project has achieved significant outcomes including: Setting and achieving significant goals designed to improve customer relations and service delivery throughout the County’s 25 departments and completing significant projects related to:

- Sound leadership and effective management of public emergency situations
- Successful acquisition of new revenue streams and funding sources for services provided
- Increased use of technology to improve public access to services
- Implementation of new programs and services
  - Modernization of business systems
  - Implementation of streamlined services
- Conscientious pay decisions made by each department head that resulted in 2008 compensation decisions falling well within planned financial parameters
- Strong accomplishment of key objectives of the Leadership Project including:
  - 95% completion of performance planning linked to achieving business results
  - 99% collaboration between managers and their supervisors in planning for result achievement
  - 96% set clear action items for work priorities and competency development
  - 98% set two or more customer-oriented goals
  - 100% goals with measurable or observable outcomes
  - 98% of the goals, when achieved, will improve customer service

In FY 2008-09, the Leadership Project will continue to be monitored and evaluated to ensure efficacy and that it continues to support improved customer service delivery throughout the County.

**The Clerical Classification and Compensation Project:** This new, skill-based classification and compensation structure is designed to further support and implement the Board’s direction to provide excellent customer service to the Santa Barbara community. The new structure affects 900 clerical employees and implements broad, flexible classifications that provide the organization with significantly greater operational flexibility. It implements performance planning aligned with achieving service delivery results while providing staff with greater skill and career development opportunities. Movement in pay is achieved through successful job performance coupled with the acquisition and demonstration of proficiency in a variety of critical office skills. The Project also provides talented individuals with opportunities to transition into higher-level County careers, which will assist the County’s workforce and succession planning efforts.

**Employees’ University Realignment:** To ensure that the County’s training and development programs support the Board’s direction, a major realignment effort is currently underway. The Employees’ University (EU) was implemented in 1998 and, since that time, the curriculum has remained relatively unchanged. At the same time, the Board has refocused the organization, created a CEO structure, identified the key values of the organization, and adopted a number of significant initiatives that require the support of a rigorous training and development program. Beginning in 2008, the County will undertake a comprehensive review of the EU to identify the courses to be modified, retained, eliminated, or added and ensure all future course curriculums:

- Are aligned with the CEO structure, support and reinforce ACE Values, and have a strong customer-service orientation;
- Reflect modern business practices and support innovation, creativity, and continuous organizational improvement;
- Support department business needs and operations as well as specific County initiatives such as the Leadership Project and the Clerical Classification and Compensation Project; and
- Include a strong accountability element for producing measurable results.

**Human Resources Restructure:** Through a collaborative labor-management endeavor, a unique countywide human resources delivery system was designed and is in the process of being implemented. The new system moves County Human Resources from a highly decentralized environment that lacked consistency, accountability, and professional proficiency to a hybrid model designed to create improved service levels to departments and ensure consistent and accountable human resources practices throughout the organization. The new model includes:

- A strong consultative relationship between the department HR staff and CEO/Human Resources;
- Clearly-defined authorities;
- A shared service model component for smaller departments that currently lack a dedicated human resources professional;
- A strong dotted-line reporting relationship to CEO/HR; and
- All the supporting policies, procedures, protocols, and technology needed to highly professionalize human resources throughout the County.

In addition, a new rigorous and robust training program for human resources professionals is in the process of being designed to ensure modern and strategic human resources capabilities throughout the organization. The new human resources structure was unanimously adopted by the Board of Supervisors and recognized as a model that will improve accountability, efficiency, and consistency throughout the County while ensuring quality service delivery to departments.

### Human Capital Challenges

The County of Santa Barbara is increasingly confronted with significant human capital challenges specifically in the area of attracting and retaining the talent required to provide quality customer service to the community. The high cost of housing in Santa Barbara, issues associated with commuting such as rising gas prices, wear and tear on vehicles, and work/life balance, a shrinking pool of qualified talent to populate the workforce, and high competition in specific markets such as nursing, engineering, legal, and other key professional levels of work, all impact the County's ability to be competitive in the search for talent.

The County is taking a proactive and strategic approach to addressing these human capital challenges. Balancing fiduciary accountability with the provision of competitive salaries and benefits, the County is embarking on a number of changes focused on overcoming human capital challenges. First and foremost, the County continues to tenaciously examine its business systems, the way it does business, its processes and internal rules to make significant changes that will position the County to be a competitive employer. Where compensation and benefits are considerably lower than the marketplace, the County is making strategic improvements within budgetary constraints and with the goal of improving service to the community.

In the past year, the County has undertaken a number of significant projects to help address these human capital challenges:

- Implemented new, flexible classification and compensation systems designed to adequately compensate the workforce while ensuring improved customer service and achievement of key business objectives.
- Changed health plan carriers to better manage the cost of healthcare for both the workforce and the organization; and will move forward implementing an innovative onsite health clinic program to further reduce future costs.
- Implemented a new, modern Employment Center technology that provides greater flexibility in marketing County positions, accepting resumes and applications, and managing pre-employment data.
- Acquired a Human Resources Information System (HRIS) to improve efficiency in human resources processes and facilitate strategic workforce related decision making and other efficient and effective uses of human resources technology. Implementation of the new comprehensive workforce data system will eliminate duplication and non-value added human resources processes.
- Began the design of a Workforce Plan and implemented strategies to identify critical County positions, create and sustain a talent pipeline, plan recruitments more thoughtfully and strategically, and incorporate succession planning and knowledge replacement elements into planning efforts.

- Continues to work with labor to review the County's classification and compensation structure to modernize systems and position the County to be a more competitive employer.

By continuing to modernize human resources practices and balancing human capital decision making with budgetary constraints, the County is becoming better positioned to resolve its human capital challenges and is increasingly able to attract and retain the talent necessary to provide quality services to the community.

### Performance Measurement

The County Executive Office has completed an upgrade of the program performance measure database beginning with a thorough review of all performance measures. This resulted in a reduction of 307 performance measures, from 1,250 to 943, the addition of three countywide measures, and increasing users by 146, from 200 to 346, across the organization. Advanced Management of Performance and Projects (AMPP) enables users to receive, evaluate and report data through schedules and graphs, measure progress against goals, objectives, critical issues, policy plans and performance targets, and demonstrate how resources are aligned to service delivery. The second phase to upgrade the County's project reporting system will begin in FY 2008-09. This will involve converting more than 350 projects that are in the existing system to AMPP. The project reporting upgrade provides the ability to link projects to performance measures (target scoring) and monitors duration, cost, and priority.

### New Information Technology Department

On June 9, 2006, the Board of Supervisors received a report from the Blue Ribbon Budget Task Force that recommended that the County clarify and strengthen information technology governance to ensure that projects and processes are implemented in a coordinated fashion. The Task Force also recommended that the County expand the use of technology to provide improved services both within the organization and to external customers.

On February 12, 2008, the Board adopted the FY 2008-11 Information Technology Strategic Plan which was designed to respond to Task Force recommendations. In order to focus on implementing the Strategic Plan initiatives and enhancing the County's overall IT capability, the Information Technology Department was created by merging the IT Program located in the County Executive office with key components of the Technical Services Division of the General Services Department.

The new IT Department will focus on improving data analysis and reporting capabilities to provide enhanced decision-making, enterprise-wide application development and support, IT infrastructure management and implementation of the IT Strategic Plan.

The Department is also actively engaged in activities that support the County's public safety organizations: Using Homeland Security grant funds (\$120,000), the department will examine the feasibility of establishing a countywide radio communications platform that is common to all agencies, including federal, state and local agencies, as well as special districts. The

department will also work with the Office of Emergency Services to define and develop an IT-related business continuity and disaster recovery program and identify opportunities to use technology to enhance Emergency Operations Center (EOC) operations. More information on key IT projects for FY 2008-09 is shown under Goal 5.

**Self-Insured Liability Insurance Program**

The County is self-insured for General Liability claims and purchases excess insurance coverage for losses in excess of \$500,000 per incident. In addition, the County purchases “first dollar” coverage for the traditional risks such as property damage, earthquake and pollution liability. The County also purchases insurance for aviation and employee bond.

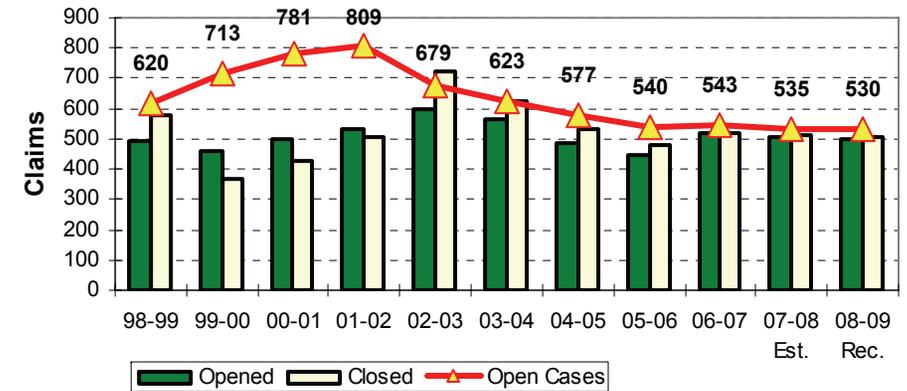
General Liability costs increased \$2.5 million from \$4.7 million in FY 2003-04 to an estimated \$7.2 million in FY 2008-09. The major contributors to this increase are excess insurance coverage costs and increased legal fees. The increase in excess insurance premiums has occurred for various reasons, including such catastrophic events as the hurricanes of 2005 that drive the insurance market conditions, as well as loss development year over year which incorporates the County’s increased legal fees and paid losses. Moreover, the excess program has to keep pace with the increased cost of litigation and other associated factors that are analyzed by an actuary to ensure that the excess program remains fiscally sound. Program costs are estimated to increase by \$1.1 million, a 17% increase in FY 2007-08 due to higher paid losses and legal fees when compared to FY 2006-07. The County HIPAA program moved to the Liability fund in FY 2006-07. HIPAA expenses are included in the program costs described above and are offset by additional fund revenue.

To provide management better insight, the County continues to use a “Watch List” which identifies high exposure claims and is reviewed monthly to help contain costs, facilitate early claims resolution and highlight any unusual trends. Notably, open general liability claims have decreased by 31% since FY 2003-04 which should have a positive affect on the overall general liability costs in future years.

**Workers’ Compensation**

After several years of rising Workers’ Compensation costs, annual program expenses for the past 6 years have been reduced from the all time high in FY 2002-03. FY 2008-09 program expenses are planned to be \$13,404,000 or 3% less than in FY 2002-03. We attribute these decreases to a reduced number of new claims and recently passed legislation that has helped contain medical expenses, as well as implementation of several programs outlined below. The cost improvements over the past five years are significant given the passage of AB 749 which increased the maximum weekly disability payment by 87% during this same 6 year period. It is estimated that the impact of legislative changes has been fully realized and projections

indicate that workers’ compensation claim costs will now be increasing based upon current medical, legal and indemnity rates.



Workers’ Compensation program expenses are budgeted at \$13,404,000 for FY2008-09, an increase of \$226,000 or 2%, over FY 2007-08 estimated actual of \$13,178,000 primarily due to increases in legal and claim administration expenses. The estimated liability of the Workers’ Compensation program, based on actuarially derived future costs, is projected to increase to \$30,000,000 at June 30, 2009, showing a 12% increase over June 30, 2007. Utilization review efforts, combined with improved data analysis and intensive monthly review of Workers’ Compensation costs and trends, continue to contain costs, reduce the number of litigated claims and reduce open claims as shown below:

**FY 2008-09 Legislative Priorities**

The Board of Supervisors adopted the County’s 2008 Legislative Platform in January 2008. Similar to previous years, the emphasis of the platform will be on the continued advocacy related to (1) funding assistance for large-scale infrastructure projects that safeguard the public and promote a high-quality of life for residents and (2) stable and sufficient funding for the cost of providing mandated services.

In FY 2007-08, the County was successful in obtaining federal funding for the following: \$280,000 for a study by the Army Corps to identify the best repair solution to the Santa Maria Levee; \$215,000 to complete the pre-engineering and design phase and initiate the construction phase of the Lower Mission Creek Flood Project; \$967,000 for design phase to relocate and replace the water treatment plant at Lake Cachuma.

For 2008, the County will request funding for these particular projects:

- Construction phases of Mission Creek,
- Construction phase of the Santa Maria Levee,
- Construction phase of the water treatment plant at Cachuma,

- Design phase for Goleta Beach and the permeable pier,
- Renovations and rehabilitation of the Lompoc Veterans' Building and
- A recreation center in Cuyama.

The County will also continue to advocate for the re-indexing of Medicare rates to providers (clinics operated by the Public Health Department) and the timely reimbursement of mental health claims by the State. The county will also seek a sponsor to introduce legislation to remove the sunset date of January 1, 2009 for the Maddy EMS Fund. The guiding principles of this year's platform are efficient service delivery/operations, fiscal stability, inter-agency collaboration and local control.

## **Goal 2: A Safe and Healthy Community in Which to Live, Work and Visit**

### **Maddy Fund**

SB 635, which allowed the County to establish a local Maddy Fund, became law on January 1, 2005 and was extended by AS 2265 for an additional two years to sunset on January 1, 2009. A Maddy Fund provides for surcharges on certain court fines for the purpose of funding uncompensated emergency medical and trauma care to the under- and uninsured. Funds collected are passed through to local hospitals and physicians to partially offset the cost of emergency room and trauma services provided to such clients.

According to the Hospital Association of Southern California, the provision of uncompensated emergency and trauma care by local hospitals results in net losses of approximately \$8 million countywide. This number is anticipated to increase as the number of under- and uninsured continues to rise and the costs to keep a full compliment of specialist physicians on-call for all patients continues to increase.

Since the inception of the Santa Barbara County Maddy Fund, collections have gradually increased and are now approximately \$1.7 million in annual revenue. In Fiscal Year 2006-07, a total of \$1,736,706 was collected. Of that total \$968,377 has been distributed to physicians and \$610,447 to hospitals. The County Public Health Department retains 10% of the funds collected to administer the fund.

As a condition of the previous two bills, the County pursued alternative funding through a ballot measure, Measure S, which would have levied a parcel tax on homeowners and businesses to support emergency and trauma care. The measure was unsuccessful.

California State Assembly Member Pedro Nava has indicated his desire to work with healthcare providers on new legislation which would provide for ongoing collection of court fines to support the emergency medical and trauma care system. The County is hopeful that this legislation will provide for emergency medical and trauma care funding into the future.

### **New County Jail**

The need for a new County jail facility was identified over 20 years ago and subsequent Grand Jury reports have reiterated that need. Since 1986 the Jail has been under a court-ordered population capacity, placing the Sheriff in a position to release offenders early or not put them in jail at all in order to meet the conditions of the order. Efforts to build a north county jail began with the 1991 North Santa Barbara County Correctional Master Plan. The North County Jail project is the largest project presented in the Capital Improvement Plan.

In 2007, a Blue Ribbon Commission on Jail Overcrowding was formed by the Sheriff and has recently concluded its work. The Blue Ribbon Commission recommends a blended approach to improving public safety in the community. This approach requires prevention, intervention and recovery programs as well as enforcement. An additional number of jail beds to accommodate the population growth is necessary for implementation of the Blue Ribbon Commission's recommendations. The latest needs assessment showed a need of approximately 600 additional beds by 2010.

The Sheriff's Department has also sought alternative opportunities to incarceration and creation of additional bed space in other facilities. In FY 2007-08, the Sheriff's Department, with Board of Supervisors' approval, converted the Santa Maria Branch Jail from Type I to Type II, which added 39 beds within the classification type and allowed the Branch Jail to house inmates longer than the 96 hour limit on Type I facilities. Additionally, the County contracted with the City of Lompoc for the use of the Lompoc Booking Facility, which allows holding inmates up to 96 hours and in some cases eliminates the need to transport the inmates to one of the other jail facilities. The Department is pursuing other alternatives to alleviate jail overcrowding, which include both options for more secure facilities as well as preventive programs and programs to reduce recidivism.

In March 2008, Santa Barbara County authorized a grant application for jail construction funds pursuant to Assembly Bill 900, which was passed in 2007 and authorizes \$1.2 billion for construction or expansion of county jails and secure community reentry facilities. The proposed facility is a Type II county jail with 304 beds. If awarded, 75% of the capital investment for the project will be reimbursed by the State. The total capital cost of the project is estimated at approximately \$80 million and the total additional operation cost is estimated at \$13 million in today's dollars and growing at an annual rate of 5.5%. In order to satisfy the grant conditions, the County will be obligated to begin operations of the New County Jail within 90 days from the date of completion. According to the New Jail Planning Study, performed by County staff in 2005, the most feasible option for financing of the ongoing operations is an increase in the transaction and use tax (commonly known as a sales tax). It is estimated that a countywide ½¢ tax would generate \$30 million annually.

### **Santa Maria River Levee**

The County of Santa Barbara and the City of Santa Maria continue to aggressively pursue funding for the repairs of the Santa Maria River Levee. Development of the Federal

Emergency Management Agency (FEMA) Flood Map has been delayed by FEMA, offering an extended window to repair the most strategic portions of the Levee.

A major hurdle was achieved by inclusion of \$280,000 of Federal Funding in the 2008 U.S Army Corps of Engineers (Corps) Budget, which will allow the Corps to complete a report that would outline the required repairs and costs. City and County staff, working through elected representatives and respective Legislative advocates, will seek additional funds for 2009.

The storms of January 2008 proved the value of the County's preparations especially in light of the Zaca fire. Predictions of increased runoff from the Zaca Fire area were accurate, as there were several flow events in January 2008. Recent flow events this winter underscore the need to strengthen the Levee not only to avoid the economic impacts of the looming flood insurance costs, but to provide the necessary protections for the City of Santa Maria.

### **Goal 3: A Community that is Economically Vital & Sustainable**

#### **Santa Barbara County Redevelopment Agency**

The Santa Barbara County Redevelopment Agency manages efforts to rehabilitate and revitalize Isla Vista. The Agency is a separate political entity from the County with a Board of Directors comprised of the same five elected officials as the Board of Supervisors. The Agency's objectives in Isla Vista are to develop a balanced, robust and economically viable commercial core; create attractive housing to meet the needs of residents and appeal to a range of housing sizes and income levels; improve deficient public infrastructure and to eliminate blight.

A number of important projects were completed in FY 2007-08 including: adoption of the Isla Vista Master Plan by the Board of Directors; acquisition of key sites in downtown Isla Vista for redevelopment; securing planning permits for public/private partnership at 909 Embarcadero Del Mar; façade improvement project at 6530 Pardall Road; purchase and rehabilitation of 20 affordable housing units at Parkview Apartments in partnership with the



County Housing Authority and the selection of the Pardall Road streetscape design, with construction scheduled for Summer 2008.

The Agency is poised to receive \$14.5 million from a Certificate of Participation issuance in FY 2007-08 to fund public parking lot improvements, installation of parking meters in downtown Isla Vista, completion of additional Façade Program projects, and Pardall Road improvements including wider sidewalks, new landscaping, and improved bicycle/pedestrian facilities. The proposed work program for FY 2008-09 also includes development of public/private partnerships to redevelop key sites in downtown Isla Vista and completion of the Isla Vista Master Plan certification with the Coastal Commission

#### **The University of California, Santa Barbara, Long Range Development Plan (LRDP)**

Each University of California campus is required by State law to maintain a Long Range Development Plan (LRDP), a document that defines the general framework for land use and physical development within a specific timeframe. An LRDP also provides communities surrounding UC campuses with information they need in order to address challenges resulting from overall increases in campus development. UCSB started the process of updating its current LRDP during Spring 2007 with a public process to outreach to community individuals and organizations. Campuses prepare LRDPs based on their academic goals and the projected number of students for an established future date. Each LRDP indicates how a campus will accommodate the student population along with the faculty and staff required to support that student population. The Regents approve each LRDP and its accompanying Environmental Impact Report (EIR), which evaluates the impact of the proposed development. An EIR has been prepared to evaluate the environmental impacts of a LRDP. The County will prepare comments on the EIR, particularly related to the University's impacts on: County roadways, regional housing needs, property taxes, sales tax, commercial development, and other infrastructure and services. UCSB is located in the Coastal Zone and requires California Coastal Commission approval.

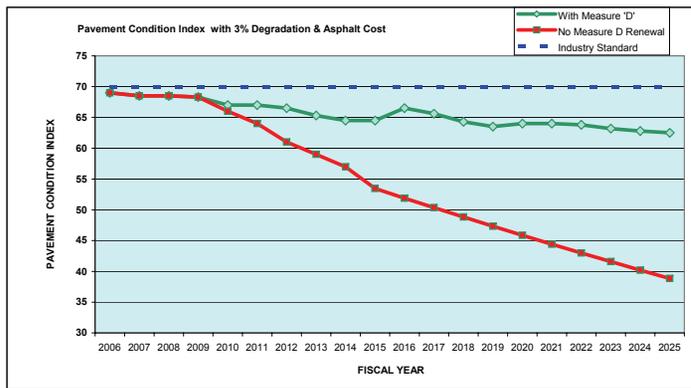
#### **Future of Measure D Funding**

The primary sources of annual revenue to address the repair and maintenance of the County's transportation infrastructure system needs are State gas taxes and Measure D local sales tax. Measure D was passed in 1989 and provides for ½-cent sales tax revenue over 20 years.

The Measure D ½-cent sales tax expires on June 30, 2009. Sales tax revenues will continue to be collected until the program's sunset date in April 2010. In 2006, the Santa Barbara County Association of Governments approved an extension of the sales tax for 30 more years and an increase of the tax from a ½ cent to ¾ cent. This revised sales tax measure was placed on the November 2006 General election ballot, but it did not receive a 2/3-majority approval by

voters. A ½-cent reauthorization measure has been developed and will be placed on the 2008 General election ballot as Measure A.

The County's share of Measure D funds for Fiscal Year 2007-08 is estimated at \$7.4 million and is typically utilized for the Pavement Preservation Program to extend pavement life through periodic seal coating, resurfacing and patching of the existing asphalt surfaces. The identified backlog of road maintenance needs totals \$155 million for the next five years. In addition, this important local funding source provides leveraging opportunities for obtaining State and Federal funding to help maintain the County's transportation infrastructure, provides for construction materials for the Corrective Maintenance Program and funds various alternative transportation programs throughout the County.



The chart projects the pavement condition as if the sales tax were extended beyond 2010 as well as the condition if the sales tax were not extended beyond 2010. The industry standard for pavement condition index (PCI) is 70 and without the Measure D sales tax revenue, the County's ability to reach this standard for local roads would drastically decline, requiring significantly more money to repair roads in the future. It is important to note that without the reauthorization of Measure D—or another local funding source to take its place—the leveraging capabilities of this local revenue source will be lost, jeopardizing millions of dollars from State and Federal funding programs.

**Uniform Rules Update**

The California Land Conservation Act of 1965, or the Williamson Act, guides California's effort to preserve agricultural land and open space for future generations. The legislation provides tax relief to landowners who voluntarily enter into Agricultural Preserve contracts for a minimum ten year period, thereby ensuring that contracted land remains in agriculture. Approximately 73% (550,000 acres) of the agriculturally zoned land in Santa Barbara County is enrolled under the provisions of the Williamson Act program. The Uniform Rules serve as the local rules and procedures for implementing the Williamson Act's Agricultural Preserve Program in Santa Barbara County.

To incorporate recent changes in State regulations and ensure continued and expanded participation in the County's Agricultural Preserve Program, the Office of Long Range Planning, in cooperation with the Agricultural Commissioner's Office and the Agricultural Preserve Advisory Committee updated the Uniform Rules, which the Board of Supervisors unanimously adopted in FY 2007-08.

**Housing Element**

The Housing Element is one of seven required elements of the General Plan and, according to State law, must meet the existing and projected housing needs of all economic segments of the community. FY 2008-09 marks the transition from the completion of the 2003-2008 Housing Element update to the preparation of the 2009-2014 Housing Element update. In FY 2008-09, the Office of Long Range Planning will review amendments to State housing law, existing County housing policies, and other related land use policies for the purpose of revising the Housing Element. Further, the revisions will detail how the County's land use policies address the State mandate to provide housing opportunities to all economic segments of the community who work within the unincorporated area of the County.

To meet the statutory deadline, a Draft 2009-2014 Housing Element and required environmental review of action items contained therein will be submitted to the State in the first quarter of FY 2009-10.

**Goal 4: A High Quality of Life for All Residents**

**Goleta Beach County Park**

In January 2008, the Board of Supervisors approved a plan that will address long-term erosion issues in order to preserve the valuable beach environment and popular amenities of this park through the construction of a permeable pile pier adjacent to the existing pier designed to slow the down coast flow of sand. The permit application and environmental document for this project are anticipated to be reviewed by the California Coastal Commission (CCC) in late FY 2007-08. Upon approval of the permit by the CCC, the County will move forward with the EIR process with the CCC for the permeable pile pier project in FY 2008-09. The total cost of this project is estimated at \$10,102,000. Parks has secured approximately \$1,970,000 in funding for this project, leaving an unfunded balance of \$8,132,000. Parks is currently pursuing all available grant sources such as the US Army Corps of Engineers to fill this funding gap.

**Cachuma Lake**

The Lake is located on federal land utilized by both local water purveyors as a drinking water supply and the County as a recreational park. Improvements are slated to preserve the lake and its surrounding environment to facilitate the continuation of both uses. As a result of a biological opinion issued by the National Marine Fisheries Service, the Federal Bureau of Reclamation will retain lake water at Cachuma and subsequently release additional water for the protection of habitat for the endangered steelhead trout. Due to the federally-required

raising of the lake level, or “surcharge”, various existing park facilities will be impacted around the lake, including the water treatment facility (\$2,700,000). Some of the required funding for these surcharge-related improvements will be provided by federal and state grants (approximately \$620,000). Additional funding (\$2.1 million) will be pursued for FY 2008-09 from various State and federal sources (including State Proposition 50 grants and additional Federal Bureau of Reclamation funding) to begin construction of the new facility.

The Cachuma Lake Recreation Area is an important recreational destination for Southern California. Thousands of visitors annually visit the lake to boat, fish, camp, and enjoy the scenic beauty of the lake nestled within the Santa Ynez Mountains. Cachuma Lake provides local residents the opportunity to enjoy the lake and its recreational amenities without traveling great distances. Therefore, it is of the utmost importance that these recreational opportunities are not lost.

#### **Prevention of the Introduction of the Quagga Mussel to Lake Cachuma**

The quagga mussel is a non-native aquatic nuisance freshwater mollusk originating in Eastern Europe that clogs waterways, undermines healthy lake ecosystems, and creates costly maintenance for water resource agencies. Quagga mussels cause the greatest economic damage when they infest pipes, pumps, or other components of municipal and industrial water supply systems, or power plant cooling systems. In addition to the potential damage to water purveyance systems, quagga mussels can seriously disrupt and negatively affect the ecosystem of freshwater lakes and rivers. The spread of the quagga mussel in California is becoming a significant concern due to the economic impacts associated with their introduction and proliferation. Adult mussels enter a water body through adherence to surfaces, such as boat hulls, and microscopic forms can be carried in bilges by recreational boats.



In order to thwart the possible introduction of the quagga mussel in Cachuma Lake, County Parks Department staff has developed protocols for inspections, decontamination, quarantines, and procedures for boats wishing to launch on the Lake. The cost for these protocols is estimated at \$209,000 annually and a proposal to impose an additional fee on boat launching and washing that could increase revenue by approximately \$69,000 is being considered. The Parks Department will continue to work diligently with the State Department of Fish and Game as well as other agencies that are involved in quagga prevention for additional funding sources and will utilize new science and prevention techniques as they become available.

#### **Additional Outdoor Recreational Opportunities**

During the middle of Fiscal Year 2006-07 the County acquired a 200-acre parcel, the San Marcos Foothills Preserve; this designated open space will be maintained by Parks. County Parks will also open the new Providence Landing Park in south Vandenberg Village in early

FY 2008-09. In addition, completion of a 26-acre park in the Rice Ranch neighborhood of Orcutt is expected in June 2008. Walter Capps Park, a bluff-top park located in Isla Vista, is also in the planning and construction stages.

#### **Point Sal State Beach**

The County of Santa Barbara and Vandenberg Air Force Base have reached an agreement to reopen Point Sal Road as a trail, allowing public access to Point Sal State Beach and Park which has been closed to the public for more than one year. The Park is described as one of the most rugged and remote State Parks with pristine sand and a wind-protected cove. Point Sal Road, a nine-mile road located in Santa Barbara County near Guadalupe, passes through Vandenberg Air Force Base, a high security area. Since the 1998 El Niño storms, no vehicles have been allowed, however hikers and cyclists were allowed to use the road until the end of 2006, when use was prohibited due to security concerns. Under the agreement, the County has agreed to assume responsibility for improvements, particularly to sections of the trail that have been washed out in rainstorms, and to erect fencing to separate the trail from base property, as well as trail marking, and emergency evacuations. The trail will be closed by Vandenberg Air Force Base during times of heightened security. The County will pursue alternative access routes to the Park.

#### **Goal 5: A County Government that is Accessible, Open, and Citizen-Friendly**

##### **Social Services Benefits Service Center**

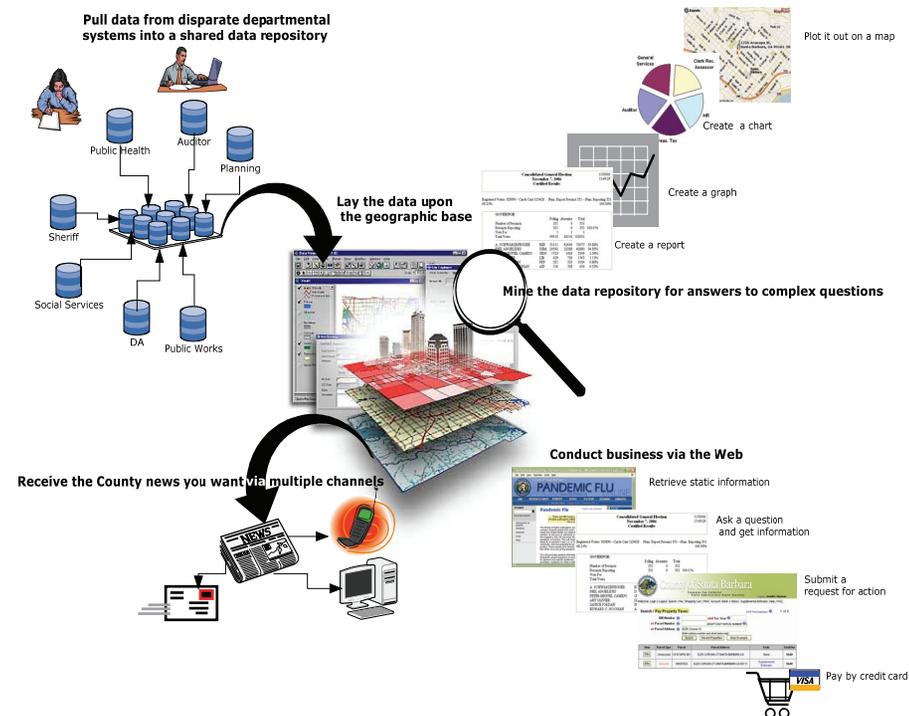
To increase efficiency and responsiveness to Medi-Cal and Food Stamp recipients, Social Services will open a Benefits Service Center – a public sector call center – in September 2008. This new way of doing business is a growing trend across California counties to take advantage of three technological advances – automated eligibility determination systems, document imaging and filing systems, and interactive voice/telephone systems. The Social Services Department expects to improve customer service, achieve greater efficiency and better accountability, and improve employee job satisfaction. The Benefits Service Center will be located in North County and is expected to reduce turnover and employee commute times.

Pursuing implementation of a Benefits Service Center is fiscally prudent as this new way of doing business insulates the county against growing caseloads. Investing now to build the infrastructure necessary to embrace technological efficiencies positions the county to be able to deliver higher quality customer service, improve staff morale, and handle projected caseload growth for approximately six years within the current staffing levels for these program areas.

## Information Technology Initiatives

In FY 2008-09, the new IT department will focus on five initiatives:

- **Data for Decision-Making:** Making County data more easily available for analysis and reporting both internally and to external customers
- **Geographic Information System (GIS) Stabilization and Expansion:** Tying County data to geographic coordinates for analysis, reporting and mapping
- **e-Government**
  - **Website Enhancement:** Making it easier for the public to conduct business and find information via the County's web site
  - **Online Applications Deployment:** Putting in place the applications that provide the information and services the customer wants and making them available over the Web
- **IT Governance:** Determining how best to organize IT resources, fund IT initiatives and ensure the County realizes maximum value for IT investments
- **IT Employee Excellence:** Developing plans and programs to recruit, train, develop and retain qualified information technology experts



## Goal 6: A Community that Fosters the Safety and Well-Being of Families and Children

### Alcohol and Drug

A countywide Methamphetamine Prevention Summit was convened in December 2006 and attended by more than 200 interested community members. The outcomes of the Summit resulted in the creation of a broad representative Network to continue developing strategies to address the problem in three specific focus areas: Educated Communities and Professionals; Meth-Free Families and Children; and Safe Neighborhoods. The Network commenced work in spring 2007 and is developing recommendations in each of the focus areas. One of the Network's strategies is to facilitate the development of a coordinated data system by the new Information Technology Department. This would allow County departments to share information in order to identify clients served by multiple departments, and to identify possible areas of collaboration to serve clients more efficiently. Shared demographic information remains a key focus currently being explored subject to privacy laws. The Network plans to present their recommendations to the Board of Supervisors in fall 2008.

### Detoxification Services

County residents with years of substance use often experience severe withdrawal symptoms as they attempt to cease addictive behavior. Detoxification services offer a safe and supportive environment and are provided to ensure that the health risks associated with this withdrawal are significantly reduced. In FY 2007-08, the Alcohol Drug and Mental Health Services Department, through a non-profit Community Based Organization, added a new detoxification site with 6 beds in the Lompoc Valley area, bringing the total number of beds available countywide to 26 beds, and helping to alleviate current delays in accessing these services. These services are funded through State programs, local grants and fees.

A new residential site was also added in Lompoc for pregnant and parenting women with children that will increase the bed capacity by 14, increasing the number of available beds to 33 at an increased cost of \$220,000. Upon completing a detoxification stay, pregnant and parenting women are at a higher risk of relapse sometimes due to the uncertainty of their living situations. The availability of residential treatment and transitional housing for women with children accomplishes the parallel benefits of improving treatment success for parenting or pregnant women and creating a stable living environment for children affected by parental substance use.

### Citizenship and Identity Documentation Requirements for Medi-Cal Eligibility

The Federal Deficit Reduction Act of 2005 required proof of citizenship/national status and identity as a condition of Medi-Cal eligibility if citizenship is claimed at time of application or annual renewal. This requirement affects 72% of existing Medi-Cal recipients, or approximately 43,000 people, within Santa Barbara County. The California Department of Health Services issued implementation guidelines in June 2007, and counties, including Santa

Barbara, began the implementation process. Changes to statewide automation have taken time, but will eventually allow automated electronic birth record matches and tracking compliance with this requirement. Santa Barbara County will begin full and final compliance with this requirement in April 2008 with new applications and for annual renewal packets mailed in that month. It will take until May 2009 to complete this process for all current existing recipients. However, this law has a substantial ongoing workload impact for processing Medi-Cal applications. Initial early results show that, although the application process has been lengthened, virtually all clients affected by this requirement, who are otherwise determined eligible for Medi-Cal, are eventually able to comply with the citizenship and identity documentation and receive their Medi-Cal benefits.

Impacts will be realized in other county departments – those who receive Medi-Cal reimbursement for services rendered. The Medi-Cal program pays for a variety of medical services for children and adults with limited income and resources. If an individual cannot provide citizenship and identity documentation, there is likely to be a shift from Medi-Cal to other County services. For example, there may be an increase in the use of county health clinics as individuals look for treatment options for the uninsured and Alcohol, Drug and Mental Health Services could lose revenue as restricted benefits do not include mental health services.

#### **Probation Services**

As a result of declining revenue, the Probation Department is proposing to change the certification of the Santa Barbara Juvenile Hall (SBJH) from a 24 hour a day or 7 day a week Detention Facility to a Booking Facility and Special Purpose Juvenile Hall. All youth, under this proposal, would be detained and all Title 15 Regulations and mandated services would be provided at the Santa Maria Juvenile Hall (SMJH). The Santa Barbara Booking Facility would be staffed for up to 10 hours per day, seven days per week during the highest density booking hours. During these hours, local law enforcement would bring arrested youth to the SBJH where Probation staff would complete a booking criteria and intake assessment. Persons who meet the booking criteria would be transported to SMJH by Probation staff. Staff at the SMJH would transport wards daily to Santa Barbara for court hearings. Visitation by parents and guardians, as well as attorney interviews, would be available via video conferencing from the SBJH to the SMJH to mitigate the commute concerns (approximately 68 miles) for parents, guardians and counsel.

After normal operating hours, law enforcement would contact Intake staff at SMJH and provide the booking and probable cause information needed for a booking decision. If the youth meets booking criteria, the on-call staff in Santa Barbara would meet law enforcement and transport the youth to SMJH. If the booking criteria are not met, law enforcement would release the youth to a parent or legal guardian. The Home Supervision/Electronic Monitoring Program and the new Alternative Detention Program would remain on the South Coast. These two programs are part of the Juvenile Services Division programs at the SBJH.

## **The Economic Context of the Fiscal Year 2008-09 Recommended Budget**

### **The U.S. Economy**

The economy has been battered by the slump in the housing market, the collapse of the sub-prime market, tightening credit requirements, rising fuel prices and low consumer confidence and is hovering on the brink of a recession.

**Gross Domestic Product (GDP):** The gross domestic product measures the value of all goods and services produced in the United States and is considered the best barometer of the country's economic health. For 2007, the U.S. economy grew 2.2%, after adjusting for inflation, the slowest growth rate in five years. GDP increased by just 0.6% in the fourth quarter of 2007, and the economic slowdown is expected to extend through 2008.

**Leading Economic Indicators (LEI):** Used by economists to predict recessions and expansions, LEI increased 0.1% in March 2008 after declining five consecutive months, for an overall 3.3% annual rate of decline in the index since March 2007. The overall decline in the LEI is seen as a signal of a recession, however, the most recent improvement is viewed as a tentative signal that the economy may not weaken further in the second half of 2008.

**Employment:** The unemployment rate declined in March 2008 to 4.8 % from 4.9% in February. The unemployment rate is expected to remain at low levels and not rise above 4.8%.

**Inflation:** The Consumer Price Index (CPI) is a measure of the average change over time in the prices paid by urban consumers for a market basket of consumer goods and services. Statistics released in April 2008, show that the overall consumer price index rose 4% in March 2008, on a year over year basis, while core CPI, which excludes food and energy, rose by 2.4%. Analysts expect the core CPI to fall to 2% and to remain steady throughout 2008.

**Interest Rate:** The Federal Reserve Bank has countered a recession by reducing the federal funds rate from 5.25% in June 2007, to 2% in April 2008. These rate reductions and federal efforts to ease the credit crisis may help mitigate the impacts from sub-prime lending. Rates are expected to remain stable for 2008 but could decline further if leading economic data shows further weakness.

**Productivity:** Productivity has slowed down since the levels of 2002, the beginning of an expansionary period. Productivity increased by 1.9% in the fourth quarter from the previous quarter's rate of 1.8% and is expected to remain at approximately 2% in 2008.

### **Federal Budget Impacts**

President Bush released the Federal Fiscal Year 2009 Requested Budget on February 4, 2008 totaling \$3.1 trillion. The County is concerned about proposed spending reductions in various agencies that would impact operations and service delivery at a local level. Such proposals include a reduction in the \$1 million of Payment in Lieu of Taxes that the County receives for

the 717,000 acres of federal land contained within its boundary and uses to fund a multitude of County services; reduction in HUD for the Community Development Block grant (County currently receives about \$2 million); reductions within the Center for Disease Control and Prevention that would equate to about \$150,000 worth of funding to the County for public health preparedness including preparation for the pandemic influenza; elimination of the State Criminal Alien Assistance Program which reimburses the County Sheriff's Department for incarceration of illegal criminal aliens (\$600,000) and various reductions to programs within Social Services that would remove funding for staff of the Adult Homeless Outreach program, reduce job assistance to clients under the Workforce Investment Act and reduce funding to child welfare services and In-Home Supportive Services, which helps elderly and disabled clients remain within their homes rather than in institutions.

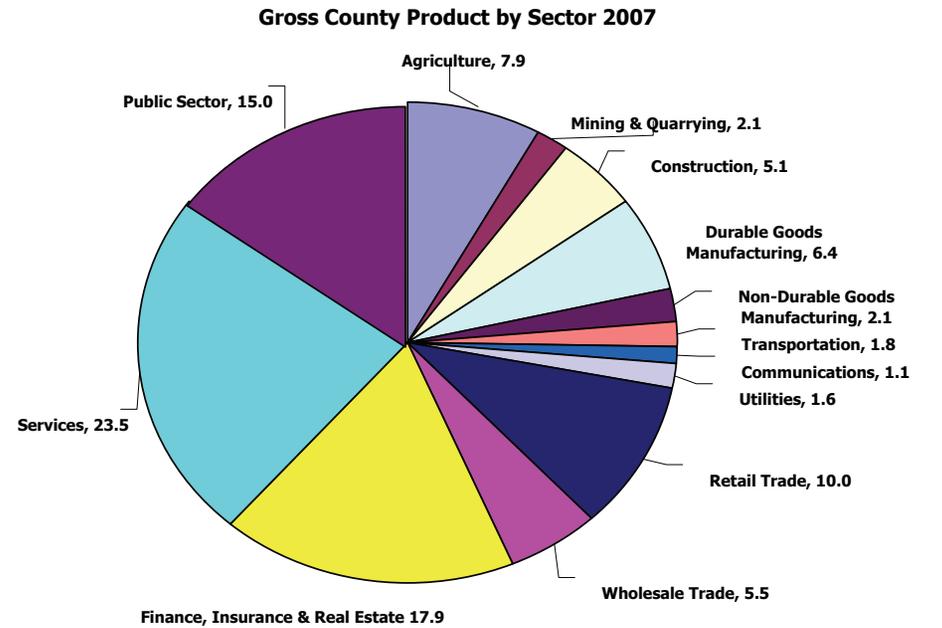
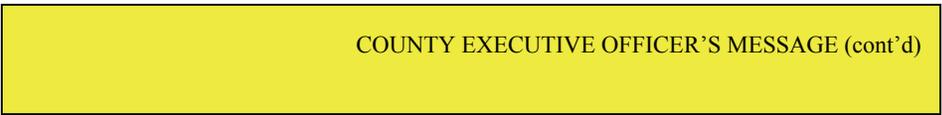
**The State Budget**

The Governor released the Proposed FY 2008-09 Budget on January 10, 2008 citing a current year deficit of \$3 billion and a projected shortfall of \$14.5 billion. To address these fiscal issues, the Governor declared a fiscal emergency which required the Legislature to act within 45 days. On February 16, 2008, six bills were enacted to achieve current year savings of about \$2 billion, including deferring cash payments to the County for mental health services, social services and street and roads repair from anywhere from one to five months. Large cuts were also made to education and Medi-Cal. However, a further decline in State revenues due to rising energy costs and depressed home sales is projected at a \$1.5 billion loss, leaving the State in the same fiscal condition prior to the enactment of emergency budgetary legislation.

The Proposed FY 2008-09 Budget includes the early release of 22,000 State prisoners, a proposal to increase property insurance by 1.25 percent to fund fire suppression services and policy changes within the CalWORKs program to increase minimum work requirements via imposing sanctions on families and the closure of 48 State parks. Specific proposals that are of concern to the County include reductions in Mental Health Managed Care, the California Children's Services and Multi-Services Senior programs administered by Public Health, the Citizens Option for Public Safety/Juvenile Justice Crime Prevention Act which funds grants to the District Attorney and Sheriff's Departments, and programmatic reductions in social service programs.

**Local Economic Conditions FY 2008-09**

Santa Barbara County's economy is expected to remain stable with slight growth (1%) in 2008 with Real Gross County Product increasing approximately 1.6%-1.9% through 2010. Real Gross County Product (GCP) is the total value of the goods and services produced in the county. Per capita Gross County Product for Santa Barbara County in 2007 was \$53,100. The output of the various economic sectors of Santa Barbara County making up the Gross County Product is shown in the following chart. The table of selected economic indicators provides a snapshot of Santa Barbara County's economy at the end of 2007.



A net total of 1,600 new jobs were created in 2007, mainly in the Other Services sector which added 1,442; followed by the Public Sector with 942 jobs and the Agriculture sector with 442 jobs. Trade, transportation and utilities remain the top private employment sector for 2007, with over 28,316 jobs in the County (see Section B for the Top Employers in the County). In 2008 overall job growth is projected to remain low.

Table of Selected Economic Indicators -Santa Barbara County						
	2002	2003	2004	2005	2006	2007
Total Jobs	179,642	182,192	184,925	188,192	187,892	189,492
Non-Farm Jobs	165,408	166,008	168,917	171,942	173,073	175,098
Average Salary (\$)	33,710	34,975	36,652	38,672	40,350	41,242
Unemployment Rate	4.2%	5.1%	4.7%	4.4%	4.1%	4.4%
Retail Sales (real increase)	1.4%	2.0%	2.9%	0.2%	-2.1%	-2.2%

Source: Santa Barbara County Economic Outlook 2008

**Top Employment Sectors**

**Retail Trade** employed **20,275** people in 2007, a decline of 0.1% from 2006. Total taxable sales (which includes food and beverage taxable sales, home furnishings and appliances, auto supply and fuel, wholesale, and retail sales) increased 1.6% over 2006. However, in the unincorporated area of the County, retail sales tax revenue decreased by 5.0% compared to 2006.

**Tourism:** Employment in accommodation services, including hotel/motel operations and food service, **accounts for approximately 22,683 jobs countywide.** Approximately 11 million tourists visited Santa Barbara County in FY 2006-07 and spent an estimated \$1.443 billion. On Santa Barbara's South Coast, hotel/motel occupancy rates increased by 1% to 73% in 2007 from 2006 and hotel/motel sales in the County increased 8.6% in FY 2006-07.

**Agriculture** is one of the top employment sectors with **12,300 workers** employed in 2007 and is the County's major producing industry with a gross production value in 2007 of just over \$1 billion, an 8.6% increase over 2006. The top three commodities were strawberries \$313.5 million, broccoli \$131.1 million and wine grapes \$99.9 million.

**Construction** is also an important part of the County's employment sectors, employing **10,467 workers** with an estimated average salary of \$44,944. New housing construction permits continued a ten year decline with 850 permits issued in 2007.

**Employment in the government sector** was **37,033** people in 2007, an increase of 2.6% over 2006. This sector includes persons employed in local, state and federal agencies, the military, education and special districts such as water and sanitation.

**Real Estate:** Residential sales volume declined by 12.5% in 2007 compared to 2006. With the median home price in the County at \$771,463, an increase of 5.3% from 2006, less than 10% of the population could afford to purchase a median priced home in the County. Foreclosures are increasing, particularly in the Cities of Santa Maria and surrounding areas in the north. However, economists project that the real estate sector will improve in 2009.

Summary: The outlook for Santa Barbara's economy is stable with slight growth in most areas. The real estate and housing markets show continued weakness in 2008 but the outlook for 2009 is somewhat brighter. The high cost of housing on the South Coast is still an area of concern, since this drives up wages, hinders employee recruitment and retention, and contributes to traffic congestion.

Note: Section B of this document provides detailed information on selected economic indicators of the Santa Barbara County economy and on top employers in the County.

**The FY 2008-09 Recommended Budget**

**All Funds Revenue**

<b>Summary of Financing Sources</b>				
<b>\$ in Millions</b>	<b>2006-07</b>	<b>2007-08</b>	<b>2007-08</b>	<b>2008-09</b>
	<b>Actual</b>	<b>Adopted</b>	<b>Est Actual</b>	<b>Rec.</b>
Taxes	220.7	225.7	232.0	236.7
Licenses Permits & Franchises	17.2	19.4	16.8	17.7
Fines Forfeitures and Penalties	11.0	11.3	12.4	11.1
Use of Money and Property	18.4	12.6	15.3	12.3
Federal and State	267.5	283.6	269.3	280.5
Charges for Services	194.2	208.1	206.4	215.7
Miscellaneous Revenue	44.3	42.2	42.3	41.3
Revenue Sub-total	773.3	802.8	794.6	815.3
Less Intra Couty Revenues	-72.4	-71.7	-73.1	-77.2
Revenue Total	700.9	731.1	721.5	738.1
Plus Other Financing Sources	73.5	94.9	100.1	54.7
Source of Funds Total	774.4	826.0	821.6	792.8

The All Funds Revenue total of \$738.1 million is less than Total Sources of Funds (\$792.8 million) because the latter includes Other Financing Sources of \$54.7 million. These are prior year revenues that had been set aside for future use.

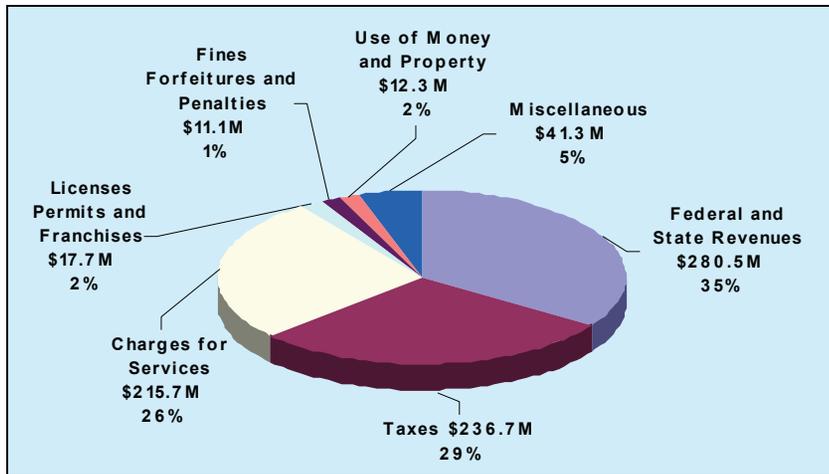
Significant areas of revenue change include the following:

Revenues from Taxes increase by \$4.7 million or 2% from estimated FY 2007-08 amounts to \$236.7 million. Tax revenues as a percent of all revenues remain at 32%. Current Secured Property Tax revenues are projected to increase by 3.8% or \$4 million providing additional funding for the County General Fund, Fire Fund, and county service areas. This reflects a decline in the growth of secured property tax revenues from 11.3% in FY 2005-06, 10.6% in FY 2006-07, an estimated 6.8% in FY 07-08 to 3.8% in FY 2008-09. This most recent decline in growth reflects the combined effects of foreclosures, credit tightening and the slowdown in the County's real estate market.

Supplemental Property Taxes, which are the initial billings following the transfer of property, are expected to fall by \$1.2 million in FY 2008-09; and the number of sales is expected to decline.

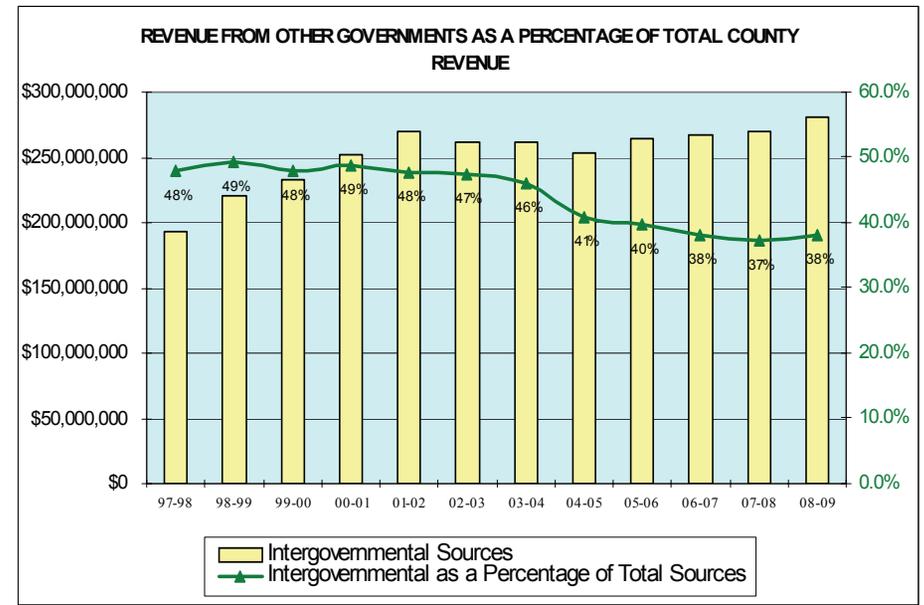
Charges for Services increase by \$9.3 million or 4.5% to \$215.7 million. The largest increase is in Public Health where a retroactive rate increase in Federally Qualified Health Center eligible services and an increase in the number of patients receiving clinic services are expected to increase revenues for Medi-Cal patient service by \$1.4 million; and in Alcohol Drug and Mental Health Services where services to children will boost the Medi-Cal and Early Periodic Screening Diagnosis and Treatment (EPSDT) revenue by \$0.9 million. Other large revenue increases in FY 2008-09 are in Public Works for an increase in Solid Waste tipping fees of \$1 million, and waste water collection fees in the Laguna County Sanitation District of \$0.4 million.

Revenues from Licenses, Permits and Franchises increase by \$0.9 million, or 5.3% to \$17.7 million in FY 2008-09. This reflects increases in cable franchise fees and in gas and electric franchise fees. Road encroachment permit fees are up in the Public Works Department due to a fee revision in FY 2007-08. The chart below shows the percentage of total revenues by category of revenue.



For FY 2008-09 Federal and State Revenues are expected to increase by \$11.2 million or 4.2% to \$280.5 million from the FY 2007-08 estimated actual of \$269.3 million. The largest increase, \$6.1 million, goes to social programs for food stamps, foster care, adoption assistance and in home-supportive services in the Social Services Department. Other increases are for state realignment \$1.8 million, funding for certain mental health services provided through the Mental Health Services Act \$1.5 million, and a \$0.6 million increase in funding for public safety services.

Federal and State Revenues, including Federal and State revenue passed through the local Association of Governments to the County, are the largest revenue category. As shown in the chart on the next page, in the last ten years the proportion of Federal and State revenue to all revenues has fallen from 49% in FY 1998-99 to 38% in the recommended FY 2008-09 budget.



**Local Discretionary Revenues**

The FY 2008-09 Recommended All Funds Revenues are \$738.1 million. Of these total revenues, the locally elected Board of Supervisors has some discretion over the allocation of about 27% or \$196.3 million. This latter revenue figure, mostly from local taxes, is called local discretionary revenue.

The table on the next page summarizes the General Fund discretionary revenues available in FY 2008-09 and compares them with prior fiscal periods. Detailed information is further provided on page C-5. Property taxes, retail sales taxes, and transient occupancy taxes are the three major local sources of revenue generated from the performance of the local economy. Property taxes, including taxes on property transfers, and State subventions for homeowners and State payments that partially recognize local property tax losses due to land in agricultural preserves, make up 87% of total discretionary revenues.

**Major Sources of Local Discretionary Revenues**

In the Recommended FY 2008-09 Budget, revenues increase \$2.4 million from the FY 2007-08 estimated actual total of \$193.9 million. This increase occurs primarily because of a \$3.7 million increase in secured property tax revenues which are based on the assessed value of land and buildings. However, this increase is down from the \$10.9 million increase in FY 2006-07 and the \$6.6 million estimated increase between FY 2006-07 and FY 2007-08.

COUNTY EXECUTIVE OFFICER'S MESSAGE (cont'd)

With the exception of a \$1.5 million or 3.7% increase in Property Taxes in lieu of the Vehicle License Fee, most other discretionary revenues are declining. Property Transfer Taxes, which reflect the value and volume of property sales, and are a predictor of future property tax growth, are expected to fall by \$0.5 million, roughly 17% in FY 2008-09. Similarly, retail sales tax revenues, which represent 6% of local discretionary revenues, are expected to fall by \$0.8 million to \$11.1 million in FY 2008-09 due to the slowdown in spending in the local economy. Transient Occupancy Tax (TOT) revenues, which represent 3% of total discretionary revenues, are expected to increase slightly, by \$0.1 million to \$6.4 million.

Discretionary Revenues	04-05 Actual	05-06 Actual	06-07 Actual	07-08 Estimated	08-09 Rec.
Property Taxes	94.2	107.6	118.0	124.1	126.5
Property Transfer Tax	5.0	4.5	4.4	3.2	2.7
Property Tax In-Lieu of VLF	28.0	36.1	37.1	39.8	41.3
Retail Sales Tax	9.1	9.9	11.5	11.9	11.1
Transient Occupancy Tax	4.8	5.6	6.6	6.3	6.4
Motor Vehicle Taxes	0.1	0.0	0.0	0.0	0.0
Other Sources*	10.0	19.5	11.4	8.5	8.4
<b>Total</b>	<b>151.2</b>	<b>183.2</b>	<b>189.1</b>	<b>193.9</b>	<b>196.3</b>

The County is required by law to match or provide maintenance of effort for Federal or State programs and grants, or in the case of courts, to provide a county subsidy for a function, which by law, is a State function. In this area, the three largest contributions go to Social Services, payments to the state to support the Superior Court, and Public Health. Other functions requiring support from the General Fund include jails and juvenile halls which are subject to State court oversight and minimum State standards for staffing and other operating activities, District Attorney and Public Defender costs involving the prosecution and defense of adults and juveniles in court, conducting elections and payments for utilities and long and short-term debt. As a result, the funding available from discretionary revenue for municipal type services such as sheriff patrol, parks, local roads, discretionary human services, libraries, and planning, and support services such as payroll, human resources, and building maintenance is extremely limited. Further, constitutional taxing and spending limits such as Proposition 13 (property tax limitation), Proposition 62, Proposition 98 and Proposition 218 significantly constrain the Board from increasing discretionary revenues.

**Use of Other Financing Sources**

On page C-1 (the All Funds Budget Summary), the "Total Use of Funds" amount of \$792.8 million exceeds anticipated revenues of \$738.1 million by \$54.7 million. The difference is made up of "Other Financing Sources" which are funds other than

Revenue Total	\$738,101,394
Other Financing Sources	
Sale of Fixed Assets	\$15,000
Release of Reserves & Designations	\$36,004,358
Use of Prior Fund Balance	\$18,698,120
<b>Source of Funds Total</b>	<b>\$792,818,872</b>

anticipated revenues that help to pay for proposed expenditures and balance the proposed budget.

Two-thirds of these other financing sources are funds previously collected as revenues and set aside for specific purposes that are now being released for those purposes; these releases of "reserves and designations" total \$36 million. The other major funding source is funds which are neither reserved nor designated but are available for use in the upcoming year. These uses of "prior fund balance" total \$18.7 million. The sale of fixed assets at \$15,000 provides the balance of available funding.

The County budget also sets aside (designates) funds for future uses. The "Designated for Future Uses" amount of \$33.5 million on page C-1 is for this purpose.

**Fund Balance: County General Fund**

A positive unreserved and undesignated fund balance may accumulate at the end of each fiscal year due to unspent appropriations and/or revenues received in excess of estimates. It has been the County's policy not to use this balance to fund ongoing operations. Further, during the past two years, anticipated revenues have also funded a base level of deferred maintenance and strategic reserve appropriations, with the fund balance available for one-time purchases and additional discretionary allocations to designations such as those set up for potential litigation and non-COLA salary and retirement increases. Due to a decline in revenues in FY 2007-08, in the FY 2008-09 Recommended Budget, no unreserved, undesignated fund balance is available.

General Fund Unreserved, Undesignated Fund Balance					
\$ in Millions	FY 2004-05	FY 2005-06	FY 2006-07	FY 2007-08	FY 2008-09
Adopted/Recommended	\$9.95 M	\$8.56 M	\$16.20 M	\$11.43 M	\$0.0 M
Actual/Estimated Use	\$1.39 M	(\$7.64 M)	\$4.77 M	\$11.43 M	\$0.0 M
Net Available	\$8.56 M	\$16.20 M	\$6.84 M	\$0.0 M	\$0.0 M

**All Funds Expenditures**

**Summary of Financing Uses**

<b>Summary of Financing Uses</b>				
<b>Character of Expenditures \$ in Millions</b>	<b>2006-07 Actual</b>	<b>2007-08 Adopted</b>	<b>2007-08 Est. Actual</b>	<b>2008-09 Rec.</b>
Salaries and Benefits	388.5	424.8	421.0	441.2
Services and Supplies	246.7	259.5	266.8	261.7
Public Assistance Payments	46.4	52.7	48.4	49.0
Contributions	13.1	15.1	14.1	14.5
Principal and Interest	12.9	11.2	11.0	10.5
Depreciation Expense	6.2	6.6	6.6	6.7
Insurance Claims	2.9	2.7	2.7	2.9
Damages and Losses	0.8	1.2	1.3	1.1
Audit Settlements	0.0	0.0	0.0	0.0
Operating sub-total	717.5	773.7	771.8	787.5
Less Intra-County revenues	-72.4	-71.7	-73.1	-77.2
Operating Total	645.1	702.0	698.7	710.3
Plus Capital Assets	45.3	58.2	55.6	49.1
Expenditure Total	690.4	760.2	754.3	<b>759.3</b>
Designated for Future Uses	85.8	65.8	67.3	33.5
Total Uses of Funds	776.2	826.0	821.6	792.8

The FY 2008-09 Recommended All Funds Expenditure Budget of \$759.3 million includes Capital Assets of \$49.1 million. The total expenditure budget is less than the total use of funds of \$792.8 million, because \$33.5 million is set aside for future use. The expenditure budget is \$5 million or 0.7% more than the amount estimated to be spent in FY 2007-08 of \$754.3 million. The increase is almost entirely due to a \$20.2 million increase in employee salary and benefits, explained below. County departments cut back \$5.1 million on services and supplies, which include professional services, computer purchases, furniture and fixtures and office equipment and supplies. Public Assistance Payments increase by \$0.6 million from the estimated due to a 5% COLA for foster care families and group homes. Expenditure changes are also summarized by functional areas and departments later in this section.

**Salaries and Benefits**

Salaries and benefits make up 62% of recommended County operating expenditures (which excludes amounts spent on capital assets). For FY 2008-09, salary and benefit costs will increase \$20.2 million, a 4.8% increase, over the FY 2007-08 Estimated Actual salaries. This increase comes despite a 3.7% workforce reduction of 159.9 FTE from the estimated staffing level in FY 2007-08 and is driven by a significant increase in retirement costs and lesser increases in health insurance, equity and cost of living adjustments. Salaries as a percentage of the County's FY 2008-09 operating expenditure budget increase by 1.8% compared with FY 2007-08 actual results and 1.6% compared with the adopted budget.

**Percent of Operating Budget spent on Salaries and Benefits**

<b>\$ in Millions</b>	<b>2006-07 Actual</b>	<b>2007-08 Adopted</b>	<b>2007-08 Est. Actual</b>	<b>2008-09 Rec.</b>
Salaries and Benefits	388.5	424.8	421.0	441.2
Operating Expenditures	645.7	703.0	699.8	710.3
Salaries % Operating Expenditures	<b>60.2%</b>	<b>60.4%</b>	<b>60.2%</b>	<b>62.1%</b>

Details of staffing decreases by department are shown in the table on page A-23 and a 10-year summary table of staffing is shown on page C-28.

**Pension Costs**

The County's annual contribution to pensions for the county workforce has increased 22.5%, from an estimated \$65.4 million in FY 2007-08 to \$80.1 million in 2008-09. The County's retirement contribution is paid to the Santa Barbara County Employees Retirement System and contribution rates are recommended by the System's actuaries and the Board of Retirement. In FY 2007-08, the System adopted a new actuarial methodology and revised assumptions which, when applied to the June 30, 2006 actuarial valuation, substantially increased retirement rates. Retirement rates used in the FY 2008-09 budget are based on the revised June 30, 2006 valuation since those rates were the most recent available rates at the time of the FY 2008-09 budget preparation. The Retirement Board recently adopted new rates based on the June 30, 2007 valuation, however these rates may be subject to further revision. When the final rates are determined, the Board of Supervisors must adopt the rates within 90 days of July 1, 2008.

**The Budget: Full Time Equivalent (FTE)**

**Full Time Equivalent (FTE) Changes**

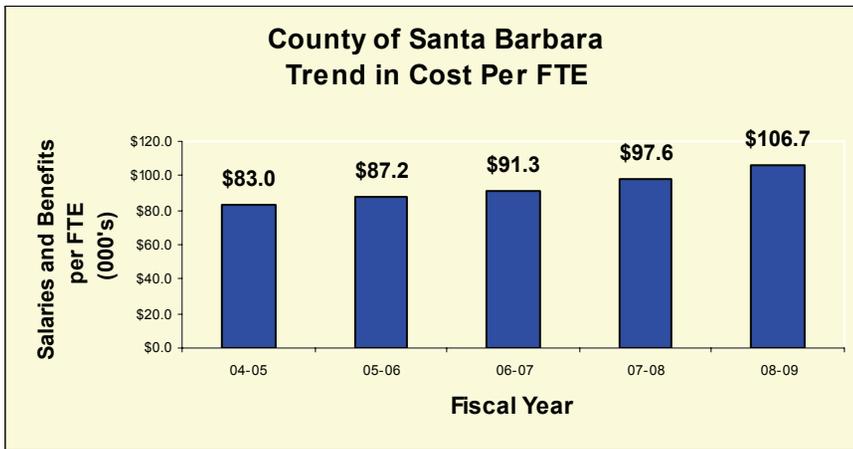
A position is defined as an authorized annual unit of employment allocated by the Board of Supervisors.

A full-time equivalent (FTE) is the percentage of time per year that a position is filled. For example, a full time position that is funded for 12 months (1 fiscal year) is equivalent to one (1) FTE; a full time position that is funded for 6 months or a half-time position funded for a

full year is equivalent to a .5 FTE. Unlike positions, FTEs include all regular, extra-help, and contract employees, regardless of the percent time worked.

Although most positions included in the FY 2008-09 departmental operating budgets are fully funded, this does not mean that all positions will be filled for the number of months the positions are budgeted. Vacancies occur because of turnover and lead-time required to advertise, test, check references and interview candidates. The normal budgetary savings from attrition can only be used by departments to hire temporary, part-time or contractual help to perform the functions of a position while recruitment is underway.

The cost per FTE increased because of a sharp increase in the County's retirement contribution, negotiated salaries, health premiums and workers compensation. The proportion of skilled technical and professional staff needed to run the County has grown over time causing entry level salaries to go up. The County must compete against private sector employers and other jurisdictions for candidates with the same skill sets.



**Full Time Equivalent (FTE) : FY 2007-08 Adopted to FY 2008-09 Recommended**

Staffing declines by 216 FTE in the FY 2008-09 recommended budget, or 5% from the FY 2007-08 Adopted Budget. These reductions in funded staffing levels mitigate cost increases in salaries and benefits.

- Alcohol Drug and Mental Health Services has the largest reduction, 69.2 FTE, mainly in Adult Mental Health Services and Alcohol and Drug Programs, part of a larger restructuring effort to meet reduced State revenues for core adult mental health services (see details in D pages.)

- General Services, down by 36.3 FTE, has restructured operations and transferred the divisions of Customer Support, Network and Operations, Technical Shop and Communications, a total of 36 FTE, along with 4 FTE from the Financial Services Division, to the new Information Technology Department. The Department also moved the Cable Television Program with 3 FTE to General County Programs, consolidated fleet services by adding 4 FTE from Public Works, and consolidated the County's real property services by adding 2.6 FTE from Public Works. In FY 2007-08, the Department added an Energy Manager position (1 FTE) (see details in D pages.)
- Planning and Development cut 29.5 FTE's due to the decline in the housing market and low permit revenues. Reductions are mainly in the Building and Safety, Development Review, Energy and Administration Divisions.
- Sheriff cut the funded staffing level by 23.4 FTE to mitigate cost increases and flat Prop 172 revenues. The reductions are in the Administration and Support Division, the Aviation Unit and the Gang Unit.
- Public Health reduced the funded staffing level by 21.3 FTE. The reductions are in the Administration and Support, Family Health and Primary Care and the Community Health Divisions
- Public Works reduced the funded staffing level by 18.2 FTE in the Transportation and Surveyor divisions, transferring 6.6 FTE to General Services as described above, and reducing funded FTE's by 11.6 due to lower fee revenues resulting from the slowdown in the housing and building sectors of the local economy.
- Child Support Services reduced the funded staffing level by 11.8 FTE due to flat revenues from the State.
- District Attorney cut 10.8 FTE in Deputy District Attorneys and Truancy Officers as a result of declining revenues, especially revenue from Prop 172 sales tax
- Clerk-Recorder-Assessor reduced FTE by 9.3, mainly in the Recorder and Assessor Divisions.
- Social Services reduced funded staffing by 7 FTE, reflecting reductions in the Administration and Support, Systems and Programs Development, and Social Programs Divisions.
- Information Technology has the largest apparent increase of 46 FTE which is comprised of 40 FTE transferred from General Services (explained above) and 7 FTE associated with GIS and computer support transferred from General County Programs to form a consolidated IT function. To meet funding reductions, 1 allocated position was not funded for a net total of 46 FTE. Accordingly, these are not new positions but are a consolidation of positions from other departments.
- All other departments have made staffing reductions under 5 FTE, except the Fire Department which has no FTE reductions.

Full Time Equivalent Position Changes by Department				
Functional Area/Department	FY 07-08	FY 07-08	FY 08-09	Change Adopted to Rec.
	Adopted	Estimated	Rec.	
<b>Policy and Executive</b>				
Board of Supervisors	23.0	22.4	22.5	(0.5)
County Executive Office	23.6	23.5	22.8	(0.8)
County Counsel	45.5	45.5	42.3	(3.2)
	<b>92.1</b>	<b>91.3</b>	<b>87.6</b>	<b>(4.5)</b>
<b>Law &amp; Justice</b>				
Court- Special Services	0.0	0.0	0.0	0.0
District Attorney	138.0	140.3	127.2	(10.8)
Public Defender	71.4	76.3	68.1	(3.3)
	<b>209.4</b>	<b>216.6</b>	<b>195.3</b>	<b>(14.2)</b>
<b>Public Safety</b>				
Fire	285.3	285.6	285.3	0.0
Probation	383.6	383.3	379.3	(4.3)
Sheriff	699.4	703.0	676.0	(23.4)
	<b>1,368.2</b>	<b>1,371.9</b>	<b>1,340.5</b>	<b>(27.7)</b>
<b>Health &amp; Public Assistance</b>				
Alcohol, Drug & Mental Health	332.6	292.7	263.4	(69.2)
Child Support Services	102.4	103.0	90.6	(11.8)
Public Health Department	534.9	535.6	513.6	(21.3)
Social Services	648.5	645.8	641.4	(7.1)
	<b>1,618.3</b>	<b>1,577.2</b>	<b>1,509.0</b>	<b>(109.3)</b>
<b>Community Resources</b>				
Agriculture & Cooperative	32.9	33.7	32.3	(0.6)
Housing & Community Dev.	13.0	10.9	12.3	(0.8)
Parks	85.4	85.4	83.1	(2.3)
Planning & Development	149.3	137.7	119.7	(29.5)
Public Works	332.2	313.3	314.0	(18.2)
	<b>612.7</b>	<b>580.9</b>	<b>561.4</b>	<b>(51.4)</b>
<b>Support Services</b>				
Auditor-Controller	57.9	54.9	54.3	(3.6)
Clerk-Recorder-Assessor	118.4	118.2	109.0	(9.3)
General Services	157.5	157.7	121.1	(36.3)
Human Resources	30.9	28.8	29.9	(1.0)
Information Technology*	0.0	0.0	46.0	46.0
Treasurer-Tax Collector	50.5	49.4	49.5	(1.0)
	<b>415.1</b>	<b>408.9</b>	<b>409.9</b>	<b>(5.2)</b>
<b>General County Programs</b>				
General County Programs	35.0	33.8	31.0	(4.0)
<b>Total</b>	<b>4,350.9</b>	<b>4,280.8</b>	<b>4,134.6</b>	<b>(216.3)</b>

**All Funds Operating Expenditures by Functional Area**

**Significant Changes from FY 2007-08 Estimated Actual**

The County's recommended FY 2008-09 expenditures are \$759.3 million, a \$5 million (0.66%) increase over the FY 2007-08 estimated actual of \$754.3 million. The increase occurs primarily in the functional areas of Community Resources and Public Facilities (\$2.6 million), Health and Public Assistance (\$1.6 million), and Policy and Executive (\$1.2 million). Slight increases in the Law and Justice (\$0.9 million), Public Safety (\$0.6 million), and General County Programs (\$0.2 million) functional areas help to offset the decrease in the Support Services functional area (\$2.2 million). The main cost drivers of the increase and decrease in these functional areas are summarized below by department. Significant changes by department are explained more fully in Section D.

**Policy and Executive Functional Area**

The Policy and Executive functional area increased \$1.2 million (15.7%) from an FY 2007-08 estimated actual of \$7.8 million to an FY 2008-09 recommended of \$9.0 million.

**Board of Supervisors:** There are no significant changes from the FY 2007-08 estimated \$2.4 million to FY 2008-09 recommended \$2.7 million. The total increase is \$0.3 million (12.7%).

**County Executive Office:** There are no significant changes from the FY 2007-08 estimated \$2.9 million to FY 2008-09 recommended \$3.0 million. The total increase is under \$0.2 million (6.0%).

**County Counsel:** The most significant Policy and Executive functional area increase for FY 2008-09 recommended budget is in the County Counsel department at \$0.8 million (29.0%) to \$3.4 million from \$2.6 million. The increase is a result of a substantial rise in the retirement rate and salary adjustments, mitigated by a reduction in funded positions. In addition, \$0.3 million of the increase is a result of an annual \$0.5 million allocation for outside counsel. The outside counsel expenditures are estimated at only \$0.2 million in FY 2007-08.

**Law and Justice Functional Area**

The Law and Justice functional area increased \$0.9 million (2.2%) from an FY 2007-08 estimated actual of \$41.0 million to an FY 2008-09 recommended of \$41.9 million.

**Court Special Services:** There are no significant changes from the FY 2007-08 estimated \$14.8 million to FY 2008-09 recommended \$14.7 million. The total decrease is \$0.1 million (0.4%).

**District Attorney:** Although there are no apparent significant changes from the FY 2007-08 estimated \$16.7 million to FY 2008-09 recommended \$16.9 million, an increase of \$0.2 million (1%), the Department has to offset salary and benefit increases of \$1.3 million through the reduction of 13.2 FTE. This results in decreased ability to provide a variety of functions.

**Public Defender:** The largest Law and Justice functional area increase for the FY 2008-09 recommended budget is in the Public Defender department up \$0.8 million (8.5%) to \$10.3

million from an estimated actual of \$9.5 million, primarily from \$1 million from salary and benefit increases. The total increase was offset through the use of a one-time designation for capital projects (\$0.7 million) and \$0.3 million reduction in Extra Help

**Public Safety Functional Area**

The Public Safety functional area increased \$0.6 million (0.3%) from an FY 2007-08 estimated actual of \$195.4 million to an FY 2008-09 recommended of \$196 million.

**Fire:** The most significant Public Safety functional area increase in the FY 2008-09 recommended budget is in the Fire Department with an increase of \$3.8 million (7.6%) from the FY 2007-08 estimated actual to \$53.1 million resulting from higher operating costs especially in salaries and benefits. The FY 2008-09 increase includes \$2.4 million in planned capital improvement projects: \$1.51 million to replace self contained breathing apparatus units, \$0.3 million for mobile data computer equipment for all emergency response vehicles, \$0.3 million to replace a bulldozer, \$0.3 million for Station 23 modular replacement and \$0.2 million to upgrade a helicopter operations fuel truck. The Department has no significant change in FTEs.

**Probation:** The FY 2008-09 recommended budget is up \$2.1 million (5.2%) to \$43.7 million from an estimated actual of \$41.6 million, primarily due to increases in salaries and benefits (\$2.9 million). The total increase is offset by reductions in overtime to backfill positions in 24-hour detention facilities and contractual services from the completion of a new case management computer system, IMPACT.

**Sheriff:** The most significant decrease in the Public Safety functional area for the FY 2008-09 recommended budget is in the Sheriff's Department with a \$5.3 million (5.%) decrease, to \$99.2 million. The decrease is the result of a \$5.4 million reduction in capital project expenditures offset by an increase of \$0.5 million from salaries and benefits. Funded positions decrease 27 FTE from current levels.

**Health and Public Assistance Functional Area**

The Health and Public Assistance functional area increased \$1.6 million (0.6%) from an FY 2007-08 estimated actual of \$286.6 million to an FY 2008-09 recommended of \$288.2 million.

**Alcohol, Drug, and Mental Health Services:** The FY 2008-09 recommended budget is reduced by \$8.3 million (11.5%) to \$64.2 million from the FY 2007-08 estimated actual of \$72.5 million. The largest reduction is in the Adult Mental Health Division where current services offered to both insured and uninsured patients exceed available revenues. The reductions are mainly in contracted services, down by \$5.3 million, and in department staffing levels, down 29.4 FTE from the FY 2007-08 estimated level, and down 69.2 FTE from the FY 2007-08 adopted budget. At the same time, \$1.5 million in additional funding is available for specific programs funded through Proposition 63, the Mental Health Services Act.

**Child Support Services:** There are no significant changes at the all funds level from the FY 2007-08 estimated \$9.65 million budget. The department offset salary and benefit increases through the reduction of 12.5 FTE.

Expenditure Summary By Department				
\$\$ in Millions	Adopted	Est. Actual	Rec.	Est/Rec
	FY 07-08	FY 07-08	FY 08-09	\$ Incr/Decr
<b>Policy &amp; Executive</b>				
Board of Supervisors	\$2.5	\$2.4	\$2.7	\$0.3
County Executive Office	\$3.0	\$2.9	\$3.0	\$0.2
County Counsel	\$3.3	\$2.6	\$3.4	\$0.8
Sub-Total	\$8.7	\$7.8	\$9.0	\$1.2
<b>Law &amp; Justice</b>				
Court Special Services	\$14.6	\$14.8	\$14.7	-\$0.1
District Attorney	\$16.3	\$16.7	\$16.9	\$0.2
Public Defender	\$9.5	\$9.5	\$10.3	\$0.8
Sub-Total	\$40.5	\$41.0	\$41.9	\$0.9
<b>Public Safety</b>				
Fire	\$46.3	\$49.3	\$53.1	\$3.8
Probation	\$41.4	\$41.6	\$43.7	\$2.1
Sheriff	\$96.7	\$104.5	\$99.2	-\$5.3
Sub-Total	\$184.4	\$195.4	\$196.0	\$0.6
<b>Health &amp; Public Assistance</b>				
Alcohol, Drug & Mental Health Svcs	\$72.6	\$72.5	\$64.2	-\$8.3
Child Support Services	\$9.9	\$9.7	\$9.7	\$0.0
Public Health	\$84.2	\$81.1	\$84.6	\$3.5
Social Services	\$128.1	\$123.3	\$129.8	\$6.5
Sub-Total	\$294.9	\$286.6	\$288.2	\$1.6
<b>Community Resources &amp; Public Facilities</b>				
Agriculture & Cooperative Extension	\$3.8	\$3.6	\$3.8	\$0.2
Housing & Community Development	\$4.8	\$8.5	\$5.3	-\$3.2
Parks	\$13.5	\$11.9	\$11.4	-\$0.5
Planning & Development	\$25.3	\$20.8	\$21.0	\$0.1
Public Works	\$94.9	\$90.6	\$96.5	\$5.9
Sub-Total	\$142.3	\$135.4	\$138.0	\$2.6
<b>Support Services</b>				
Auditor-Controller	\$5.0	\$4.7	\$5.4	\$0.7
Clerk-Recorder-Assessor	\$19.6	\$16.6	\$17.6	\$1.0
General Services	\$26.8	\$28.1	\$20.3	-\$7.8
Human Resources	\$6.4	\$6.8	\$6.8	\$0.0
Treasurer-Tax Collector-Public Adm.	\$6.0	\$5.8	\$6.1	\$0.3
Information Technology	\$0.0	\$0.0	\$3.6	\$3.6
Sub-Total	\$63.8	\$62.1	\$59.9	-\$2.2
<b>General County Programs</b>				
	\$25.6	\$26.1	\$26.3	\$0.2
<b>Expenditure Total</b>	<b>\$760.2</b>	<b>\$754.3</b>	<b>\$759.3</b>	<b>\$5.0</b>

**Public Health:** The FY 2008-09 recommended budget is up \$3.5 million (4.3%) to \$84.6 million from an estimated actual of \$81.1 million, primarily caused by increases in salaries and benefits (\$4.3 million) from retirement rate adjustments, merit and equity increases and COLAs, offset by miscellaneous reductions. Increases in salary and benefit costs were mitigated by a reduction of 22 FTE.

**Social Services:** The FY 2008-09 recommended budget increases \$6.5 million (5.2%) to \$129.8 million, from the prior year estimated actual of \$123.3 million. This is driven by a \$3.5 million increase in salaries and benefits, a \$2.4 million increase in foster care assistance payments which include COLAs, increases to foster care families and Adoption Assistance payments and In-Home Supportive Service payments which increase by \$0.9 million due to higher client levels and COLA increases for providers.

#### **Community Resources and Public Facilities Functional Area**

The Community Resources and Public Facilities functional area increases \$2.6 million (1.9%) from an FY 2007-08 estimated actual of \$135.4 million to an FY 2008-09 recommended of \$138 million.

**Agriculture and Cooperative Extension:** No significant changes at the all funds level from the FY 2007-08 estimated \$3.6 million to FY 2008-09 recommended \$3.8 million, increase of \$0.20 million (5.5%).

**Housing and Community Development:** The FY 2008-09 recommended budget declines by \$3.2 million (37.4%) to \$5.3 million from the prior year estimated actual of \$8.5 million due to anticipated completion of several affordable housing projects; most notably St. Vincent's Apartments and construction of 175 units that will serve low and very low-income families and seniors. Staffing increase by 1.4 FTE to fill vacancies for Property Management compliance.

**Parks:** There are no significant changes from the FY 2007-08 estimated \$11.9 million to the FY 2008-09 recommended \$11.4 million, a decrease of \$0.5 million (4.1%), resulting from a \$0.9 million decrease in the capital budget caused by the completion of the Cachuma Lake boat launch ramp project in FY 2007-08, offset by a \$0.4 million increase in salaries and benefits. FTEs are down by 2.3 due to the elimination of the Safety Officer position (1 FTE) and an increase in expected salary savings target from 2% to 4% (1.3 FTE).

**Planning and Development:** There are no significant changes from the FY 2007-08 estimated \$20.8 million to FY 2008-09 recommended \$21 million, decrease of \$0.2 million (0.7%). The decrease is due to slowing permit activity during FY 2007-08 and continuing through FY 2008-09. The Department cut 18 FTE.

**Public Works:** The FY 2008-09 recommended budget will grow by \$5.93 million (6.54%) to \$96.53 million, from the prior year estimated actual of \$90.60 million primarily due to capital budget projects (\$1.40 million), maintenance of the Goleta slough (\$0.90 million), salary and benefit increases (\$2.70 million), Countywide cost allocation (\$0.41 million) and increased road maintenance materials (\$0.35 million). The slight increase of 0.7 FTE in FY 2008-09 is

mostly due to maintaining a decreased level of FTE from 2007-08 within the Transportation Division (14.6) based upon a continued reduction in Federal and State revenues.

#### **Support Services Functional Area**

The Support Services functional area decreases \$2.19 million from an FY 2007-08 estimated actual of \$62.07 to an FY 2008-09 recommended of \$59.88 million.

**Auditor Controller:** The FY 2008-09 recommended budget rises \$0.72 million (15.24%) to \$5.43 million from an estimated actual of \$4.71 million, as a result of increases in salaries and benefits (\$0.60 million) from retirement contribution increases, merit increases, COLA increases and filled vacant positions in late FY 2007-08.

**Clerk Recorder Assessor:** The FY 2008-09 recommended budget is up \$0.99 million (5.9%) to \$17.6 million over an estimated actual of \$16.6 million, primarily because of increases in salaries and benefits (\$0.8 million) from retirement contribution increases, merit increases and COLA increases. Increased retirement cost benefits and other salary and benefits increases were mitigated by reducing 9.2 FTE.

**General Services:** The most significant reduction in the Support Services functional area in the FY 2008-09 recommended budget is in the General Services department at \$7.8 million (24.1%) from the estimated actual of \$28.1 million to \$20.3 million. This decrease is primarily caused by the consolidation of the Technical Services division from General Services to combine with other County programs to form the new Information Technology Department resulting in a decrease of 36.5 FTEs.

**Human Resources:** No significant changes from the FY 2007-08 estimated to the FY 2008-09 recommended \$6.8 million, just a slight decrease of \$0.01 million (0.18%) resulting from a combination of a \$0.5 million decrease due to the completion of a large human resources management information technology project offset by an increase of \$0.5 million in the operating budget.

**Information Technology:** The Information Technology department is new in FY 2008-09 with a recommended budget of \$3.6 million and 46.0 FTEs drawn from other departments.

**Treasurer-Tax Collector:** No significant changes from the FY 2007-08 estimated \$3.6 million to FY 2008-09 recommended \$3.8 million, increase of \$0.20 million (5.49%). The FY 2008-09 recommended budget is up \$0.3 million (5.01%) to \$6.1 million from \$5.8 million. The variance is caused by an increase in salaries and benefits.

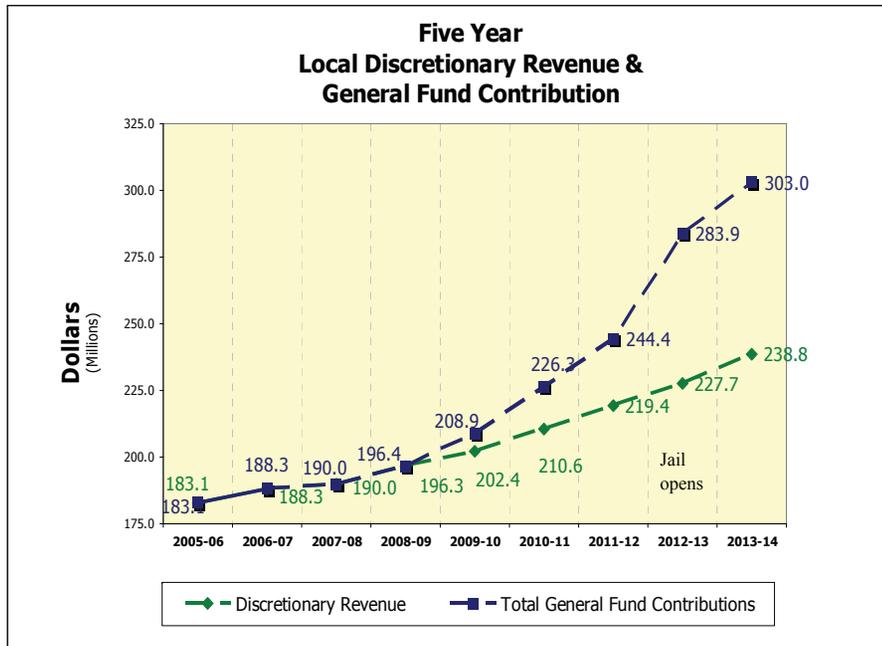
#### **General County Programs Functional Area**

**General County Programs:** No significant changes at the all funds level from the FY 2007-08 estimated \$26.1 million to FY 2008-09 recommended \$26.3 million, increase of \$0.2 million (0.6%).

**Five Year General Fund Financial Forecast**

**Introduction and Summary**

Five year forecasts of discretionary General Fund revenues and their uses are provided twice a year - at the mid-point of the fiscal year and here with the Recommended Budget. The forecast in the Recommended Budget is intended to provide a context that may be helpful in weighing the financial consequences of current year decisions. In keeping with prior forecasts, the revenue projections focus on 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 the use of those discretionary revenue for salaries and benefits, maintenance of effort requirements, and other specific uses directed by the Board of Supervisors.



This chart demonstrates a dramatic and increasing future structural deficit for the County unless decisive action is taken now. The forecast revenue-expenditure gap is driven by:

- A projected need to continue funding double-digit increases to the retirement fund (and assumes no new benefit increases to employees),

- Beginning funding of retiree medical payments in accordance with the new GASB 45 provision,
- Increased general fund contribution to the Fire Department to maintain levels of service,
- Increased maintenance of effort (MOE) payments to the Departments of Social Services and Public Health, and
- Construction and operation of a new County jail.

These costs are ongoing and exceed the available ongoing discretionary revenue by \$6.5 million in FY 2009-10 and by more than \$64 million in FY 2013-14. Taken together, these costs will result in other services having to shrink and/or new revenue sources, from the growth of the economy, fee increases, and voter approved tax increases, having to occur.

**An Alternate Scenario**

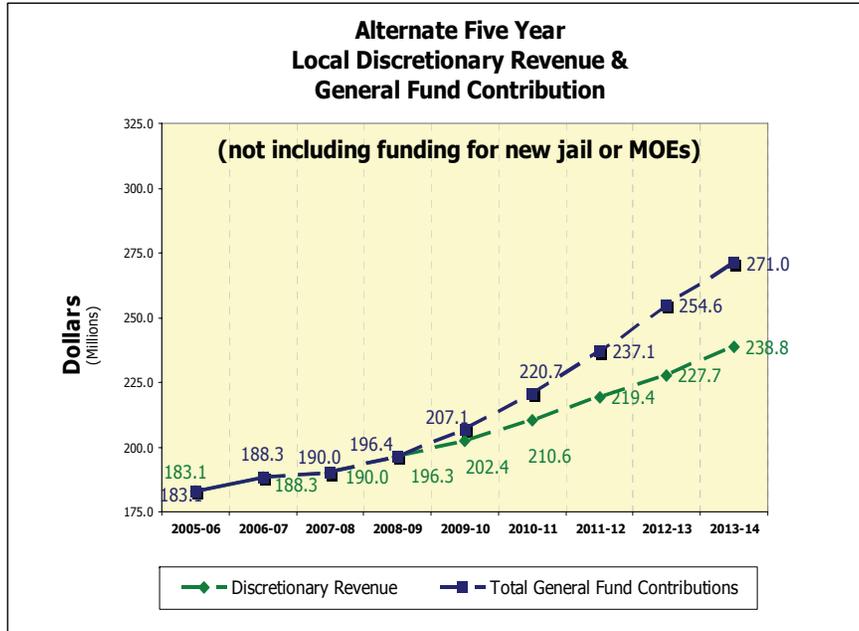
Two of the largest growth factors are the increased maintenance of effort payments for Social Services and Public Health and the construction and operation of a new County jail. An alternate scenario can be considered that assumes these costs will be borne by a source other than County local discretionary revenue.

The Social Services and Public Health cost increases occur for different reasons. Social Services cost increases are driven by caseload growth and the resulting increase in County matching funds, and by a State freeze on administrative cost adjustments; these could be addressed at the local and State level. The Public Health cost increases are due to a basic imbalance between medical costs and Medi-Cal and FQHC (Federally Qualified Cost Centers) reimbursements. This is a State and Federal budget issue.

The Social Services Department projects increases in program costs beginning in FY 2009-10. Although postponed, without proposed reimbursement rate increases, Public Health will exhaust its special revenue fund balance by FY 2012-13, creating a \$7.0 million funding shortfall that will require General Fund assistance through FY 2013-14. A major policy issue is raised here: Should the County reduce these services where possible to match revenue targets, reduce other programs to provide funding, or implement new or expanded revenue sources to preserve these programs?

The new jail project may require a vote of the people to provide funding for construction and operations. The jail construction costs begin in FY 2010-11 with certificate of participation payments of \$2.4 million. Operations begin in FY 2012-13, costing \$16.4 million and growing by 5.5% annually thereafter.

Thus there is an alternate scenario that assumes State and Federal budgets eliminate the County's increasing maintenance of effort (MOE) costs and that voters approve funding for the construction and operation of a new jail. This alternative scenario is depicted as a separate chart. The future structural deficit is still projected in this scenario. Rather than a \$6.5 million gap in FY 2009-10 the shortfall is reduced to \$4.7 million and decreases from \$64 million to \$32.2 million in FY 2013-14.



**Forecast Revenue Detail**

The revenue forecast is positive through the forecast period as a result of the County's unique blend of taxable property where values continue to increase although by a much more gradual rate than in recent years. Beginning in FY 2012-13 the revenue sharing agreement with the City of Goleta results in the County's share of retail sales tax collected within the City limits to drop from 50% to 30% and the County's share of transient occupancy tax collected within the City limits to drop from 40% to zero. This results in an ongoing projected revenue decrease of \$2.75 million.

Given historical revenue patterns and available forecasts for local and state economic data, a minimal increase in discretionary revenues of 1.0% is estimated in FY 2008-09, compared to estimated FY 2007-08, followed by further increases in the 3.1% to 4.8% range in subsequent years. The FY 2008-09 increase is driven primarily by a projected 3.71% increase in secured property tax revenues which will generate approximately \$4 million in new tax revenues offset by flat or declining revenues in nearly all other categories.

**FIVE-YEAR DISCRETIONARY REVENUE PROJECTIONS**

FY 2008-09 through FY 2013-14

Revenue Source (Dollars in Millions)	FY05-06 Actual	FY06-07 Actual	FY07-08 Budget	FY07-08 Estimated	FY08-09 Projected	FY09-10 Projected	FY10-11 Projected	FY11-12 Projected	FY12-13 Projected	FY13-14 Projected
Secured Property Tax	\$89.933	\$99.695	\$105.500	\$106.275	\$110.323	\$114.081	\$119.500	\$125.475	\$132.376	\$139.656
Unsecured & Unitary Property Tax	6.628	7.003	7.05	7.027	7.037	7.178	7.321	7.468	7.617	7.769
Supplemental Property Tax	9.635	6.159	4.900	5.715	4.520	4.520	4.520	4.746	4.983	5.232
Property Transfer Taxes	4.461	4.414	3.100	3.220	2.700	2.754	2.864	3.007	3.158	3.316
Retail Sales Tax	9.872	11.502	10.500	11.899	11.090	11.357	11.651	11.943	11.491	11.779
Transient Occupancy Tax	5.631	6.591	5.900	7.014	6.426	6.522	6.620	6.720	4.820	4.893
Property Tax In Lieu of M/L Fees	32.169	37.090	39.300	39.790	41.279	42.724	44.753	46.991	49.575	52.302
Franchise Fees	2.755	3.155	2.850	3.000	3.562	3.633	3.706	3.780	3.856	3.933
Interest Earnings	4.149	3.148	2.000	2.068	1.500	1.500	1.500	1.000	1.500	1.500
Other Revenue	17.864	9.543	8.880	8.319	7.992	8.072	8.153	8.234	8.317	8.400
<b>TOTAL</b>	<b>183.097</b>	<b>188.300</b>	<b>189.990</b>	<b>194.327</b>	<b>196.329</b>	<b>202.351</b>	<b>210.588</b>	<b>219.363</b>	<b>227.693</b>	<b>238.779</b>
Dollar Change Per Year		\$5.203	\$1.690	\$4.337	\$2.002	\$6.022	\$8.237	\$8.775	\$8.330	\$11.087
Cumulative Change from FY 05-07 Actual		\$5.20	\$6.89	\$11.23	\$13.23	\$19.25	\$27.49	\$36.27	\$44.60	\$55.68
<b>GROWTH RATES:</b>										
Secured Property Tax	16.75	10.86	5.82	6.60	3.71	3.50	4.75	5.00	5.50	5.50
Unsecured & Unitary Property Tax	4.08	5.66	0.67	0.34	0.14	2.00	2.00	2.00	2.00	2.00
Supplemental Property Tax	43.34	-36.08	-20.44	-7.21	-20.91	0.00	0.00	5.00	5.00	5.00
Property Transfer Taxes	-10.96	-1.05	-29.77	-27.05	-16.15	2.00	4.00	5.00	5.00	5.00
Retail Sales Tax	8.57	16.51	-8.71	3.45	-6.80	2.50	2.50	2.50	2.50	2.50
Transient Occupancy Tax	16.95	17.05	-10.48	6.42	-8.38	1.50	1.50	1.50	1.50	1.50
Property Tax In Lieu of M/L Fees	14.83	15.30	5.96	7.28	3.74	3.50	4.75	5.00	5.50	5.50
Franchise Fees	12.22	14.52	-9.67	-4.91	18.73	2.00	2.00	2.00	2.00	2.00
Other Revenue	118.98	-46.58	-6.84	-17.28	-27.47	1.00	1.00	1.00	1.00	1.00
<b>TOTAL % Change from Prior Yr</b>	<b>21.39</b>	<b>2.84</b>	<b>0.90</b>	<b>3.20</b>	<b>1.03</b>	<b>3.07</b>	<b>4.07</b>	<b>4.17</b>	<b>3.80</b>	<b>4.87</b>

## Revenue Projection Assumptions

### Secured Property Tax

Over the past 10 years, annual increases in the assessed value of property have ranged from three to eleven percent. Recent increases have been in the upper end of the range due to accelerated housing prices countywide. Secured tax revenues for FY 2007-08, budgeted at 5.8% growth, are now estimated to be 6.6% higher. For FY 2008-09, the forecast, based on projections of tax roll value increases by the Clerk-Recorder-Assessor, is 3.71%, followed by increases in the 3.5% to 5.5% range for the following years of the forecast. These lower estimates are due to reductions in the level of price appreciation and sales volume in the residential housing market, and the reduction of some residential assessed values (Section 51).

### Unsecured and Unitary Property Taxes

Unsecured tax revenues have remained stable in recent years. The biggest variable is the level of activity of contractors for various satellite ventures at Vandenberg Air Force Base. Changes here could cause fluctuations in future unsecured property tax values, and thus future unsecured tax revenues. Unitary taxes – which are based on State assessments of railroads, inter-county pipelines and telephone (including fiber optic) cables running through the county – have shown some growth. These revenues are projected to remain flat in FY 2008-09. The forecast supposes modest 2% annual increases for both beginning in FY 2009-10.

### Supplemental Property Taxes and Property Transfer Taxes

Both revenues are directly dependent on property sales prices and the number of transactions. Property transfer taxes (PTT) are levied at \$1.10 per \$1,000 of the sales price of the property transferred. Thus, they are a leading indicator of future secured property tax growth. The FY 2007-08 budget projected a significant (30%) decline in this revenue source and the year-end estimate is a 27% decline. For FY 2008-09, a further decline of 16% is projected, followed by modest increases in subsequent years.

In prior years, the gap between when the property transfer tax was paid and the supplemental property tax bill was mailed ranged up to 350 days, resulting in a significant lag between the receipt of the transfer tax and increased supplemental revenue. During the past three years the Assessor's Office has reduced this gap to under 100 days. The FY 2007-08 estimated and FY 2008-09 projected decreases in property transfer taxes are reflected in subsequent declines in supplemental tax revenues of 7% and 21% respectively. However, because the PTT is based on the sales price and the supplemental tax depends on the change in assessed value, changes in PTT revenue will not necessarily be mirrored in supplemental tax receipts.

### Retail Sales Tax

The basic forecast is for modest growth of 2.5% per year. These estimates are based on the annual UCSB Economic Forecast. While new retail development in Orcutt is planned, the forecast does not include any new revenue from these sources because it appears the main projects will be annexed to the City of Santa Maria as a tradeoff for receiving water and that all the sales tax revenue generated will be taken by the City. The FY 2008-09 budget includes a drop of 6.8% due to slowing consumer confidence and the resultant decrease in retail sales.

### Transient Occupancy Tax

The revenue is highly dependent on the state of the economy, tourism, and the availability of rooms in the unincorporated portion of the County and in the City of Goleta (until the Transient Occupancy Tax sharing agreement with the City ends in FY 2011-12). Future growth is projected at 1.5% annually. No significant additional growth is expected unless new rooms in the unincorporated portion of the County are built.

### Property Tax In-lieu of Motor Vehicle License Fees

Prior to FY 2004-05, the County received a share of vehicle license fee revenues collected statewide based on a population formula. Beginning with FY 2004-05 and into the future, 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 a FY 2004-05 base, now adjusted, revenue growth will be based on property tax growth. Thus, future increases in these revenues mirror secured property tax revenue projections.

### Franchise Fees

About 45% of these revenues come from cable television franchises, the other 55% are from gas and electric utilities. The estimated FY 2007-08 franchise fees are 4.9% less than FY 2006-07 actual. Higher cable franchise fee revenues that reflect cable rate increases to users had fueled growth in this revenue however, rising cable franchise fee revenues were offset by lower natural gas prices that affected gas and electric utility company gross receipts and therefore franchise payments. The forecasted growth for FY 2008-09 spikes by 18.73% but future year revenues are relatively flat because the projection is that cable franchise user fee increases will moderate and that revenues from gas and electric companies, which are based on their gross receipts and therefore commodity prices, especially natural gas, will also show only moderate increases over the five year period as prices continue to adjust.

**Interest Income**

For FY 2007-08, this amount moved from an adopted \$2.1 million to an estimated \$1.5 million. The drop is due to two factors: 1) lower fund balances and a smaller Strategic Reserve and thus less capital to earn interest, and 2) lower interest rates as the Federal Open Market Committee (FOMC) has continued to reduce the federal funds rate target, which is the interest at which banks lend to other depository institutions, with a series of large reductions since January 22, 2008 that dropped the rate to 2.25% as of March 19, 2008. Thus the County is earning a smaller interest rate applied to a smaller balance. The FY 2008-09 projection assumes the FOMC will not continue the sharp rate declines; if interest rates continue to decline this revenue item will likely not meet budget estimates. For future years, rather than attempt to project interest rates the forecast assumes interest income will remain constant.

**Other Revenues**

This category has three main components: 1) State payments, other than payments in lieu of vehicle fees, that are in lieu of local property taxes, 2) cost allocation revenue (internal charges) for structure and equipment use, and 3) Federal payments in lieu of property taxes. State payments average \$1.6 million a year and have not been growing; Federal payments have been growing slightly and are about \$1 million. Cost allocation revenue fluctuates between \$1.5 and \$2.3 million. For planning purposes, cost allocation revenue estimates are at the low end of this range. Together, these and the remaining revenues that comprise the category of Other Revenue generate approximately \$8.0 million per year and are projected to remain flat over the forecast period.

**Forecast Expenditure Detail**

The expenditure forecast depicts how the local discretionary revenue is spent. Local discretionary revenue is primarily spent as base budgets, for General Fund departments, to fund operations. The remaining local discretionary revenue is either designated for one-time needs or used to fund maintenance of effort requirements. The forecast is comprised of three categories: 1) non-salary cost increases, 2) maintenance of effort increases, and 3) salary and benefit increases.

Total local discretionary revenue is appropriated in three broad ways. First, in FY 2008-09 the base budget for General Fund departments (the General Fund target) totals \$160.6 million. Second, the budget earmarks \$6.7 million for certain future uses including litigation, deferred maintenance, and audit settlements. Third, the remaining \$29.0 million available in local discretionary revenue is recommended to be appropriated for maintenance of effort requirements or, in the case of the Alcohol, Drug, and Mental Health Services Department as well as the Road Fund, payments to non-General Fund departments for specific services – in this case CARES North, and a local match for transportation funding.

The Five Year Expenditure Projections table includes both actual and projected numbers. The actual numbers, including those in the recommended 2008-09 budget, are to the left of the double vertical lines while forecast projections are to the right of the double vertical lines. The top portion of the table includes aggregate numbers of the three uses of discretionary revenue.

The details of that spending are at the bottom portion of the table. The numbers in the grey box are presented only for historical comparison and are part of the aggregate numbers in the top section of the table.

**FIVE-YEAR EXPENDITURE PROJECTIONS**

**FY 2008-09 through 2013-14**

<i>Salary &amp; Benefit Costs (Dollars in Millions)</i>	<i>FY05-06 Actual</i>	<i>FY06-07 Actual</i>	<i>FY07-08 Adopted</i>	<i>FY08-09 Recommend</i>	<i>FY09-10 Projected</i>	<i>FY10-11 Projected</i>	<i>FY11-12 Projected</i>	<i>FY12-13 Projected</i>	<i>FY13-14 Projected</i>
Departmental Targets - GF base budget	134.0	143.2	155.6	160.6	160.6	170.1	183.6	198.3	230.5
Contribution to Designations	21.3	19.4	14.7	6.7	6.5	7.6	7.6	7.6	7.6
MDE payments to non-GF depts	27.8	30.4	30.5	29.0	30.5	33.8	36.9	40.3	47.8
Appropriation of Prior Year Revenue	0.0	-4.8	-10.8	0.0	0.0	0.0	0.0	0.0	0.0
Non-Salary increases					0.5	2.4	6.0	22.7	4.9
MDE increases					1.8	1.4	1.6	5.5	1.5
Salary and benefit increases					9.0	11.0	8.8	9.5	10.6
<b>Annual Total</b>	<b>183.100</b>	<b>188.272</b>	<b>189.999</b>	<b>196.367</b>	<b>208.877</b>	<b>226.346</b>	<b>244.397</b>	<b>283.943</b>	<b>302.986</b>
Other Future Year Impacts									
<b>BASE GROWTH RATES:</b>									
Target % change		6.9%	8.6%	3.2%	5.9%	14.3%	16.6%	25.6%	24.1%
<b>TOTAL % Change from Prior Yr</b>		<b>2.8%</b>	<b>0.9%</b>	<b>3.4%</b>	<b>6.4%</b>	<b>8.4%</b>	<b>8.0%</b>	<b>16.2%</b>	<b>6.7%</b>
<b>GFC Calculation</b>	<b>Grey information is included with in numbers above but are here for historical detail</b>								
<b>Non-Salary Cost Increases</b>									
Proposition 172 Fire Backfill (Fire staffing)	0.44 0.42 0.57 0.48				0.50				
Fire Department level of service	2.86 2.60 2.63 1.87						8.70	6.30	4.00
Budgeted Strategic Reserve Allocation									
Completed COP payments							-2.70		
Jail COP						2.40			
New jail operations								16.40	0.90
<b>Maintenance of Effort Increases</b>									
MDE: Social Services/Mandate Match	9.10 11.27 11.27 8.40				1.80	1.40	1.60	0.00	0.00
MDE: Courts Mandate Match	7.72 7.61 7.61 7.60								
MDE: ADHS mandate match	1.60 1.85 1.85 3.15								
MDE: Public Health Mandate Match	8.12 8.33 8.33 8.06							5.50	1.50
MDE: Roads Match	1.25 1.35 1.41 1.82								
<b>Salary &amp; Benefit Increases</b>									
Salaries	2.87 1.54 7.05 4.67				1.81	4.75	2.84	2.94	3.04
Equities/Market	0.39 - -				0.76	0.81	0.84	0.87	0.90
Health	0.26 0.55 1.66 0.44				0.69	1.03	1.01	1.16	1.34
Retirement	2.26 1.73 3.44 2.71				2.96	4.24	3.85	4.29	5.08
CPFB					2.77	0.22	0.23	0.25	0.27
<b>Total Annual GFC Increase</b>	<b>36.48</b>	<b>37.63</b>	<b>45.82</b>	<b>39.19</b>	<b>11.30</b>	<b>14.85</b>	<b>16.36</b>	<b>37.70</b>	<b>17.03</b>
<b>Total Cumulative \$ Change from FY 06-07 Actual</b>			<b>45.82</b>	<b>85.02</b>	<b>96.32</b>	<b>111.17</b>	<b>127.53</b>	<b>165.23</b>	<b>182.26</b>

Note: New Jail Operations costs of \$16.40 million in the table above include both \$10.6 million for jail operation costs and \$5.8 million for overcrowding prevention programs

Non-salary cost increases include the Proposition 172 backfill, maintaining the fire department's level of service, certificate of participation payments, and costs of a new County jail.

- The Proposition 172 backfill increases general fund contribution to public safety departments that are losing Proposition 172 revenue to the Fire Department as a result of a 5 year, 1 and ½ percent per year shift in revenues that will ultimately cost \$2.19 million annually.
- The Fire Department level of service is based on the Fire Department's five-year financial plan that shows the Department will have expenditures that exceed its revenue starting FY 2011-12 and that the Department will require an additional \$19 million per year to maintain levels of service by FY 2013-14.
- Certain General Fund certificates of participation payments are complete in FY 2010-11. This results in a savings to the General Fund of \$2.7 million annually if there is no new issuance.
- The costs of the new County jail begin with capital costs in FY 2010-11 (\$2.4 million) and operational costs beginning in FY 2012-13 (\$16.4 million growing 5.5% annually thereafter).

The maintenance of effort increases are projections from the five-year financial forecasts of the Public Health and Social Services funds plus projections for the courts facilities mandate, the Alcohol, Drug and Mental Health Services Department, and the Road Fund.

- The local match requirements for Social Services will cost \$13.2 million annually by FY 2011-12, an increase of \$4.8 million from FY 2008-09 as caseloads grow.
- The General Fund contribution to the Alcohol, Drug, and Mental Health Services Department is assumed to continue unchanged covering the local match requirement plus additional General Fund contribution for CARES North.
- In FY 2012-13 the Public Health fund will deplete its fund balance and, to maintain current service levels, will need additional General Fund support of \$5.5 million annually growing to \$7.0 million annually in FY 2013-14.
- The local match to the Road Fund to secure intergovernmental revenue for transportation improvements is anticipated to remain unchanged; however Measure D, the local transportation sales tax expires during the forecast period and its replacement, Measure A, even if passed by the voters, will result in less revenue to the Road Fund. A future Board of Supervisors may determine additional General Fund contribution is required to maintain an adequate and safe transportation network.

The salary and benefit increases include anticipated personnel related expenditures. They are determined based on negotiated Memoranda of Understanding (MOUs), estimated costs of

maintaining equity or market rates for County employees, health insurance and retirement benefit cost projections and, beginning in FY 2009-10, the new cost to the County to provide retiree medical coverage. Through the five-year period only moderate changes are forecast. Behind these moderate increases are four assumptions: 1) no net increase in FTE, 2) no further enhancement of health or retirement benefits, 3) no significant cost spikes for cost of living adjustments over the 3.5% budgeted each year, and 4) equity or market rate adjustments of no more than 1% of the annual salary budget paid from local discretionary revenues.

- Salary cost estimates for FY 2008-09 incorporate terms of negotiated MOUs and include an estimated 3.5% salary adjustment for non-union employees. This could be less if the Board of Supervisors freezes management salaries. It will also be mitigated because under the Leadership Project only a few executives and managers will receive excellent ratings that would result in a 3.5% increase; others will receive less. MOUs for the sheriff's managers, probation officers, and deputy district attorneys expire in FY 2008-09 and the other MOUs expire in future fiscal years.
- Equity adjustments, also called market rate adjustments, are funds anticipated to be needed to enable the County to remain competitive in hiring and retaining employees. The estimated costs of these adjustments are one-percent of the salaries paid from local discretionary revenues or approximately \$800,000 annually.
- Health insurance amounts assume that the County's obligation to pay 100% of the lowest cost premium continues. Health insurance costs have been rising at a staggering rate jumping 29% in FY 2006-07 and another 47% in FY 2007-08. The FY 2008-09 budget includes a 6% increase. The forecast projects health insurance costs will increase 15% annually as the County continues to implement cost avoidance and reduction strategies.
- Retirement costs are set by the independent Retirement Board and paid by the County. The annual increases have been between ten and seventeen percent since FY 2005-06. The forecast assumes continuing increases approximating thirteen percent annually over the next five years. This results in an annual increase of between \$3.0 million - \$5.0 million of General Fund contribution annually. Each year's Retirement Board actuarial study may include unforeseen costs due to market returns and the effects of demographic changes that are not reflected in these projections.
- Other Post Employment Benefits (OPEB) is likely a new cost to the County beginning in FY 2009-10 as the County assumes the costs of retiree medical coverage. The entire cost of OPEB is estimated to be \$7.3 million in FY 2009-10, with local discretionary revenues paying \$2.77 million of that amount, and increasing by 7.8% annually.

**FY 2008-09 Capital Budget**

**Proposed FY 2008-09 Capital Improvement Program (CIP) and Capital Budget**

The CIP and annual Capital Budget supports Goal I of the Santa Barbara County Strategic Plan, "An efficient, professionally managed government able to anticipate and to effectively respond to the needs of the community" and are key elements of the County's adopted management strategy of long-range financial planning. The CIP provides the mechanism for estimating capital requirements; setting priorities; planning, scheduling, and implementing projects; developing revenue policy for proposed improvements; monitoring and evaluating the progress of capital projects; and informing the public of projected capital improvements and unfunded needs. The CIP displays projects and funding for a five-year period. Funding for projects in the first year of the CIP is included in the Recommended Budget.

**FY 2008-09 Capital Budget**

The recommended FY 2008-09 operating budget includes \$54.9 million for capital projects which are funded by 96 different sources. The FY 2008-09 Capital Budget, with estimated operating costs attributable to completed capital projects, is included in Section E of this document and in the Five-Year Capital Improvement Program (July 1, 2008 – June 30, 2013). As the CIP is prepared and presented earlier in the fiscal year than the operating budget, there are timing differences and other changes from the Proposed CIP to the Recommended Budget. This is primarily due to the variables inherent in capital project planning and implementation, such as delays and change orders which create variances from the Proposed CIP to the Recommended Budget. Additionally, the Recommended CIP reflects final recommended budget amounts for the County departments which could impact CIP funding positively or negatively. This year, in light of budget constraints, departments adjusted their CIP for FY 2008-09 to reflect reductions in their respective budgets. These reductions impacted transportation projects, parks projects, capital maintenance projects, resource recovery and waste management projects and remodeling of the Santa Barbara County Courthouse Annex. The proposed capital budget for FY 2008-09 includes both new and carryover discretionary General Fund (GF) allocations.

Of the total FY 2008-09 amount of \$54.9 million, carryover allocations, amounts not spent in FY 2007-08 to be rebudgeted for FY 2008-09, total \$21.0 million. The table to the right summarizes the CIP amounts by functional group and department and reflects a net decrease of \$2.5 million from the amount in the Proposed FY 2008-13 CIP of \$57.4 million.

<b>FY 2008-09 CIP Budget by Functional Group</b>		<b>Total</b>
<b>Law and Justice</b>		
Public Defender		\$67
	<b>Function Total</b>	<b>\$67</b>
<b>Public Safety</b>		
Fire		\$485
Probation		\$18
Sheriff		\$1,223
	<b>Function Total</b>	<b>\$1,726</b>
<b>Health and Public Assistance</b>		
Alcohol, Drug & Mental Health		\$100
Social Services		\$150
	<b>Function Total</b>	<b>\$250</b>
<b>Community Resources and Public Facilities</b>		
Parks		\$1,665
Planning and Development		\$234
Public Works		\$36,319
	<b>Function Total</b>	<b>\$38,218</b>
<b>Support Services</b>		
Clerk-Recorder-Assessor		\$2,536
General Services		\$6,876
Human Resources		\$133
General County Programs		\$5,125
	<b>Function Total</b>	<b>\$14,670</b>
	<b>Total</b>	<b>\$54,931</b>

### Description of Significant Capital Projects

**Transportation Projects** (\$21.0 million) - This group includes projects focused on preventive maintenance, structure repair and replacement, storm damage repair, roadway and traffic improvements and building of bike lanes. Examples include roadway preventive maintenance (\$8.5 million); bridge repair and rehabilitation (\$6.0 million); repairs to concrete curb, gutter, roadway improvements (\$2.2 million); storm damage repair (\$2.6 million); sidewalks and pedestrian ramps countywide (\$0.9 million) and other small projects (\$0.8 million).

**Landfill –Tajiguas Landfill Phase 2A Liner** (\$3.6 million) - The installation of a low permeability liner over approximately 12 acres into the back canyon is a key component of the second phase of the approved and permitted Tajiguas Landfill expansion. The project will also include the installation of a liquid collection system above and below the liner. The liner and liquid collection systems are required by state regulations to protect groundwater. A private contractor will perform the final grading and installation of the liner and liquid collection system.



**Landfill – Tajiguas Landfill Phase 2B Liner** (\$2.3 million) - Also in the second phase of the Tajiguas Landfill expansion, this project consists of the installation of a low permeability liner over approximately 6.3 acres into the back canyon and installation of a liquid collection system above and below the liner. The installation of the liner and liquid collection systems are described above. The project will be funded through tipping fees.

**Channel – Mission Creek Flood Control Project, S.B.** (\$3.0 million) - Located along Mission Creek from Canon Perdido St. to Cabrillo Blvd. in the City of Santa Barbara, the Lower Mission Creek project improves various channel locations with widenings and bridge replacements in order to increase capacity. A park-like, 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.



**Landfill – Heavy Equipment Replacement Program** (\$2.6 million) - This program replaces heavy equipment for the Resource Recovery and Waste Management Division's Tajiguas Landfill, Santa Ynez Valley Recycling and Transfer Station, South Coast Recycling and Transfer Station, and two Cuyama Valley Transfer Stations. The periodic replacement of heavy equipment is critical to the efficient management and ongoing operation of the landfills and transfer stations. Dependable and efficient equipment is needed in the busy, highly corrosive business of refuse and recycling management.

**Integrated HAVA Compliant Voting System** (\$2.0 million) The County plans to acquire a State certified voting system that meets the requirements under the Help America Vote Act (HAVA). The precinct level optical scan voting equipment for Santa Barbara County was purchased in 1999 with an average life span of seven years. These machines are past their average life expectancy and are beginning to experience a higher rate of malfunctions that require higher levels of maintenance. In addition, the current system requires that additional procedures be in place in order for the current system to meet the State certification requirements. A new generation of optical scan equipment has been developed with greater operating and security enhancements. The new generation of optical scan equipment also allows for integration with our ADA compliant voting systems (AutoMarks), creating greater efficiencies in the maintenance and operation of the two systems.



**Isla Vista Downtown Public Parking Lot** (\$1.9 million) - This project involves land acquisition and construction for a surface parking lot in downtown Isla Vista. The parking lot will serve downtown Isla Vista and mixed use redevelopment projects. The parking lot is critical for the approved in-lieu parking fee program. The consolidated downtown parking lot will allow a more efficient land use pattern and facilitate private development. The project is identified in the Isla Vista Master Plan approved by the Board of Supervisors (BOS) in August 2007.

**Isla Vista Streetscape Improvements** (\$3.1 million) - This is a streetscape improvement project for Pardall Road, Isla Vista's "main street", considered the center for commercial and social activity. The goal of this project is to stimulate private investment in the community by improving the public space in downtown Isla Vista. The proposed improvements to the 3-block length of Pardall Road include wider sidewalks, safety improvements, and landscaping. The project is a joint effort between the Redevelopment Agency and County Public Works Department.

**LCSD – Tertiary Holding Improvements (\$1.5 million) -**

This project will provide improved short term storage of recycled water and better maintain water quality for recycled water to users. This involves the installation of tanks at the plant and modifications to existing piping and pumping systems. Tanks will minimize maintenance currently required for existing storage ponds by eliminating evaporation, keeping wind from depositing dust and debris, as well as blocking algae growth, and providing thermal protection. The current rate structure is being developed to take into account the future cost of this project so that at the time the project begins there will be sufficient funds to execute this project.



**HMGP 1505-45-19 SBCH Seismic Retrofit (\$1.5 million) -**

The Santa Barbara Courthouse was designated a National Historic Landmark in April 2005 and subsequently, the Administrative Office of the Courts conducted facility surveys in their process to transfer county court facilities to the California Judicial Council. The Seismic Assessment for this facility identified areas of deficiency and this project upgrades the seismic connections of court support space in portions of the building. Work will comply with the US Department of the Interior Standards for the care of historic properties.



**Emergency Operations Center (\$1.0 million) -** This project builds a permanent Emergency Operations Center (EOC) on a yet to be determined site and would encompass approximately 12,000 square feet, which will meet projected needs for the next 20 years. The new EOC/hangar facility may also be used during non-emergency periods as a training center, particularly for disaster related training. An EOC is the "Nerve Central" during local disasters serving as the official policy making and agency coordinating command post and serves as the hub for official disaster related communications with the Federal Emergency Management Agency, State Office of Emergency Services, Coast Guard, Red Cross, fire districts, health care providers, utility companies, shelter providers, cities and local officials.

**Capital Maintenance Projects (08-09 Major) (\$1.0 million) -** This project is a combination of many projects as identified in the Facility Capital Maintenance Program. All projects are estimated to cost \$100,000 or more (capitalized maintenance) and are further divided into categories such as: 1) Carpet and Flooring Replacement; 2) Roof Replacement and Repair; 3) Electrical Systems upgrades; 4) Heating/Ventilation/Air Conditioning (HVAC) Systems; 5) Interior/Exterior Painting and Paint Repair; 6) Parking Lot/Sidewalks/Fence Replacement/Repairs; 7) Plumbing Repair and Replacement; and, 8) Signs/Door Hardware/Cabinets/Window Repair/Replacement. Historically, actual funding has averaged about \$625,000 annually. As a result, planned projects are undertaken as funding allows and resulting unfunded projects are postponed to future years as new higher priority projects are added.

**Cachuma Lake Recreation Area Improvements (\$0.7 million) -** This project includes several infrastructure and revenue enhancement improvements to the recreation area as follows: Infrastructure: sanitation plant and lift station upgrades; water plant relocation and upgrade; Apache Area group camping improvements; RV site upgrades; vault toilet buildings to replace portables; remodel existing mobile home pads to accommodate RV's; restroom renovations to comply with ADA; erosion and drainage improvements; replacement of deteriorated log booms; installation of a shower building to replace lost showers in restrooms; sewer main relining; installation of automated irrigation system; new water main and fire protection system; new water storage reservoir and improvements to existing reservoir.

**Progress on Facilities Repair and Maintenance**

For the past eight years, the County has focused on its backlog of maintenance and repair projects for public buildings and facilities by allocating General Fund contributions totaling \$2.5 million per year to the Capital Maintenance Designation (\$2.0 million – approximately \$1.5 million to General Services and \$0.5 million to Parks) and the Capital Designation (\$0.5 million – used for small unbudgeted projects and potential cost overruns). However, due to budget constraints, the CIP recommends General Fund contributions of \$1.5 million to the Deferred Maintenance Designation, \$58 thousand to the Roads Designation, and \$0.5 million to the Capital Designation to be recommended for inclusion in the FY 2008-09 Operating Budget.

General Services has been working from a project list originally compiled in FY 1999-00 which identified a \$15 million maintenance backlog. Between FY 1999-00 and 2006-07 the county spent \$4.3 million on facilities repair and maintenance, reducing the backlog to \$8.7 million in FY 2007-08. This has been accomplished through a combination of completed projects, projects no longer required and new projects.

In FY 2006-07, an updated Master Facilities Plan Assessment Survey identified projects to be included in the Capital Maintenance Program list of projects. The increase or decrease in the maintenance backlog is dependent on a number of factors, including yearly Capital Maintenance funding, number of new facilities brought online, ability of staff to keep up with the rate of deterioration of County infrastructure and the cost of labor and materials.

**Summary of General Fund Reductions**

In past years requests by departments for restorations and budget expansions have appeared at the end of this section. Unfortunately, and given the current constraints, expansions would only be possible by reducing other programs or further application of diminishing reserves. It should be noted that each of the reductions are summarized in the table which follows.

**Total FY 2008-09 Reductions and Impact**

A	B	C	D	E	F
Dept	Program	Description of Reductions	Recommended Reductions	FTE	Service Level Impact Description
Ag & Coop Ext	Ag Advisory Committee	Projects for agricultural planning solutions such as residential ag unit, ag viability and mapping support costs.	-\$96,000	0.00	None
Ag & Coop Ext	Oak Tree Program	Elimination of the Ag Program Specialist - Oak Tree Program (-\$106,967) and increase Office Assistant II from 75% to 90% (\$8,500)	-\$98,567	-0.90	The regulatory components of the Oak Tree Ordinance and complaints will continue to be a priority for department; however, due to the loss of this position, the department will no longer carry out the voluntary planting and educational components.
<b>Ag &amp; Coop Ext Total</b>			<b>-\$194,567</b>	<b>-0.90</b>	
<b>Auditor-Controller</b>	Property Tax Systems Develop	Eliminate the funding and hiring of one third of a Financial Systems Analyst in the Treasurer's department that was to be dedicated to the Property Tax System project.	-\$35,290	0.00	The effect will be a delay in the completion of the property tax system that is vital to the generation and collection of Property Taxes.
<b>Auditor-Controller</b>	Cost Accounting	Reduce a Cost Analyst position.	-\$90,355	-1.00	This reduction will greatly impact the department's ability to efficiently review fees, prepare the countywide cost allocation plan, and produce financial statements on an accurate and timely basis. The reduction will impact the available resources needed to calculate and provide the department's requested indirect cost rate proposals on a timely basis. The reduction will affect other departments as there will be less available resources to support departments during the countywide budget process. A GF Revenue Loss is likely due to a reduction in the cost allocation revenue.
<b>Auditor-Controller</b>	Financial Reports Systems Develop	Eliminate the funding and hiring of one Financial Systems Analyst.	-\$105,870	-1.00	This reduction will impact the department's ability to operate and improve the complex countywide systems of financial reporting and budget development. A GF Revenue Loss is likely due to a reduction in the cost allocation revenue.
<b>Auditor-Controller</b>	Payroll	Unfund the Payroll Division Chief position and not hire a replacement.	-\$174,476	-1.00	The effect will be increased risks in the payroll area and less resources to apply to the HRIS/Payroll integration project. A GF Revenue Loss is likely due to a reduction in the cost allocation revenue.
<b>Auditor-Controller</b>	Property Tax System Dev (50%) /Financial Acctng Syst (50%)	Release of Designations	-\$334,000	0.00	Deplete the department's systems replacement designations by one half in order to continue with the existing levels of development for the Property Tax and FIN WEB applications. These designations would not last past 2009-10.
<b>Auditor-Controller Total</b>			<b>-\$739,991</b>	<b>-3.00</b>	
<b>BoS</b>	Third District	Delete one vacant .5 FTE Office Asst	-\$25,000	-0.5	Reduction of support to 3rd District Supervisor.
<b>BoS Total</b>			<b>-\$25,000</b>	<b>-0.5</b>	
<b>CEO</b>	Assess Appeals	Budget for receipt of revenue	-\$24,000	0.00	Assessment appeal fees typically occur but in past years have not been budgeted as the revenue is volatile and may not materialize; budgeting the fees counts on the revenue and additional reductions will need to occur if no assessment appeals fees are received
<b>CEO</b>	Executive	Elimination of Management Audit	-\$53,500	0.00	The Board and Blue Ribbon Budget Task Force had recommended completing one management audit each fiscal year to review, on a rotating basis, a department's operations and to develop recommendations for improvement of operations; that will not occur
<b>CEO</b>	Executive	Additional revenue from RDA	-\$77,634	0.00	Properly charge CEO staff to RDA project development, implementation, and oversight
<b>CEO</b>	Executive & Budget and Research	Reduce FTEs	-\$305,948	-2.30	Workload allocated to other executive staff in departments; remaining staff to absorb additional duties; potentially slower response to departments, the Board, and the public
<b>CEO Total</b>			<b>-\$461,082</b>	<b>-2.30</b>	
<b>Clerk-Recorder-Assessor</b>	Assessor	Reduced FTEs	-\$274,000	-3.60	Timely processing of assessable events, potential backlogs that may reduce the value added to property tax roll, longer supplemental billing time resulting in short term reduction of supplemental tax revenue, re-work in all 3 tax departments from roll corrections.
<b>Clerk-Recorder-Assessor</b>	Elections	Reduced FTEs	-\$178,091	-2.80	No service level impact due to anticipated temporary workload reduction (assumes no elections in first half of calendar year 2009)
<b>Clerk-Recorder-Assessor</b>	Clerk-Recorder	Reduced FTEs	-\$242,936	-5.10	May adversely impact walk-in customer's wait time and increase time to record and mail back recorded documents.(assumes no more than 85,000 recordings)
<b>Clerk-Recorder-Assessor Total</b>			<b>-\$695,027</b>	<b>-11.50</b>	
<b>County Counsel</b>	Administration	Furniture	-\$16,000	0.00	This reduction eliminates ergonomic upgrades to the furniture within the County Counsel's office
<b>County Counsel</b>	Administration	Computers	-\$22,513	0.00	Computers and Software line item budget for 08-09 includes only the maintenance of existing software and hardware. There will be no purchases of hardware in FY08-09.
<b>County Counsel</b>	Administration	Training	-\$30,000	0.00	In order to maintain licenses to practice law, attorneys are required to attend continuing legal education. This reduction eliminates training budget for the attorneys. In order to maintain their licensing, the attorneys will have to pursue training on their own on as needed basis for their certification.
<b>County Counsel</b>	Litigation	Unfund 0.8 FTE Attorney	-\$78,852	-0.80	Unfunds of a vacant attorney position. If filled, this position would be used for mandated Child Welfare Services cases and for general litigation. The reduction results in increased workload for existing Child Welfare Service attorneys and may require use of outside counsel for some general litigation.
<b>County Counsel</b>	Litigation	Unfund 2.0 FTE Legal Secretary	-\$158,695	-2.00	There are expected to be two vacancies in the Legal Secretary positions. The positions handle the secretarial workload for Land Use Advisory and Facilitations, Worker's Compensation, Juvenile Dependency, and provide backup to numerous other assignments. Loss of the legal secretary positions results in County Counsel having 4 secretaries for 28 attorneys [a ratio of 7:1] With vacations, sick leave and other time off, coverage will be compromised and delays in filing legal documents may result.
<b>County Counsel Total</b>			<b>-\$306,060</b>	<b>-2.80</b>	

## Total FY 2008-09 Reductions and Impact

A	B	C	D	E	F
Dept	Program	Description of Reductions	Recommended Reductions	FTE	Service Level Impact Description
District Attorney	Criminal Prosecution	Three Deputy District Attorney positions eliminated	-\$346,514	-3.00	Loss of three Deputy DA's would diminish targeted efforts to protect victims of elder abuse, domestic violence and sexual assault, collapsing special units. Cases would be reassigned to general misdemeanor caseloads, along with prosecution of crimes involving gangs.
District Attorney	Truancy Intervention	Program restricted to 2 Social Workers, one north and one south county, reducing services by 67% countywide.	-\$417,411	-5.00	Seriously diminishes collaborative effort with junior and high schools to reduce juvenile crime through multi-stage program involving truants and their parents to secure attendance in school.
District Attorney	Criminal Prosecution	2 Deputy DA's, 1.5 Investigative staff, 1.5 legal support positions and related operating expenses	-\$566,561	-5.00	Curtailments would require DA to significantly restrict community protection efforts to the more serious misdemeanor violations and felony case referrals from law enforcement. More cases would be rejected, court continuances that affect judicial, law enforcement and witness schedules would increase, and reduced sentences would occur due the need to plea bargain cases.
<b>District Attorney Total</b>			<b>-\$1,330,486</b>	<b>-13.00</b>	
DSS	Adult Aging Network	Eliminate the Adult & Aging Network program	-\$84,587	0.00	Elimination of the Adult & Aging Network. The Network provides a collaborative venue for County agencies and CBOs to work together on joint projects, while providing direct services (including preventative) to the adult disabled and senior populations countywide. In addition, the Network collects, analyzes and publishes data annually on the status of older and disabled adults in SB County utilized by many CBOs for funding opportunities.
DSS	General Relief - Categorical Aid	Reduced General Relief programs	-\$113,967	0.00	Proposed reductions in categorical aid payments will hold General Relief cost per case under \$140.00. CalWORKs proposed cuts in Employment Services contracts, may limit DSS's ability to leverage CalWORKs funding for employable GR clients to obtain Employment services, thus increasing GR program cost. Due to volatile nature of GR population, declining economic conditions could cause GR caseload to increase, in turn increasing categorical aid. cost per case.
DSS	Food Stamp Employment & Training (FSET)	Eliminate Food Stamp Employment Training program	-\$220,359	-1.28	The FSET program requires Food Stamp recipients, who are categorized as able-bodied adults without dependents, to participate in a three month employment training program as a condition of receiving Food Stamp aid. The allocation amount, without General Funds, is insufficient to run the program. Therefore, the department will forego this program which has been seen as complimentary to the County's welfare reform initiatives and "work first" approach to self-sufficiency. (The 1.28 reduction in FTEs were shifted to Medi-Cal where funding and caseload justified these FTEs)
DSS	CalWORKs	Reduced contract with Arbor Employment Services Contract; Cancel contract with BEST for vocational testing, cancel contract with VTC Enterprises for employment services; and reduced Cal Learn Child Care services	-\$345,395	0.00	Reduce services for employment contracts; cancel contracts for vocational testing, and reduce Cal Learn Child Care services. Reductions to meet various CalWorks contracts for assessing and training welfare-to-work participants could result in not meeting program mandates including conducting program orientations, Job Club, appraisals and assessment training
<b>DSS Total</b>			<b>-\$764,308</b>	<b>-1.28</b>	
Fire	Hazardous Matls Unit	Eliminate stand-by and overtime for hazardous materials specialists to respond to incidents	-\$22,077	0.00	Investigations of incidents and oversight of clean-up activities will only occur during normal business hours. In addition, other Haz Mat program inspections etc. will be delayed while specialists investigate complaints and/or incidents. Fee increase to restore this service to be proposed to the Board prior to budget hearings.
Fire	Hazardous Matls Unit	Eliminate 1 position from the Business Plan, Hazardous Waste Generator, Underground Storage Tank and Haz Mat Emergency Response programs.	-\$76,108	-1.00	Fewer inspections of regulated facilities will result in increased risks to the community & emergency responders during haz mat incidents. It will take longer to respond to requests from businesses. Fee increase to restore this service to be proposed to the Board prior to budget hearings.
Fire	Operations	Reduction of General Fund Contribution to the Fire Department	-\$670,000	0.00	This base reduction in GFC results in the fire district funding a greater amount of Fire Department operations. The fire district funding is projected to be insufficient beginning FY 2011-12 to fund current level of operations. Fire Department capital needs are underfunded.
<b>Fire Total</b>			<b>-\$768,185</b>	<b>-1.00</b>	
General Services	Property Management and Capital Projects	Eliminate Professional services budget	-\$40,000	0.00	Eliminates the budget for appraisal, architect, and engineering services for property management and capital project issues. Decisions may be made without the benefit of appropriate level of expertise.
General Services	South County and North County Maint.	Reduced extra help in the two programs South County Maintenance and North County Maint	-\$20,000	0.00	Less work completed on facilities work order system and eliminate extra help hours being used to assist the implementation of the facilities work order system in the county.
General Services	Office of the Director	Eliminate customer service training	-\$15,000	0.00	Customer training is traditionally provided to the entire department and invited guests of other departments; eliminate funding for "All Hands" quarterly meetings.
General Services	South County and North County Maint.	Eliminate building maintenance standby hours & callbacks from 10:00 pm to 7:00 AM	-\$37,000	0.00	No standby staffing for routine maintenance at night; if not an emergency request the request will wait until the following work day. Standby staffing for emergency requests is unaffected
General Services	Administration	Eliminate budget for extra help in administration	-\$20,000	0.00	Payments to vendors will be slower than usual.
General Services	Mail Services	Reduced extra help in mailroom services	-\$27,734	0.00	Increased delay in delivery of mail and lower level of surplus furniture assistance
General Services	various	Reduce Department training budget	-\$32,950	0.00	Eliminates over 75% of the training budget for the entire department
General Services	South County and North County Maint.	Reduce janitorial services provided to non-public areas in county buildings	-\$70,000	0.00	Reduce janitorial service level by vacuuming only once every 2 weeks in private office areas, compared to the once weekly service given now.
General Services	Systems Maintenance & Development	Eliminates the entire budget for planned computer replacements.	-\$45,000	0.00	Could result in lower efficiency or program difficulties encountered by using older model computers.
General Services	South County and North County Maint.	Reduce building maintenance budget	-\$119,190	0.00	Some building maintenance projects will be delayed from an already delayed-schedule.

**Total FY 2008-09 Reductions and Impact**

A	B	C	D	E	F
Dept	Program	Description of Reductions	Recommended Reductions	FTE	Service Level Impact Description
<b>General Services Total</b>			<b>-\$426,874</b>	<b>0.00</b>	
Housing	Property Mgmt	Professional Services - Legal Services	-\$12,000	0.00	Reduction in public outreach efforts may result in less timely responses to issues requiring legal and/or investigative services as these services are brought in-house.
Housing	Property Mgmt	Reduce a Planner (Compliance Officer) by 25%	-\$25,786	-0.25	Tasks will be performed by extra-help staff, with no anticipated service level reduction insofar as quality of service rendered. Timeliness of will be impacted, however, in peak workload periods.
Housing	Administration	Professional Services - Public Outreach	-\$31,000	0.00	Will impact contracts with investigation agencies and outside consultants and reduce public outreach.
Housing	Property Mgmt	Unfund 1 Housing Program Specialist Sr, backfilled by 50% Extra Help	-\$69,032	-1.00	Compliance and monitoring tasks of this position will be performed by .5 FTE extra-help staff. Timeliness of HCD's response to compliance issues will be impacted in peak workload periods.
<b>Housing Total</b>			<b>-\$137,818</b>	<b>-1.25</b>	
Human Resources	Administration	Reduce use of outside contractors	-\$5,100	0.00	Limits use of outside expertise to advise CEO/HR on labor law, retirement, compensation, and other areas.
Human Resources	Administration	Reduces the funds available to pay for leadership assessments for County managers.	-\$9,000	0.00	Reduces the availability of leadership assessments used to develop County managers. This reduction will impact the use of this assessment tool for the purpose of developing and improving the leadership capacity of County managers.
Human Resources	Employee Benefits	Eliminate Service Award Pins	-\$12,000	0.00	This will eliminate the service award pin program that recognizes employees' service to the County
Human Resources	Administration	Reduce the funds available to pay for executive level leadership assessments	-\$20,000	0.00	Reduces the funding for leadership assessments used to recruit for critical leadership competencies in management and executive candidates.
Human Resources	Employees' University	Eliminate Leadership Congress	-\$20,000	0.00	This eliminates a Leadership training event for County managers and executives.
Human Resources	Recruiting & Testing	Reduce use of contract recruiters	-\$20,000	0.00	Limits use of contract recruiters and may delay recruitments for specialized and executive vacancies.
Human Resources	Recruiting & Testing	Downgrade a recruiter position	-\$30,000	0.00	Reduces the scope and level of responsibility of this position, which will increase the workload of other Senior Recruiters and will impact their ability to conduct complex recruitments in a timely manner.
Human Resources	Recruiting & Testing	Eliminates a recruiter position from CEO/HR's recruiting division.	-\$88,000	-1.00	The reduction of a recruiter position will reduce service to County Departments impacting workforce and recruitment planning including increased recruitment timeframes.
<b>Human Resources Total</b>			<b>-\$204,100</b>	<b>-1.00</b>	
P & D	Public Counter	Delete counter Planner and add .25 to part-time position (\$64,493), loss of case processing revenue (-\$41,489)	-\$23,004	-0.75	Reductions at the public counter will slow the processing of simple counter permits, and reduce the hours that the public counter is staffed.
P & D	Administration	Delete Planning Process Analyst	-\$68,340	-0.50	Will greatly reduce the amount of staff training and development of tools for permit processing.
P & D	Admin	Mapping/GIS support	-\$71,125	-1.00	Work will be distributed among remaining staff. FTE reduction may result in longer turn around time for completing assignments.
P & D	General Plans	Delete Planner III & increase Housing Contract	-\$77,321	-1.00	Will decrease the available level of effort to update the general/community plans and special projects.
P & D	Adminis/Ag Plann	Delete support staff for public hearings and the ag program	-\$77,935	-1.50	Will result in shorter reception desk hours, delays in responding to requests for public documents and slower response to accounting inquiries.
P & D	Special Projects	Delete Planner I/II	-\$86,745	-1.00	Will decrease the available level of effort to update the general/community plans and special projects.
P & D	South County Counter/case processing	Planner	-\$105,000	-1.00	Position provides flexibility in case there was an increase in counter activity or land development permits.
<b>P &amp; D Total</b>			<b>-\$509,470</b>	<b>-6.75</b>	
Parks	South County Open Spaces	Reduction of maintenance for South County undeveloped open space parcels	-\$10,000	0.00	Potential increase in the number of complaints regarding the level of service for maintenance of undeveloped open space parcels in South County.
Parks	Cachuma Lake	Reduction of restroom cleaning contract	-\$30,000	0.00	Potential increase in the number of complaints regarding the level of service for restroom maintenance
Parks	North & South County Day Use Parks	Reduce tree maintenance contractual services in the North and South County day use parks	-\$32,750	0.00	Potential increase in incidences of trees failing and limbs falling.
Parks	Cachuma Lake	Reduction of trout plants at Cachuma Lake	-\$49,000	0.00	Potential long-term reduction in visitation due to impact on those who visit the lake for fishing.
Parks	Administration	Elimination of Department Safety Officer position	-\$88,000	-1.00	Would shift the current responsibilities of the Department Safety Officer, including managing the safety program and the lifeguard program to other Parks staff (Operations Managers).
Parks	Various	Increase in salary savings target from 2% to 4%	-\$130,657	-3.36	If 4% salary savings target is not met, this would mean reductions in other Parks programs (i.e., landscape maintenance, tree trimming, etc.), which could have a noticeable impact to the public.
<b>Parks Total</b>			<b>-\$340,407</b>	<b>-4.36</b>	
PHD	Environmental Health Ocean Water	Reduce or eliminate ocean water sampling	-\$14,236	0.00	Ocean water testing will be reduced or eliminated in non-AB411 months (November-March); shift BEACH grant funding to support mandated summer testing per AB411.
PHD	HIV/AIDS	Reduce HIV/AIDS subcontractors, other items	-\$23,000	0.00	A reduction in pass through dollars to CBOs will result in decreased case management and prevention services related to HIV/AIDS.
PHD	Housekeeping	Reduce .75 FTE Lead Housekeeper position	-\$25,918	-0.75	Lead Housekeeper is retiring. Outsourcing janitorial services will provide savings to the Department and a reduction in FTEs. Service levels will be maintained.
PHD	Information Technology	Eliminate .50 FTE Data Entry position	-\$32,000	-0.50	Current staff have been able to meet deadlines and maintain workload levels with the help of the supervisor. Temporary help may need to be used to ensure deadlines impacting revenue are met.
PHD	Public Health Laboratory	Reduce Lab Tech, Sr to .50 FTE	-\$33,018	-0.50	Water testing completed by this position will be decreased to mandatory levels, resulting in ocean water testing 7 months/year at beaches with more than 50,000 visitors annually (instead of 12 months/year), and reduced availability for testing domestic water. There are alternative community providers for domestic water testing.

**Total FY 2008-09 Reductions and Impact**

A	B	C	D	E	F
Dept	Program	Description of Reductions	Recommended Reductions	FTE	Service Level Impact Description
PHD	Women's Infants Children	Reduce WIC Admin Services Clerk to .50 FTE	-\$37,518	-0.50	The clerk serving the WIC Director and WIC program will have less availability, resulting in longer waits for processing program bills, presentation preparation, and other administrative tasks. The WIC Director will complete more duties independently.
PHD	HIV/AIDS Education	This adjustment will eliminate general fund pass-through support to HIV/AIDS subcontractors for education and prevention.	-\$50,000	0.00	In the early 1990s, the Board of Supervisors set aside General Fund for HIV/AIDS education & prevention. The Public Health Department contracts with three community based organizations totaling \$50,000. HIV/AIDS grant funding will not be affected by the loss of these dollars.
PHD	Clinical Laboratory	Eliminate .50 FTE Clinical Lab Specialist (SB)	-\$51,123	-0.50	Position has been open for more than a year and was being held for a possible expansion of the Lompoc Clinic laboratory (also on hold).
PHD	Maternal, Child, and Adolescent Health program	Eliminate .75 FTE Public Health Nurse	-\$53,477	-0.75	This position is currently vacant. The long-term impact of the loss of this position will be addressed through refining standards and priorities for services delivered. Services to the highest risk clients will be maintained. Federal revenue generated by this position (\$32,300) will be lost.
PHD	Clinical X-Ray	Eliminate 1.0 FTE OA in Radiology	-\$59,400	-1.00	With retirement of the incumbent, a re-engineering of the patient registration efforts in Radiology will be used to manage patients, phones, and processing. Efforts will be shared with the co-located PHD laboratories.
PHD	Human Services	Eliminate administrative services clerk in the Human Services cost center.	-\$45,000	-1.00	Reduce the administrative support to the Human Service's programs. Existing staff will assume the workload.
PHD	Fiscal & Compliance	Suspend Practice Management Training Position	-\$80,000	-1.00	Delay for one year the implementation of an important department initiative to ensure that clinic office staff and providers are fully trained on the financial aspects of the practice management system and all financial and cash collection policies and practices.
PHD	Clinical X-Ray	Eliminate 1.0 FTE Radiology Technician	-\$84,525	-1.00	Impact to clinic and community should be minimal. The new digital radiology (PACS) system (installed March 08) will change the way patents are registered and X-rays are processed, allowing for reduction in Radiology workforce.
PHD	Primary Care Administration	Eliminate 1.0 FTE Departmental Assistant	-\$88,543	-1.00	Combine the responsibilities of two positions under one PHD Program Administrator. With the right candidate, should be little or no impact to service programs.
PHD	Cuyama Clinic	Close and eliminate Public Health primary care services at the Cuyama Clinic.	-\$92,000	0.00	There is low patient utilization (only 162 patient visits in FY 06-07) and patients are seen for minor conditions. Those with chronic or more acute conditions are already traveling for care. Efficiencies can be gained if medical staff do not travel and stay in Santa Maria to see patients.
PHD	PHD Administration	Eliminate 1.0 FTE Program Coordinator position	-\$93,815	-1.00	The core duties of this position will be re-distributed to other staff. Contract services will be retained for duties that can't be provided by existing staff.
PHD	Housekeeping	Contract out Housekeeping	-\$103,067	-4.00	Outsourcing janitorial services will provide cost savings and a reduction in FTE. Services levels will be maintained.
PHD	Environmental Health Retail Food Program	This adjustment will eliminate the EHS fee waiver for temporary food facilities operated by non-profit organizations.	-\$107,000	0.00	The current Environmental Health fee resolution for the California Retail Food Code includes fees for Temporary Food Facilities for "For Profit" organizations. The non-profit organizations which meet certain criteria are waived the fee. It is estimated that the waived fees for appx. 579 annual facility events and booths total \$107,000. The Board of Supervisors would be asked to approve a revised fee schedule.
PHD	Multi-Purpose Seniors Services Program	This adjustment will eliminate the Multi-Purpose Seniors Services Program (MSSP).	-\$107,000	-8.50	This program provides in-home case management and purchases services for 180 - 200 low-income seniors who are at risk of nursing home placement. State and Federal funding of \$857,000 to support these services is lost with elimination of this program. Additionally, this program is on the Governor's list of 10% funding cuts.
PHD	Geriatric Assessment Program	This adjustment will eliminate the Geriatric Assessment Program (GAP).	-\$121,000	-1.00	This short-term assessment and case management program will no longer be available to provide 18 home visits and 11 information and referral contacts monthly to low-income seniors. Although this nurse position is currently filled, the department can reassign to a vacant position.
PHD	Primary Care Clinics	Suspend Electronic Medical Record (EMR) Program	-\$188,000	0.00	Delay for one year eliminates project management costs and avoids revenue loss in clinics resulting from involving providers and staff in project teams to plan for implementation (that would take time away from patient care).
<b>PHD Total</b>			<b>-\$1,489,640</b>	<b>-23.00</b>	
<b>Probation</b>	Community Education Centers (CEC)	Reduced Extra Help Officers at the CEC in SB	-\$38,206	0.96	The Counseling and Education Center (CEC) in Santa Barbara has an enrollment of 20 minors with an average daily attendance of 13.33 minors. The regular staff is a Deputy Probation Officer Sr., a Juvenile Institutions Officer Sr. and an Office Assistant Sr. Additionally the program is budgeted for 2 half time extra help JIO's. This reduction would eliminate the extra help JIO's, leaving an average staffing ratio of 1 staff per 7 minors. On days when attendance reaches full capacity the ratio of supervision staff to minors is 1 to 10. By comparison Juvenile Hall staffing ratio is 1 to 10. Additionally the program has a teacher and teacher's aide. Loss of the extra help JIO's would mean that the Office Assistant would call the homes of truant. General programming might be restricted to a smaller area of the campus than is currently used. Scheduling Aggression Replacement Training (ART), Los Compadres, and Domestic Violence groups will be more challenging. Drug testing will be done only before or after school.

**Total FY 2008-09 Reductions and Impact**

A	B	C	D	E	F
Dept	Program	Description of Reductions	Recommended Reductions	FTE	Service Level Impact Description
Probation	Community Education Centers	Reduced a Juvenile Institutions Officer (JIO) at the CEC in SM	-\$26,458	0.96	This is the newly consolidated Santa Maria and Lompoc Community Education Center (CEC) which operates at the Betteravia Center. One of three Juvenile Institutions Officers (JIO) will be reduced, leaving a staff of one Deputy Probation Officer Sr., one JIO Sr., two JIOs and one Office Assist Sr. Additionally there are teachers, teachers' aides and mental health staff on site. The campus has a capacity of 44 and an average daily attendance (ADA) of 28. Based on ADA the ratio of supervision staff to minors is 1 to 7. On days when enrollment reaches full capacity, the ratio of supervision staff to minors is 1 to 11. For comparison, the ratio of staff in the Juvenile Halls is 1 to 10. This site is challenged by the need to transport minors from and to Lompoc and search minors for weapons and drugs. Currently two, vans are used to transport minors from Lompoc and if the JIO position is reduced only one van would be used. Additionally, the loss of this position will reduce supervision on field trips and at times when other staff is completing Medi-Cal billing information.
Probation	Juvenile Drug Court	Reduced a Deputy Probation Officer in Lompoc	-\$60,852	0.96	This would reduce one Deputy Probation Officer (DPO) and consolidate all North County Juvenile Drug Court minors under the supervision of one DPO located in Santa Maria. Juvenile Drug Court caseloads in Santa Maria and Lompoc are 16 and 13 minors, respectively. A consolidated caseload would be 29. The Juvenile Drug Court caseload in Santa Barbara is 18. This reduction will result in less supervision and lower testing of juvenile substance abusers. In Juvenile Drug Court, caseloads can go up to 30 minors; Juvenile Probation Mental Health caseloads can go up to 20.
Probation	Juvenile Investigations	Reduced a Deputy Probation Officer in SM court services	-\$55,432	0.96	This will reduce one of 6 Deputy Probation Officer (DPO) Investigators serving the Santa Maria Juvenile Court. Five investigators would share the current work load. Probation would request the Court's support to modify the current report formats and consider a short form of the Disposition and other reports. Consideration could be given to combining a Placement Review Report with any other report that is ordered 60 days prior to the review hearing. Department policy requiring disposition reports for all minors recommended for Camp could be modified. Review of Teen Court fees and the use of the current Probation subsidy to the program should be conducted.
Probation	Juvenile Services	Reduced a Deputy Probation Officer (DPO) placement officer in SM	-\$63,289	0.96	This is a reduction of 1 of 4 Deputy Probation Officer Sr.'s who prepare dispositions and review reports for the Court, supervise placement wards, and make mandated monthly home visits to minors in group home placements throughout the state of CA. This will leave 3 DPO Sr.'s, one each in Santa Barbara, Santa Maria and Lompoc with responsibility for court reports, supervision services, and making group home visits. The number of minors in placement has been declining for the last ten years. Currently there are 45 minors in placement. If the number of placements stays constant, two placement DPO Sr.'s in the Santa Maria office are not necessary.
Probation	Adult Services, Clerical Support	Reduced an Office Assistant in Santa Barbara & an Office Assistant in Santa Maria.	-\$108,721	1.93	The reduction of support staff, one each from SM and SB, will require sworn staff to spend more time entering data and less time on offender contact. The impact per officer should be minimal, however, the overall result will be a decrease in most of Probation's Key Performance Indicators.
Probation	Los Prietos Boys Academy	Reduced an ADMHS Family Counselor (MFT) & 0.5 Intake Release Specialist (IRS)	-\$144,857	0.48	Eliminating one ADMHS Family Counselor (MFT) impacts the Aggression Replacement Training (ART), a Restorative Justice initiative, and individual counseling. In order to maintain the ART groups, Probation will reassign the task to remaining staff. Counseling will be shared among the two remaining MFT assigned to the Camp program, and the Restorative Justice initiative will be re-evaluated.
Probation	Juvenile Justice Crime Prevention Act (JJCPA)	Reduced JJCPA to match revenues	-\$250,000	0.00	The JJCPA program funds the Truancy Program, School Based Officers, Aftercare for wards in Camp or Placement and the Early Intervention Program in Juvenile Services. Staff from ADMHS, District Attorney, Probation and 4 community based organizations are funded by JJCPA, which is administered by the Probation Department. Due to increases in salaries and benefits and reduction in Federal Title IVE revenue, an additional \$250,000 must be reduced from the budgets of the existing services so that the cost of the JJCPA programs will not exceed the State grant of \$1,337,931. If this reduction is not taken, then an additional \$250,000 of Probation Programs must be reduced to maintain JJCPA services. The nature of the budget reductions will be determined by the Juvenile Justice Coordinating Council (JJCC) and presented to the Board of Supervisors.
Probation	Santa Barbara Juvenile Hall	Changes Santa Barbara Juvenile all (SBJH) into a 10 hour per day booking facility with after hours call-back	-\$954,596	8.69	This would change the certification of the SBJH from a 24/7 Detention Facility to a Booking Facility/Special Purpose Juvenile Hall. All youth will be detained at the SMJH. All Title 15 Regulations and mandated services would be provided to these youth at SMJH. The SB Booking Facility would be staffed up to 10 hrs/day, 7 days/wk during the highest density booking hours. During these hours, local law enforcement would bring arrested youth to SBJH for booking. JH staff would receive the youth and complete a booking criteria and intake assessment. If the youth meets booking criteria, she/he would be transported to SMJH by Probation staff for further processing. During off hours, law enforcement would contact Intake Staff at SMJH and provide the booking and probable cause info needed for a booking decision. If the youth meets booking criteria, SMJH staff would contact on-call staff in SB who would meet law enforcement and transport the youth to SMJH. If the youth did not meet established booking criteria, law enforcement would proceed with release to parent.
<b>Probation Total</b>			<b>-\$1,702,411</b>	<b>15.90</b>	
Public Defender	Adult Legal Services	Reduce 1 Deputy Public Defender, 1 Paralegal and 1 Departmental Analyst and various service and supplies accounts related to staff.	-\$326,121	-2.94	These reductions will impact support for the Department's ability to provide the minimal level of constitutionally mandated representation.

**Total FY 2008-09 Reductions and Impact**

A	B	C	D	E	F
Dept	Program	Description of Reductions	Recommended Reductions	FTE	Service Level Impact Description
<b>Public Defender Total</b>			<b>-\$326,121</b>	<b>-2.94</b>	
<b>Public Works</b>	Proj Clean Water	Transfer Excess Fund Balance	-\$40,500	0.00	No Service Level Impact
<b>Public Works</b>	Proj Clean Water	Suspension of various program elements NPDES	-\$80,400	0.00	Unable to fulfill requirements of State issued NPDES permit. Anticipate receiving Coastal Impact Assistance Program grant for half of the reduction. The remaining reduction to be funded by designations within the Project Clean Water fund.
<b>Public Works</b>	Mapping - GIS	Unfund Mapping GIS Supervisor	-\$115,000	-1.00	Supervision of the Public Works GIS program to be assumed by County Surveyor. It is anticipated that there will be minimal impacts to the department.
<b>Public Works</b>	Lighting	Return GF Contribution from NC Lighting	-\$173,550	0.00	No Service Level Impact
<b>Public Works Total</b>			<b>-\$409,450</b>	<b>-1.00</b>	
<b>Sheriff</b>	Aviation	TIER ONE Reduce Aviation flight hours by 25% from 400 to 300	-\$38,250	0.00	Fewer flight hours for aviation resources - reduced on-duty time
<b>Sheriff</b>	Human Resources	TIER ONE Layoff one Polygrapher position	-\$46,750	-1.00	Lower capability to perform polygraphs on potential employees
<b>Sheriff</b>	Aviation	TIER TWO: Zero fund mechanic position	-\$83,377	-1.00	Eliminates second mechanic position in department. Leaves unit with only one mechanic.
<b>Sheriff</b>	Sheriff Executive	TIER ONE Convert existing Public Information Specialist into full fledged PIO	-\$104,730	-1.00	Reduction of one Sheriff Sergeant position from the department. Removes the experienced law enforcement officer quality from the PIO position and replaces it with a civilian counterpart.
<b>Sheriff</b>	Forensics	TIER ONE Shift two Forensic Detective positions into civilian Technician positions	-\$106,097	0.00	No change in FTE or service level once new staff are trained.
<b>Sheriff</b>	various	TIER ONE 2 Utility Worker positions vacant	-\$111,134	-2.00	One vacancy is in Special Services, which may result in fewer delivery runs and affect the efficiency of the interoffice mail. The other is in Jail Operations, which has an unknown effect until the vacancy is assigned to a unit.
<b>Sheriff</b>	various	TIER ONE Lower overtime	-\$123,500	0.00	Overtime removed covered mandatory sworn training & academy assistance
<b>Sheriff</b>	Patrol Operations	TIER TWO Zero Fund Montecito CRD position	-\$126,334	-1.00	Eliminates Community Resource Office from Montecito Community.
<b>Sheriff</b>	various	TIER ONE Lower Extra Help needs	-\$139,768	0.00	Extra help staff include Cadets, specialists and retired sworn staff that assist in filling department needs
<b>Sheriff</b>	Custody Ops	TIER ONE Custody Lieutenant position vacant	-\$162,872	-1.00	Reduces Custody Lieutenant positions by one. Will require a reorganization of staff and may reduce levels of service based which current positions are left vacant
<b>Sheriff</b>	Criminal Records	TIER ONE Reduced Staffing in Criminal Records unit	-\$197,462	-3.75	Operation of Criminal Records will reduce from 20 hours per day, 7 days a week to 10 hours per day, 7 days a week. Reduces level of service to Patrol and Custody Operations in data entry and database searches. Greater burden on Consolidated Dispatch to meet off-hour needs
<b>Sheriff</b>	Sheriff Management	TIER ONE Chief Deputy position vacant	-\$235,135	-1.00	Reduces Chief Deputy positions from three to two. A Reorganization of the department will be required. The ability to respond to new situations and shifting workloads may be reduced.
<b>Sheriff</b>	Training	TIER ONE Zero Fund two Deputy Training Officers	-\$246,141	-2.00	Presence at academies eliminated
<b>Sheriff</b>	Special Operations	TIER TWO Zero Fund two Gang Team Deputies	-\$247,266	-2.00	Ability to response to gang threats or develop an anti-gang strategy is reduced. Gang force becomes smaller and potentially less effective
<b>Sheriff</b>	Aviation	TIER TWO Zero Fund two Deputy Observer positions	-\$256,299	-2.00	Flight hours capacity is reduced from two crews to one crew plus ground support. Eliminates ability to launch two aircraft simultaneously
<b>Sheriff</b>	Patrol/Civil	TIER ONE 2 Deputy Lieutenant positions vacant	-\$365,624	-2.00	Reduces Patrol Lieutenant positions. Will require a reorganization of staff and may reduce levels of service based which current positions are left vacant
<b>Sheriff Total</b>			<b>-\$2,590,739</b>	<b>-19.75</b>	
<b>Treasurer-Tax Collector</b>	Representative Payee Program	Unfund Acctg Asst Senior Position	-\$62,989	-1.00	Service will be reduced to the mentally ill requiring a representative payee to handle their finances. Could result is higher rate of homelessness in the county.
<b>Treasurer-Tax Collector</b>	Public Guardian	Unfund Public Guardian Investigator Position	-\$65,993	-1.00	Service will be reduced to the elderly and mentally ill requiring conservatorship
<b>Treasurer-Tax Collector</b>	Secured Tax Collection	Delete FSA Analyst II Position	-\$128,919	-1.00	Collecting property taxes is a mandated function. Losing staff will reduce expert knowledge and leave county vulnerable should an unplanned emergency occur within county.
<b>Treasurer-Tax Collector Total</b>			<b>-\$257,901</b>	<b>-3.00</b>	
<b>Grand Total</b>			<b>-\$13,679,637</b>	<b>-83.43</b>	

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# COUNTY STATISTICAL PROFILE

## California Counties Ranked by Population including Benchmark Counties

As of January 1, 2007, the estimated population of Santa Barbara County (County) is 424,425, an increase of just over 1% compared to last year's estimated population. When reviewing Santa Barbara County's economic health, financial capacity, or delivery of municipal services to residents of unincorporated areas, the County compares itself with other counties from year to year (Benchmark Counties). The eight benchmark counties are highlighted below and 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. Seven are coastal or Bay Area counties.

Total Population					Total Population				
Rank	County	1/1/2006	1/1/2007	Change	Rank	County	1/1/2006	1/1/2007	Change
1	LOS ANGELES	10,257,994	10,331,939	0.7	30	EL DORADO	176,637	178,674	1.2
2	SAN DIEGO	3,064,113	3,098,269	1.1	31	IMPERIAL	167,026	172,672	3.4
3	ORANGE	3,071,924	3,098,121	0.9	32	KINGS	148,073	151,381	2.2
4	RIVERSIDE	1,966,607	2,031,625	3.3	33	MADERA	145,198	148,721	2.4
5	SAN BERNARDINO	1,993,983	2,028,013	1.7	34	NAPA	134,326	135,969	1.2
6	SANTA CLARA	1,780,449	1,808,056	1.6	35	HUMBOLDT	131,390	131,959	0.4
7	ALAMEDA	1,509,981	1,526,148	1.1	36	NEVADA	99,392	99,766	0.4
8	SACRAMENTO	1,387,771	1,406,804	1.4	37	SUTTER	91,669	93,919	2.5
9	CONTRA COSTA	1,030,732	1,042,341	1.1	38	MENDOCINO	89,834	90,291	0.5
10	FRESNO	899,872	917,515	2.0	39	YUBA	69,198	70,745	2.2
11	VENTURA	817,315	825,512	1.0	40	LAKE	63,737	64,276	0.8
12	SAN FRANCISCO	800,099	808,844	1.1	41	TEHAMA	60,979	61,774	1.3
13	KERN	779,490	801,648	2.8	42	SAN BENITO	57,513	57,803	0.5
14	SAN MATEO	726,336	733,496	1.0	43	TUOLUMNE	57,039	57,223	0.3
15	SAN JOAQUIN	668,259	679,687	1.7	44	CALAVERAS	45,623	46,028	0.9
16	STANISLAUS	513,441	521,497	1.6	45	SISKIYOU	45,877	45,953	0.2
17	SONOMA	478,222	481,765	0.7	46	AMADOR	38,142	38,435	0.8
18	TULARE	420,131	429,006	2.1	47	LASSEN	35,507	36,375	2.4
19	MONTEREY	423,048	425,960	0.7	48	DEL NORTE	29,025	29,341	1.1
20	SOLANO	421,542	424,823	0.8	49	GLENN	28,475	28,915	1.5
21	SANTA BARBARA	419,989	424,425	1.1	50	COLUSA	21,501	21,951	2.1
22	PLACER	317,498	324,495	2.2	51	PLUMAS	21,142	21,128	-0.1
23	SAN LUIS OBISPO	262,594	264,900	0.9	52	INYO	18,376	18,383	0.0
24	SANTA CRUZ	261,385	264,125	1.0	53	MARIPOSA	18,142	18,254	0.6
25	MARIN	253,818	255,982	0.9	54	TRINITY	14,108	14,171	0.4
26	MERCED	246,114	251,510	2.2	55	MONO	13,842	13,985	1.0
27	BUTTE	215,981	218,069	1.0	56	MODOC	9,715	9,721	0.1
28	YOLO	190,500	193,983	1.8	57	SIERRA	3,493	3,485	-0.2
29	SHASTA	179,835	181,401	0.9	58	ALPINE	1,238	1,261	1.9
<b>CALIFORNIA</b>							37,195,240	37,662,518	1.3

Source: California Department of Finance, Demographic Research Unit, Table E-1

**AUTHORITY**

Santa Barbara County was established by an act of the State Legislature on February 18, 1850. The County is a general law county and political subdivision of the State of California. The constitution and laws of the State establish the County's rights, powers, privileges, authority, functions, and duties. The powers granted to California counties by State statute include the power to: sue and be sued; purchase, receive by gift or bequest and hold land within its limits, or elsewhere when permitted by law; make contracts and purchase and hold personal property necessary to the exercise of its powers; manage, sell, lease, or otherwise dispose of its property as the interest of its inhabitants require; levy and collect taxes authorized by law; and exercise such other and further powers as may be especially conferred by law, or as may be necessarily implied from those expressed.

**GEOGRAPHY**

The County is located approximately 100 miles northwest of Los Angeles and 300 miles south of San Francisco. It occupies 2,774 square miles, one-third of which is located in the Los Padres National Forest. Bordered on the West and South by the Pacific Ocean, the County has 110 miles of beaches, a little over half being south facing beaches. The County is well-known for its mild climate, picturesque coastline, scenic mountains, and numerous parks and beaches. It has four distinct areas:

Santa Barbara Coast: Located in the southern portion of the County, this area is bordered on the south by the Pacific Ocean and on the north by the Santa Ynez Mountain range, one of the few mountain systems in North America that run east-west rather than north-south. Because of the unique north and south borders, and its year round mild 'Mediterranean' climate, Santa Barbara has been described by many as the American Riviera.

Santa Ynez Valley: Located in the central portion of the County, nestled between the Santa Ynez and San Rafael mountain ranges, this area includes the communities of Buellton, Solvang, and Santa Ynez, as well as the Chumash Reservation. Lake Cachuma is also nestled between the mountain ranges, offering recreational activities and a water supply to the County. The Valley's climate has recently attracted many winemakers to the area, adding vast vineyards to the rolling hills that lead to the Los Padres National Forest.

Santa Maria Valley: Located in the northern portion of the County, this area is bordered by San Luis Obispo County on the north. Much of the new development within the County has taken place here and, as a result, the area has experienced a lot of change in the past decade.

Lompoc Valley: Located in the western portion of the County, this area includes the US Vandenberg Air Force Base, which is a major contributor to the economy. Lompoc Valley is the least populated area within the County; yet, is attracting many people desiring to relocate to a community that is still in its growth and development stage.

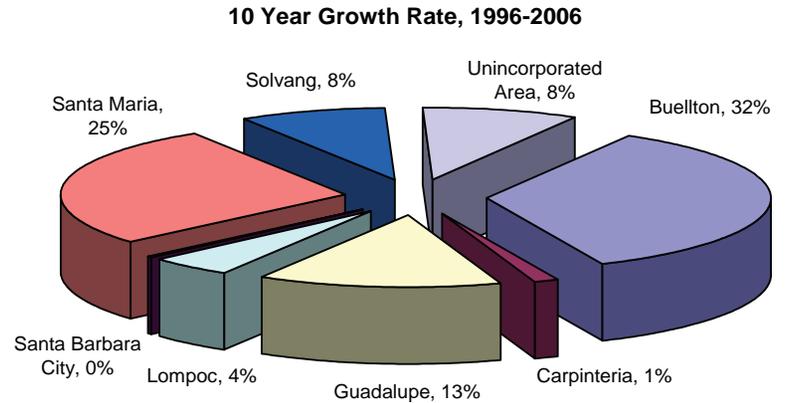
Together these areas contribute to the unique profile of the County, blending the characteristics of each area into one world-class county.

**POPULATION**

**CITIES AND UNINCORPORATED AREA**

As of January 1, 2007, the estimated County population was 424,425. This includes an estimated 141,774 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.

In addition, there are eight incorporated cities within the County, with estimated populations as of January 1, 2007 as follows: Buellton (4,663), Carpinteria (14,123), Goleta (30,169), Guadalupe (6,397), Lompoc (42,015), Santa Barbara (89,456), Santa Maria (90,333) and Solvang (5,495). While Santa Barbara and Santa Maria have the largest populations, the areas with the highest percentage rate of growth over the past ten years have been Santa Maria and Buellton. Even with 32% growth, the population of Buellton is still under 5,000.

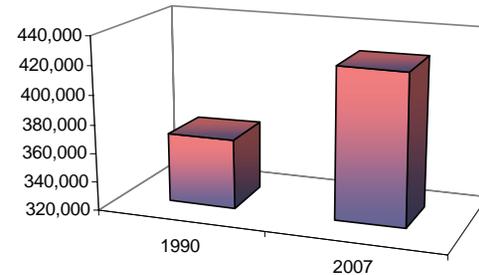


Source: UCSB Economic Forecast

**UNINCORPORATED AND INCORPORATED AREA POPULATIONS**

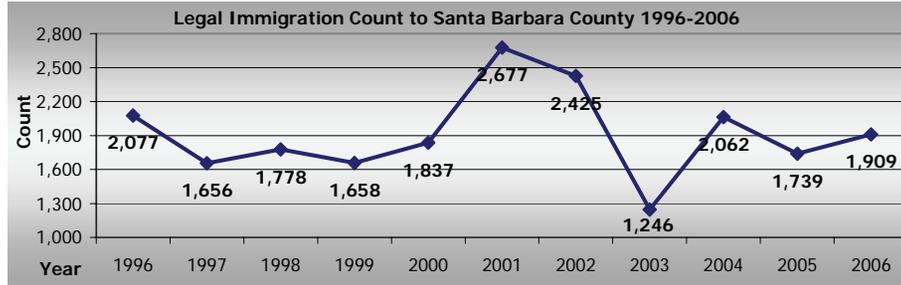
The chart below shows that the overall population of the County of Santa Barbara has grown by 15.3% from the 1990 population level to 2007. The majority of growth within the incorporated areas occurred within the City of Santa Maria making up 52.3% of the overall County growth, while the unincorporated area constitutes 27.7% of the overall growth, which includes the City of Goleta and Buellton the populations of which were within unincorporated area in 1990.

**TOTAL POPULATION WITHIN SANTA BARBARA COUNTY**



**IMMIGRATION**

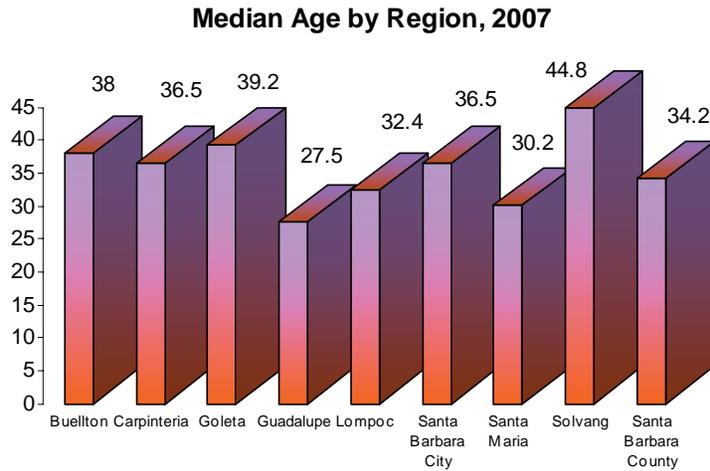
The table below shows the estimated count of immigrants that applied for and were granted legal permanent residence within the County. The 2006 count is slightly higher than 2005 and is comparable to the count in year 2000.



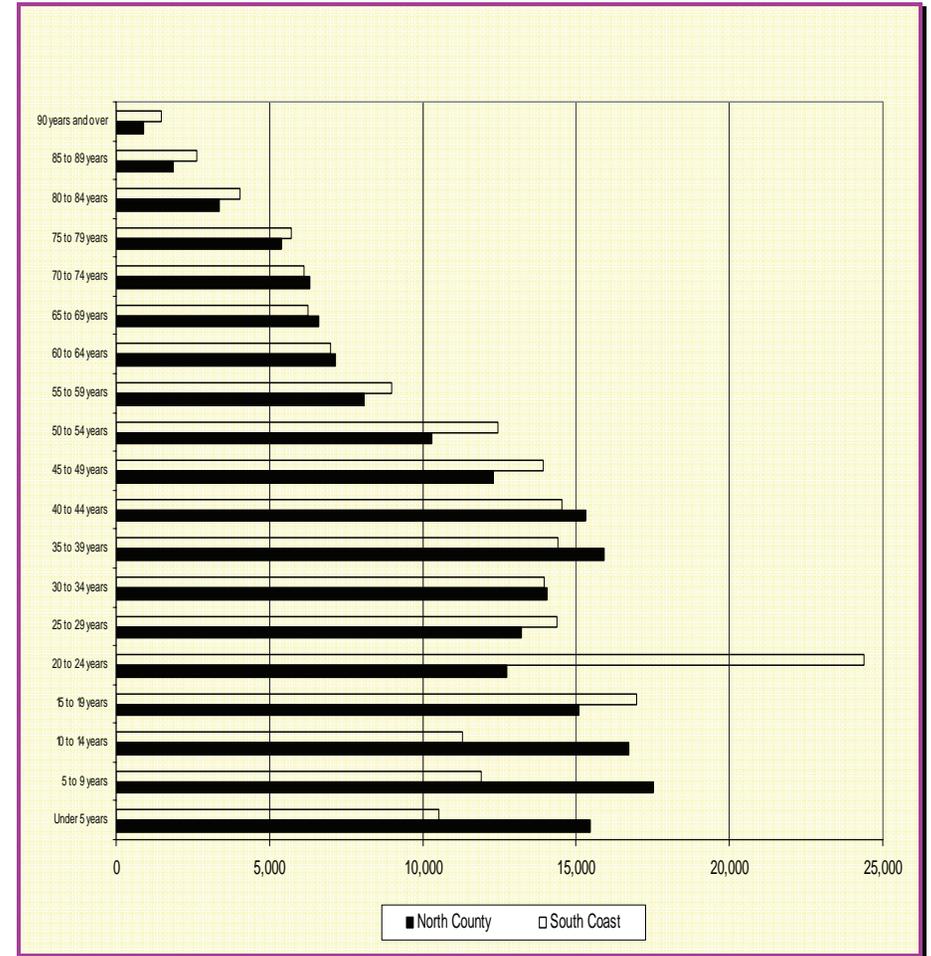
Source:  
US Citizenship and Immigration Services, via California  
Department of Finance, Demographic Research Unit

**DEMOGRAPHICS**

The chart below shows the age distribution of the population in the County of Santa Barbara between by region. The median age is lowest in Guadalupe at 27.5 year of age and the highest in the City of Solvang at 44.8 years of age.



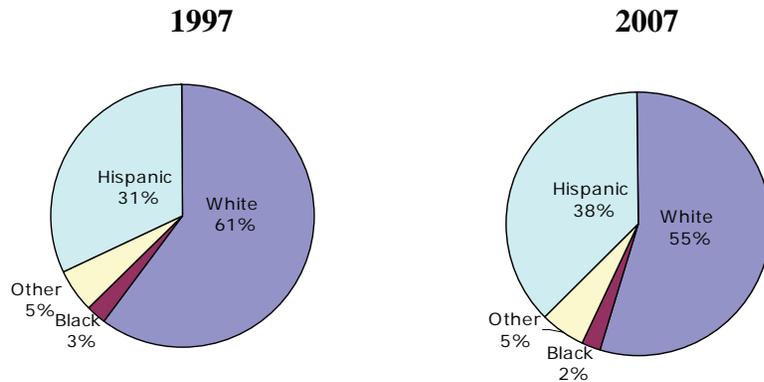
As of 2005, fifty one percent of the population over the age of 60 lived in the South County. The South County also has more college age (20-24 years) residents, due in part to the number of institutions of higher education located there. The North County has the majority of children under the age of 14 due to higher overall birth rates.



Source:  
SBCAG – Profile of Older Adults in  
Santa Barbara County 2005

Changes in Santa Barbara County's ethnicity are illustrated below. While the changes are relatively gradual from year-to-year, over the ten years ended 2007, the white and black population declined by 6% and 1% relative to the total population. The Hispanic population increased 7% and other ethnic groups remained constant at 5% of the total population. Based on projections by the California Department of Finance, the Hispanic population is expected to continue to increase relative to other ethnicities.

**Population Percentages by Ethnicity**



Source: UCSB Economic Forecast Project

**BOARD OF SUPERVISORS**

The County is divided into five Supervisorial Districts based on population as required by State statute. Members of the Board of Supervisors (Board) are elected from each district, by the voters of that district, to serve staggered four-year terms. The Chair of the Board is elected by, and from, the other members of the Board. The Board exercises the powers of the County. Per County Ordinance, the Board is required to hold meetings on the first four Tuesdays of every calendar month and at such other times as, in the opinion of the Board, the public interest may require. Meetings are held on alternating Tuesdays in the Board Hearing Rooms located in the Administration Building in Santa Barbara and the Betteravia Government Center in Santa Maria.

The current County Supervisors and the years in which their respective terms expire are as follows:

District	Supervisor	Term Expires
First	Salud Carbajal	2009
Second	Janet Wolf	2011
Third	Brooks Firestone	2009
Fourth	Joni Gray	2009
Fifth	Joseph Centeno	2011

**ADMINISTRATION AND MANAGEMENT**

The Board of Supervisors (Board) is vested with legislative authority and the responsibility to set County policy. The Board is responsible for, among other things, passing ordinances, adopting the annual operating and capital budgets, appointing committee members and the County Executive Officer, approving federal and state grants, and various land use matters.

The County has 25 departments responsible for all County services (see Organization chart on page vi). Five departments are headed by elected officials: the Auditor-Controller, Clerk-Recorder-Assessor-Registrar of Voters, District Attorney, Sheriff, and Treasurer-Tax Collector-Public Administrator. The Chief Probation Officer and the Court Executive Officer are appointed by the Judges of the local Superior Courts. The other department heads are by and large appointed by the County Executive Office with a few exceptions by statute.

The County Executive Officer works with departments, constituents, and community entities to analyze particular issues that arise within respective areas of responsibility, and submit recommendations and resolutions to the Board for action. In addition the County Executive Office is responsible for preparing and presenting the operating and capital budgets to the Board and making recommendations for the overall administration of the County. Numerous other boards, commissions, and committees assist and have advisory roles. All department heads, elected or appointed, are ultimately responsible for their respective department's daily operations and are legally responsible for controlling spending.

**COUNTY SERVICES**

Cities are primarily charged with providing municipal services such as public safety, parks and recreation, planning and public works to their residents. In Santa Barbara County, the County provides these types of services to residents who do not live within cities (the unincorporated areas). The County also contracts with certain cities to provide these services in lieu of the cities producing such services. As the local arm of State government, the County is required by the State to provide health, safety and welfare services to every person in the county, including those living in the cities.

**SERVICES COUNTYWIDE**

The County provides assessment, collection, and distribution of all property taxes assessable within any area of the County, to all local governments, including cities and schools. The County provides the following services to all residents of the County, whether they live in cities or not (for more information see the departments listed in Section D):

- Agricultural Protection and consumer assurance (Agricultural Commissioner)
- Child support services (Child Support Services)
- Criminal prosecution (District Attorney) and defense of indigents (Public Defender)
- Flood protection and control (Public Works)
- Foster care, "welfare to work," support services (Social Services)
- Health services (Alcohol, Drug and Mental Health; Public Health)
- Juvenile detention/treatment, monitoring offenders (Probation)
- Library services (General County Programs)
- Operating a jail (Sheriff)
- Parks, beaches and open space maintenance (Parks Department)
- Veteran affairs (Treasurer-Tax Collector-Public Administrator)

**SERVICES TO UNINCORPORATED AREAS**

The County provides the following specific services to only those residents residing in the unincorporated County areas (for more information see the departments listed in Section D):

- Affordable Housing (Housing and Community Development)
- Building Permit Processing (Planning and Development)
- Fire Protection (Fire)
- Planning and Zoning (Planning and Development)
- Roads (Public Works)
- Sheriff Patrol (Sheriff)
- Street Lights (Public Works)
- Trash and Recycling Collection (Public Works)

**SERVICES TO INCORPORATED CITIES**

The County provides the following services to some residents living within cities via service contracts with cities:

Service	City
Animal Control - Field and Shelter	All Cities (except Santa Barbara, Carpinteria)
Animal Control - Shelter	Santa Barbara, Carpinteria
Building Permit Processing	Buellton, Solvang
Library	Santa Maria, Lompoc, Goleta, Santa Barbara
Sheriff Patrol	Buellton, Solvang, Goleta, Carpinteria

**BENCHMARK COUNTIES COMPARISON**

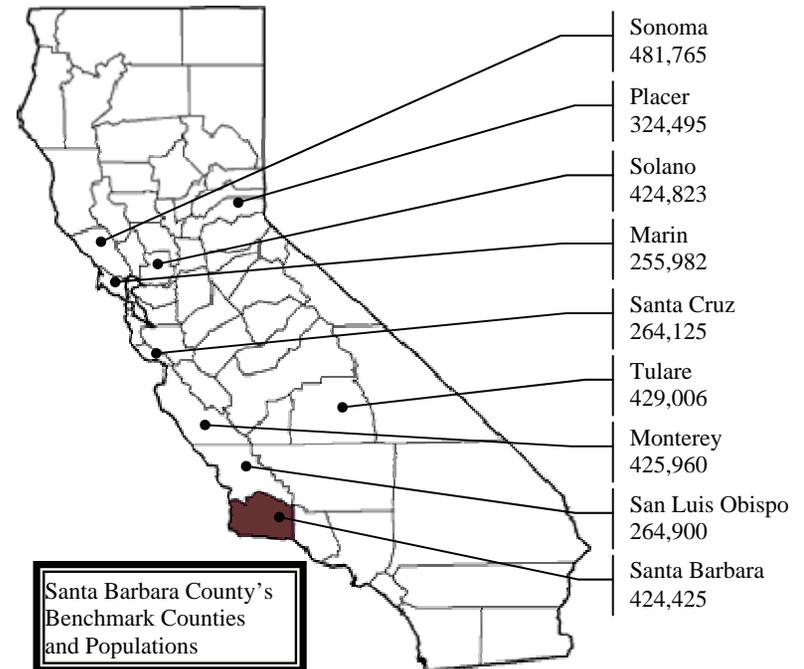
**BENCHMARK COUNTIES PROFILE**

When reviewing Santa Barbara County’s economic health, financial capacity, or delivery of municipal services to residents of unincorporated areas, the County inevitably compares itself with other counties from year to year. Going further, the question is often asked how comparison with other counties occurs. This leads to the County Benchmark Counties.

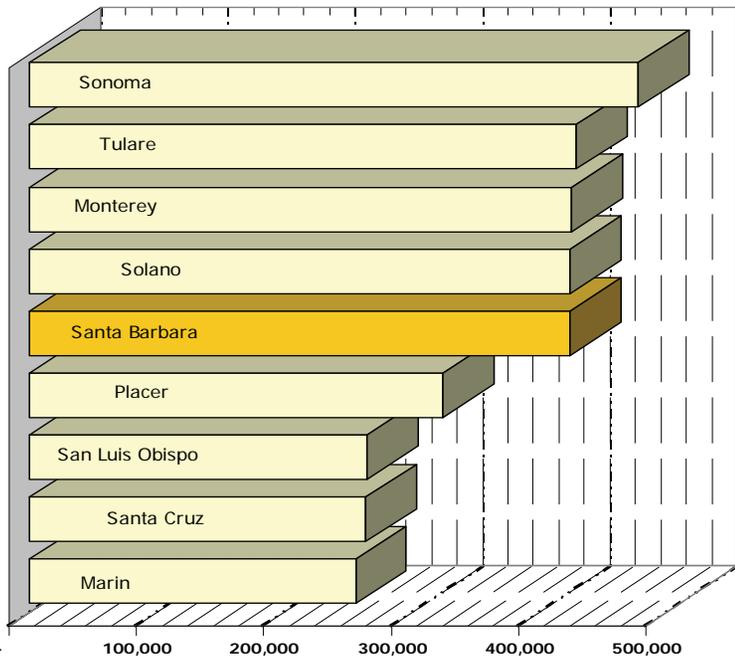
A group of eight other counties is displayed in many of the following tables. These eight counties are considered the County’s Benchmark Counties. The Benchmark Counties are considered to have common characteristics with the County including, but not limited to or held to the following:

- Total population of more than 250,000 but less than 500,000
- Suburban to rural environments
- Do not contain a large metropolitan city
- Seven are coastal or Bay Area counties

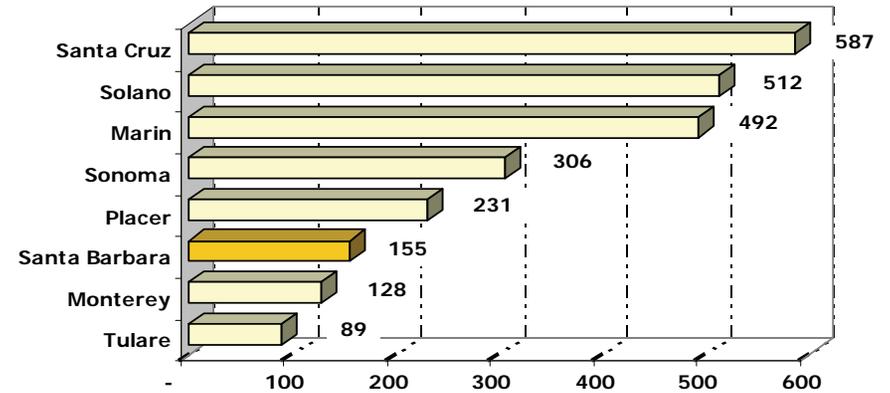
Known for their scenic beauty and environmental focus. The following charts present total population and total land area of each Benchmark County, as well as the population density per capita.



**County Population at January 1, 2007**  
Benchmark Counties



**County Population Density per Square Mile, at January 1, 2007**  
Benchmark Counties



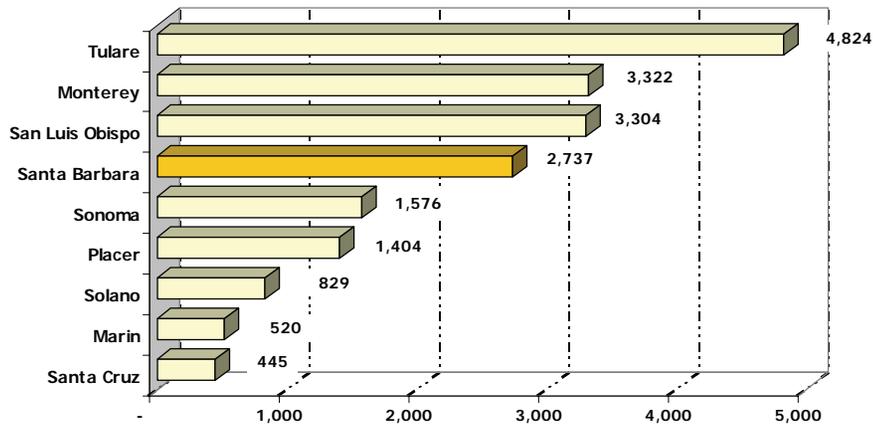
**PROPERTY TAXES**

Santa Barbara County's greatest inflow of expendable revenue (for all jurisdictions) comes from collections of property taxes including secured, unsecured, state assessed property, and supplemental taxes. The 1% property tax is allocated to the local governments as follows:

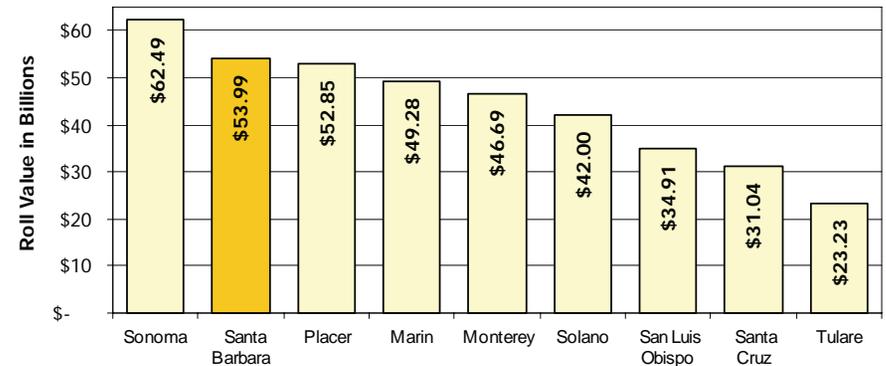
Cities	County	Schools	Other	Total
11.62%	33.34%	42.21%	12.83%	100%

The total value of the County's property tax roll (including Home Owner's Exemption) in 2006-07 was \$53.9 billion, the second highest value after Sonoma.

**County Land Area in Square Miles**  
Benchmark Counties

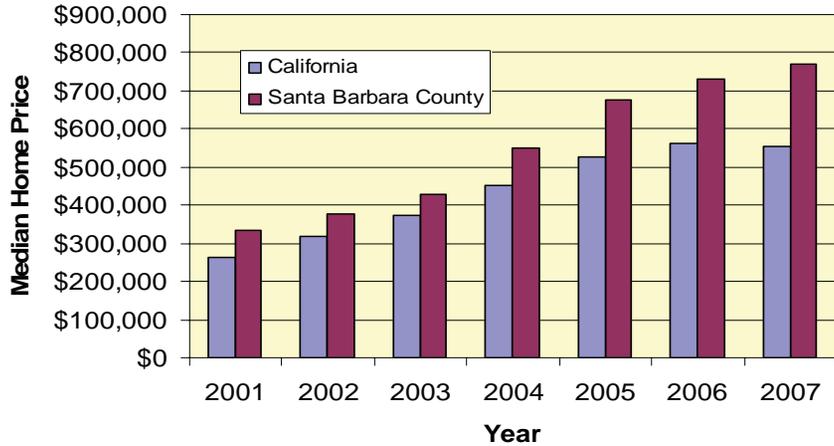


**Total Property Tax Roll Value**  
Benchmark Counties, In Billions



The median home price in Santa Barbara County has steadily increased over the years including 2007 despite the weak real estate market nationwide; whereas, the average median home price in California has declined in 2007.

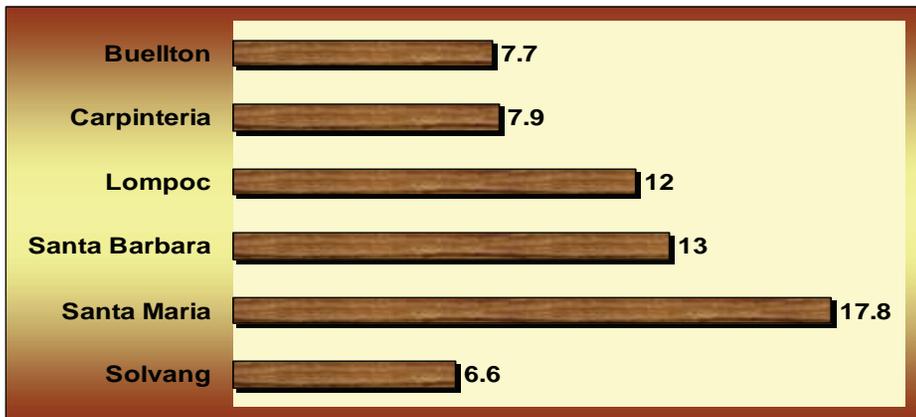
**Median Home Price Santa Barbara County and California Comparison**



Source: UCSB Economic Forecast 2008

**SAFETY**

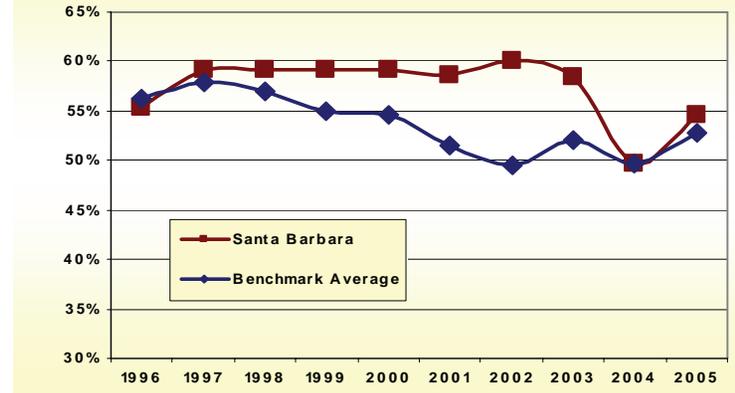
The California Crime Index (CCI) is the sum of all homicides, forcible rapes, robberies, aggravated assaults, burglaries, and motor vehicle thefts. The following chart shows the CCI for the incorporated cities in Santa Barbara County as of 2006, the latest data available.



Source: UCSB Economic Forecast 2008

Santa Barbara's crime rate may be linked to the overall quality of life and economic strength of the County, but in addition, crime rates tend to be inversely related to age (i.e. the older the population the lower the crime rate). Between 1997 and 2007, the median age in Santa Barbara County rose to 33.2 from 34.2.

**Violent Crime Clearance Rate 1996-2005**



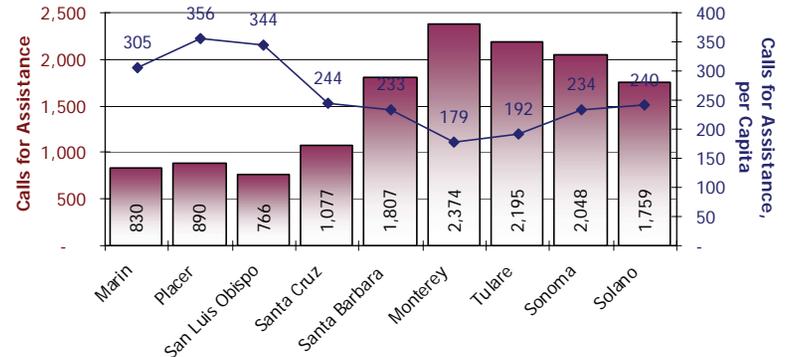
Source: California Attorney General 2005

**DOMESTIC VIOLENCE**

Domestic violence is a major concern in California and in the United States. Domestic violence is the single major cause of injury to women, causing injury more frequently than auto accidents, rapes and muggings combined. Domestic violence is recognized by state law to be criminal conduct. It is the intentional or reckless cause or attempt to cause bodily injury to a family or household member or date or placing a family or household member or date in reasonable apprehension of imminent serious bodily injury to himself or herself or another. Based on the most recent data (2005), Santa Barbara County had 1,807 domestic violence related calls for assistance, placing it among the five counties with the lowest number of calls.

**Domestic Violence Related Calls for Assistance**

Benchmark Counties, 2005



Source: California Office of the Attorney General 2006

**ELDER ABUSE**

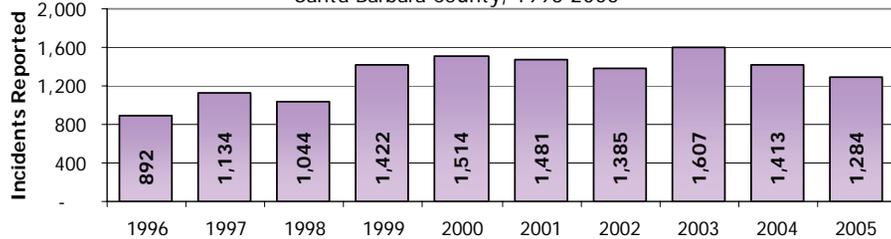
Currently, California has the largest older adult population in the Country. According to the 2000 US Census, there are 64,922 adults over the age of 60 living in Santa Barbara County. The average life expectancy of County residents is 78.3 years of age, 2.9% higher than the median life expectancy for all United States counties.

Adults older than the age of 65 make up an estimated 13% of County residents, 57% being women and 43% being men. Since 1980, the total number of adults over the age of 75 living in poverty has increased 17.4%, and 6.2% of adults over 65 are currently living at the 125% poverty level.

With the increase in the elder population comes the possible increase in elder abuse related incidences, as elders have special circumstances, such as dependency, functional disability, minority status, age and poor social networks that make them vulnerable to violence. Though the State now mandates certain entities to report elder abuse (custodians, licensed care facility staff, law enforcement, etc) the number of incidences in the County is still believed to be under reported.

**Reported Elder and Dependent Adult Abuse Incidents**

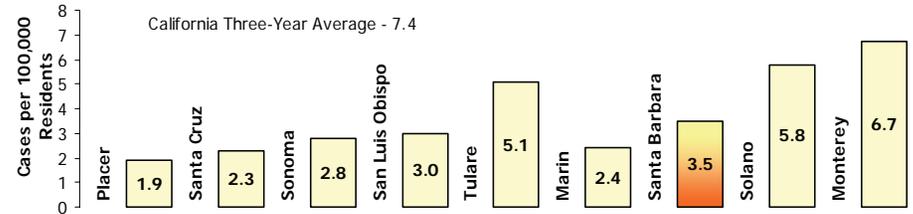
Received by Adult Protective Services  
Santa Barbara County, 1996-2005



**HEALTHCARE**

Controlling communicable disease is a core function of the Public Health Department. One indicator of a healthy community is the incidence of tuberculosis, an infectious disease caused by germs that spread from person to person through the air. The County experienced 14 tuberculosis (TB) cases in 2007, down from 15 in 2006, and down from an unusually high number of 37 TB cases in 2003 (a single TB case in the Santa Maria area spread to 9 individuals). This underscores the need for ongoing vigilance, case investigation, and contact tracing for communicable diseases to limit impacts of communicable disease in our communities.

**Incidence of Tuberculosis  
Benchmark Counties  
Three-Year Average Crude Case Rates: 2003-06**

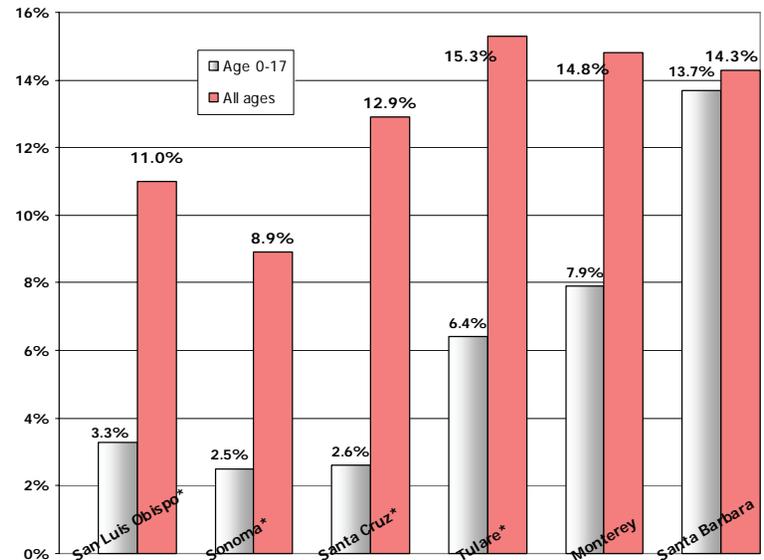


Source: California Department of Health Services 2008

Santa Barbara County has numerous high quality health and medical care providers in the private and public sector, yet not all residents have access to needed health services. Lack of medical insurance coverage continues to be a major detriment to access to needed health services. According to the bi-annual California Health Interview Survey conducted by UCLA Center for Health Policy Research over 40% of those surveyed cited the cost of health insurance as the reason for the lack of coverage.

About 1 in every 8 County residents, or 14.3% of all residents, does not have health insurance as compared to the State average of 13.5%. About 13.17 of all County children ages 0-17 have no health insurance. As the following chart shows, Santa Barbara County has a higher percentage of children without health insurance coverage compared to selected benchmark Counties.

**Percent of Uninsured Residents during 2005  
Santa Barbara and Selected Benchmark Counties**



\*Statistically unstable data for ages 0-17 data.

Source: California Health Interview Survey, UCLA, 2005

## LOCAL ECONOMY AND REAL ESTATE

In spite of the economic downturns experienced by the United State and California, Santa Barbara County's economy is expected to have slight growth (1%) in 2008, continuing the pace of 2007. Data provided by the UCSB Economic Forecast Project shows that Real Gross County Product is expected to increase approximately 1.6% - 1.9% through 2010. Per capita Gross County Product for Santa Barbara County in 2007 was \$53,100. Real Gross County Product is the total value of the goods and services produced in the county. Countywide, a total of 1,600 new jobs were created in 2007 compared to 2006, an increase of 0.9%. Construction lost a surprisingly low number of 8 jobs while Other Services added 1,442 due in part to the strong tourism sector of the County's economy. Agriculture gained 442 jobs and the Public Sector 942. Trade, Transportation and utilities continue to remain one of the top private employment sectors in 2007, with over 28,316 jobs in the County (see B-10 for the Top Employers in the County). In 2008-09, overall job growth is projected to remain low.

Retail Trade employed 20,275 people in 2007, a decline of 0.1% from 2006. Countywide calendar year retail sales increased by 1.3% compared to 2006, but when factored for inflation it was a decline of 2.2%. Overall, total taxable sales (which includes food and beverage taxable sales, home furnishings and appliances, auto supply and fuel, wholesale, and retail sales) increased 1.6% over 2006. Although overall retail sales increased slightly countywide, County of Santa Barbara unincorporated area retail sales tax revenue decreased by 5.0% compared to 2006. Total County per capita retail sales for 2007 were \$10,500 compared to 2006's \$10,600 and 2005's \$10,400. Distribution of taxable sales shows that Santa Barbara City accounted for 29.2% of the County's overall taxable sales. The City of Santa Maria followed closely behind with 25.5% while the unincorporated areas of the county accounted for 20.4% and the City of Goleta with 12.4%.

Tourism is an important aspect of the local economy. Employment in Leisure and Hospitality services, including hotel/motel operations and food service, accounts for approximately 22,683 jobs countywide. Santa Barbara County's overall tourism industry continues to grow, helped in part by the attraction of the County's wine region as a destination, exemplified in films such as *Sideways*, and its location near larger population centers of Southern California. On the South Coast hotel/motel occupancy rates increased to 73% in 2007—up from 72% in 2006. Overall Santa Barbara County hotel/motel sales increased 8.6% in FY 2006-07. While occupancy is on the increase, the price of a room in South County increased from \$140 per night in 2006 to \$155 per night in 2007, a 10.7% increase. In addition, the approximately 11 million tourists who visited Santa Barbara County in FY 2006-07 spent an estimated \$1.44 billion.

Agriculture is the County's major producing industry with a gross production value in 2007 of just over \$1 billion, an 8.6% increase over 2006. This is the second consecutive year that the overall production has broken the \$1 billion mark. Agriculture is also one of the top employment sectors with 12,300 workers employed in 2007. However, Agricultural workers' average salaries (\$22,015) are the lowest of all the County's employment sectors falling just below workers in the retail trade sector (\$22,756).

The top three commodities were strawberries \$313.5 million, Broccoli \$131.1 million and wine grapes \$99.9 million. The recognition of Santa Barbara County's wine production has also influenced the tourism sector of the County's economy through the increasing number of visitors to the County attracted by this part of the agricultural industry.

Construction is also an important part of the County's employment sectors, employing 10,467 workers with an estimated average salary of \$44,944. This sector lost only 8 jobs in 2007 even though new housing construction permits continued a ten year decline with 850 permits issued in 2006. The small reduction in jobs can be attributed to a number of factors, existing home remodeling and renovation by current owners and new buyers, and commercial/industrial construction in the County. One of the results of this activity has been the ongoing increase in the inventory of unsold homes.

It is estimated that the decline in sales volume and home prices will continue through 2008 before starting to pick up in 2009. Building activity continues to be in the incorporated areas of the North County, where a total of 404 residential building permits were issued in 2007 compared to 60 permits on the South Coast. The construction sector will also be impacted by the decline in the sales volume of existing homes as the inventory of unsold homes continues to grow. Sales volume in the incorporated areas of the County declined by 83 units in 2007 a 3.5% decline according to the UCSB Economic Forecast Project. The number of foreclosures continues to impact the real estate industry in the County.

Public Sector: Employment in the government sector was 37,033 people in 2007, an increase of 2.6% over 2006. This sector includes persons employed in local, state and federal agencies, the military, education and special districts such as water and sanitation. The average salary for the government sector increased by 2.19% in 2007 to \$46,831. A number of Santa Barbara County's largest employers are in this sector, including the University of California at Santa Barbara (9,723 employees), Vandenberg Air Force Base (4,374), the County of Santa Barbara (4,269), the Santa Barbara School District (1,618), Santa Barbara City College (2,157), Raytheon Electronic Systems (1,613) and the Santa Maria Bonita School District (1,600).

The real estate sector of the County's economy continues to feel the impact of the drop in housing and housing related economic activities. Residential sales volume declined by 12.5% in 2007 compared to 2006. In contrast, the median home price in the County was \$771,463, an increase of 5.3% from 2006. The median home price in the City of Santa Barbara was \$1,086,250 a 13.3% increase over 2006, while the median home price in the City of Santa Maria was \$384,813, a decrease of 13.9% from 2006. In comparison, the median home price in California was \$554,623 in 2007 a 1.0% decrease from 2006.

While the median home prices show a disparity in the prices between North County and the South Coast, one of the more important measures is the home affordability index, the measurement of what percentage of the population in the County can afford the median priced home. In 2006, less than 10% of the population could afford to purchase a median priced home in the County.

The outlook for Santa Barbara's economy is stable with slight growth in most areas. As indicated by the UCSB Economic Forecast Project's Business Sentiment Survey for the 1<sup>st</sup> Quarter of 2008, 21.2% of Santa Barbara County businesses surveyed anticipate that they will continue to create new jobs over the next twelve months. Unemployment rates are anticipated to remain below 5% in 2008. Two areas continue to be of concern, the high cost of housing—particularly on the South Coast, which drives up wages and hinders employee recruitment and retention. Second, the rising cost of fuel and traffic congestion, which impacts businesses, employees and consumers in terms of increased costs and quality of life issues.

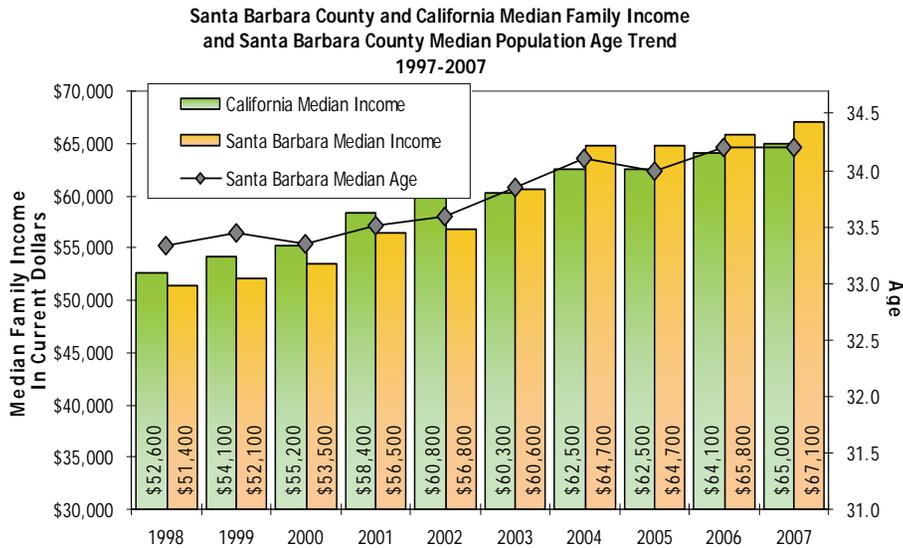
**AVERAGE SALARY AND EMPLOYMENT GROWTH BY JOB SECTOR**

Job Sector	Average Salary 2007	Change from 2006	Average Employment 2007	Change from 2006
Agriculture	22,015	+1.5%	15,883	+2.9%
Construction	44,944	+1.7%	10,467	-0.1%
Durable Manufacturing	71,069	+4.9%	9,958	-2.4%
Finance, Insurance & Real Estate	66,170	+1.2%	8,217	-5.6%
Information	56,835	+4.6%	3,883	-2.3%
Mining	65,537	+2.0%	1,200	+6.7%
Non-Durable Manufacturing	47,459	+3.9%	3,258	-2.5%
Retail Trade	22,756	+1.4%	20,275	-0.1%
Transportation, Warehousing, & Utilities	45,0475	+4.3%	3,108	+1.9%
Wholesale Trade	49,505	+2.8%	4,833	-1.0%
All Other Service Sectors	41,913	+2.0%	72,363	+2.0%
Public Sector	46,831	+2.1%	37,033	+2.6%
All Industries	40,350	+2.2%	189,492	+0.9%

Source: UCSB Economic Forecast Project 2008

**TOP EMPLOYERS IN SANTA BARBARA COUNTY**

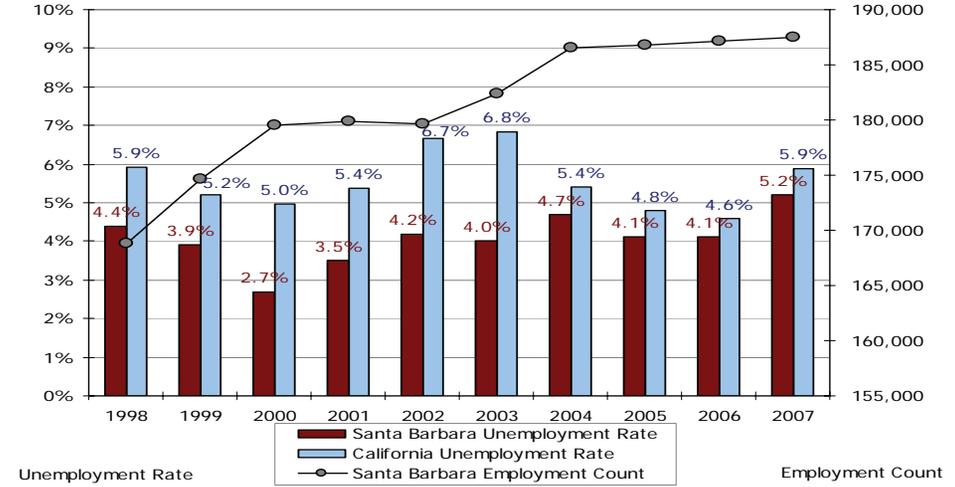
Rank	Company Name	Location	Industry	Jobs
1	UCSB	Goleta	Public Education	9,723
2	Vandenberg Air Force Base	Lompoc	National Security	4,374
3	County of Santa Barbara	Santa Barbara	Public Administration	4,269
4	Santa Barbara Cottage Hospital	Santa Barbara	Health Care and Social Assistance	2,762
5	Santa Barbara City College	Santa Barbara	Public Education	2,157
6	Santa Barbara School District Administration	Santa Barbara	Public Education	1,618
7	Raytheon Electronic Systems	Santa Barbara County	Durables Manufacturing	1,613
8	Santa Maria Bonita School District	Santa Maria	Public Education	1,600
9	Chumash Casino	Santa Ynez	Arts, Entertainment, and Recreation	1,597
10	City of Santa Barbara	Santa Barbara	Public Administration	1,539
11	Lompoc Unified School District	Lompoc	Public Education	1,452
12	Marian Medical Center	Santa Maria	Health Care and Social Assistance	1,440
13	Allan Hancock College	Santa Maria	Public Education	1,355
14	Sansum Santa Barbara Medical Foundation Clinic	Santa Barbara	Health Care and Social Assistance	1,100
15	Santa Barbara County Education Office	Santa Barbara	Public Education	1,048
16	Bacara Resort and Spa	Goleta	Accommodation and Food Services	830
17	Albertsons Stores	Santa Barbara County	Retail Trade	804
18	Pacific Capital Bancorp	Santa Barbara	Finance/Insurance	775
19	Den-Mat Corporation	Santa Maria	Durables Manufacturing	755
20	Goleta Union School District	Goleta	Public Education	750
21	Santa Maria Joint Union School District	Santa Maria	Public Education	728
22	Orcutt Union School District	Santa Maria	Public Education	707
23	Federal Correction Institution	Lompoc	Public Administration	530
24	C & D Zodiac	Santa Maria	Durables Manufacturing	525
25	City of Lompoc	Lompoc	Public Administration	507



**EMPLOYMENT VERSUS UNEMPLOYMENT**

Santa Barbara County’s unemployment rate has historically been less than California’s overall State rate. From 1998 to 2000 the State and the County unemployment rates both decreased, increasing in 2001 to 2002. The County’s unemployment rate dipped in 2003 but increased slightly in 2004 before dropping to 4.1% in 2005 and 2006. The current rate has increased to 4.4%. The unemployment rate is important, but it is not a complete picture. The unemployment rate focuses on changes in the labor force and changes in the number jobs. The average salary and job growth data highlighted in the chart on page B-10 can be used as another indicator of the vigor of the local economy.

**Santa Barbara County Unemployment Rate and Employment Count and California Unemployment Rate 1998-2007**



Source: California Employment Development Department January 2008

**TOURISM**

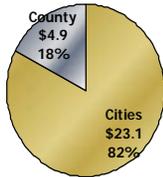
Santa Barbara County is known as a popular tourist destination, thus tourism is an important part of the County’s economy, affecting the lodging industry, eating and drinking establishments, recreation revenue, and retail sales. Employment in accommodation services which includes hotel/motel operations and food/beverage services, accounts for approximately 19,900 jobs countywide.

The estimated 11 million tourists who visited the County in 2006-07 spent an estimated \$1.4 billion - a 4.5% increase over the prior year. The best tool for estimating tourism activity in the County is to analyze changes in revenue generated by the Transient Occupancy Tax (TOT) levied by local governments and charged to guests by lodging establishments. Overall TOT Revenue increased by 8.8% in FY 2006-07 to a countywide total of \$33.3 million due in part to continued awareness of the County’s wine region and other tourist related attractions. Cities have continued to see an increase in TOT revenue, 6.3% over the 2005-06 fiscal year. Last year the unincorporated area of the County saw a 20.2% increase in the TOT over the previous year, continuing a trend of double digit growth in TOT revenues.

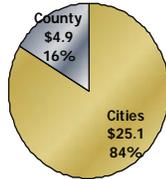
**TRANSIENT OCCUPANCY TAX REVENUE**

**FOR UNINCORPORATED COUNTY AREA\* AND ALL CITIES\*\* IN MILLIONS**

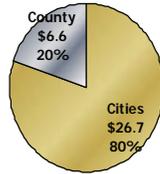
Fiscal Year 2004-05  
Total \$28.0



Fiscal Year 2005-06  
Total \$30.0



Fiscal Year 2006-07  
Total \$33.3

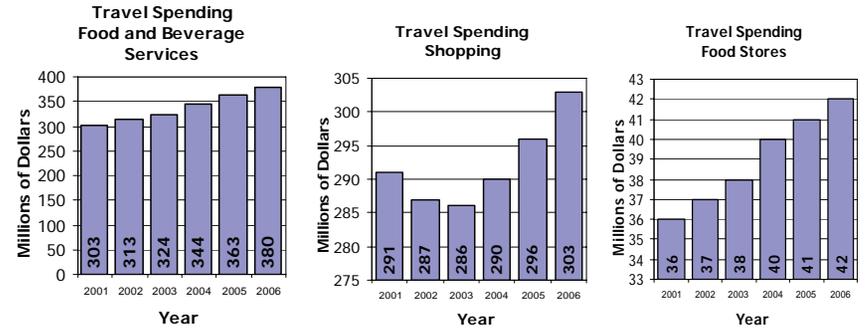
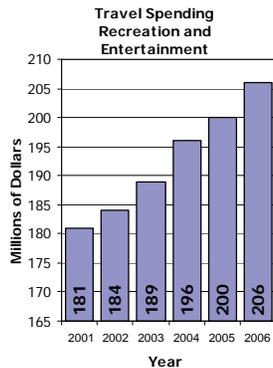
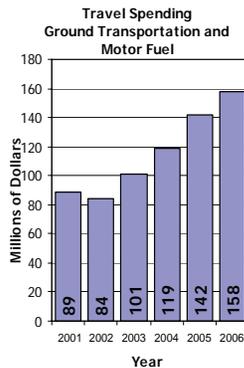
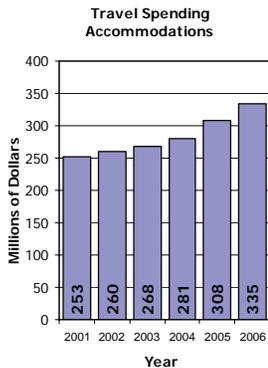


Source:

Santa Barbara County Auditor-Controller Department

\* The County and City of Goleta have a revenue sharing agreement as a result of the incorporation of the City of Goleta, stipulating that that County receive 40% of the total TOT revenue generated in the City of Goleta. The revenue sharing agreement expires at the end of Fiscal Year 2011-12, and thus the County will see a decrease in TOT revenue beginning Fiscal Year 2012-13.

\*\* City of Santa Barbara includes 2% Measure B2000 tax, effective January 2001.



Source: California Travel and Tourism Commission 2006, And UCSB Economic Forecast Project 2008

**RESIDENTIAL AND COMMERCIAL REAL ESTATE**

Overall Santa Barbara County existing home sales volume in 2007 continued to decline as 1,776 single family homes were sold compared to 2,019 in 2006, a drop of 12.5%. However, median home prices continued to rise in the County during 2007 by 5.3% despite the decline in sales volume. This is due to the increase in South Coast home prices offset in the decline in North County home prices. By comparison, California median home prices fell by 1.0%. Predictions for 2008 are for a continuation of the decline in sales and a decline in the median home price according to the UCSB Economic Forecast Project. Their prediction is for a 9.1% decline in sales and a 6.5% decline in home prices. The forecast has real estate sales and prices starting to increase in 2009.

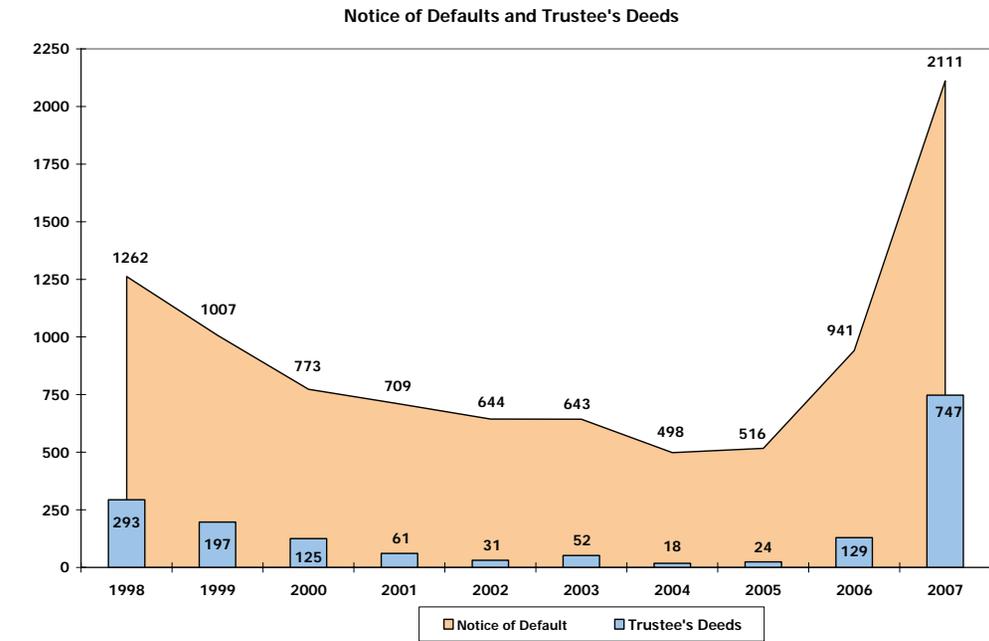
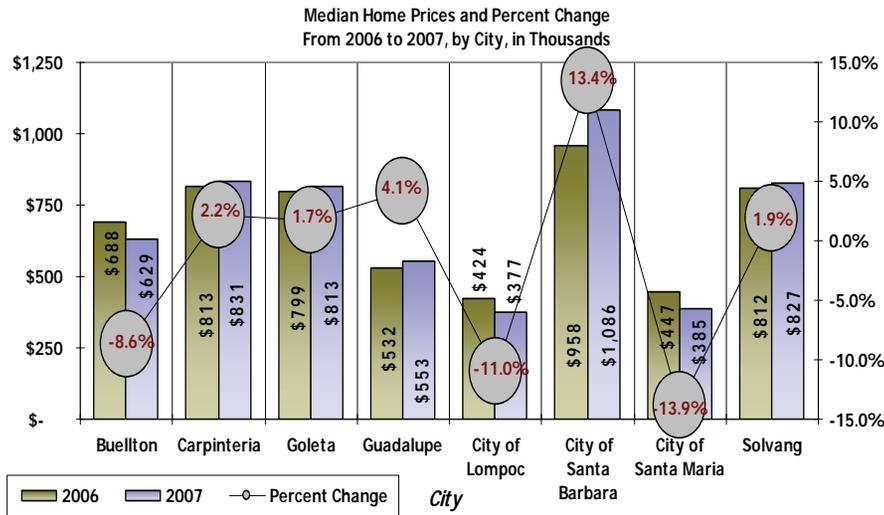
Northern Santa Barbara County has been particularly hard hit by declining sales volume and prices, down 31.8% and 13.1% respectively. Combined with changes in lending practices and mortgages rates, the North County has seen an increase in foreclosures accounting for 64.6% of all foreclosures in the County.

Commercial real estate continued to be strong in 2007 particularly on the County's South Coast, where overall commercial vacancies increased from their 2006 near historic lows with Retail vacancy at 6.0%, Office vacancy at 3.0% and Industrial at 1.0%. In comparison, Santa Maria vacancy rates were 2.7% for Retail, 6.2% for Office and 5.7% for Industrial.

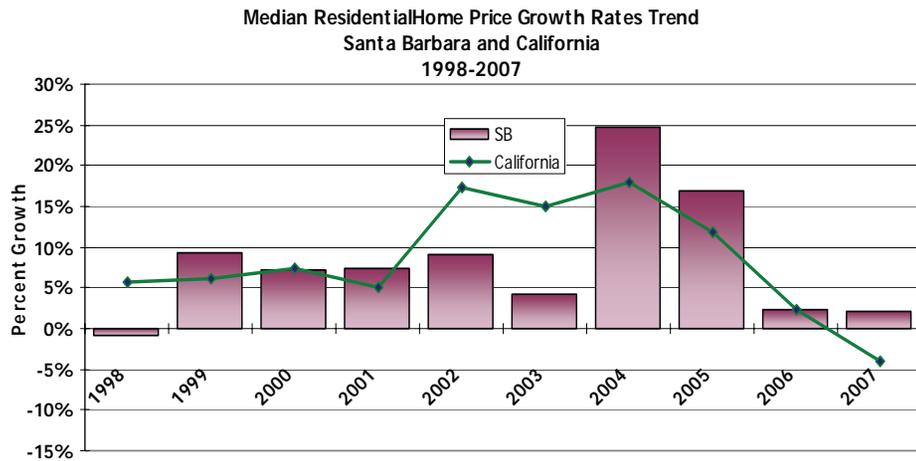
Santa Barbara County's median home price averaged \$771,463 in 2007, higher than the median home price for California and the United States, averaging \$554,623 and \$247,200, respectively.

The high cost of housing continues to impact employers' ability to attract and retain qualified personnel and has outpaced local wages, pricing out some renters from the local market. As resident workers move to other communities particularly those in North County and Ventura County, South County can expect to experience increased traffic, leading to longer commute times and degraded air quality. Numerous governmental and community groups are working to help find solutions to the Jobs/Housing Balance issue, yet because of the continuing budget crisis in California, there is less public money available to subsidize the production and retention of

affordable housing. Affordable housing is a key factor to the County's future economic expansion.



Source: Santa Barbara County Clerk-Recorder Assessor – 2008

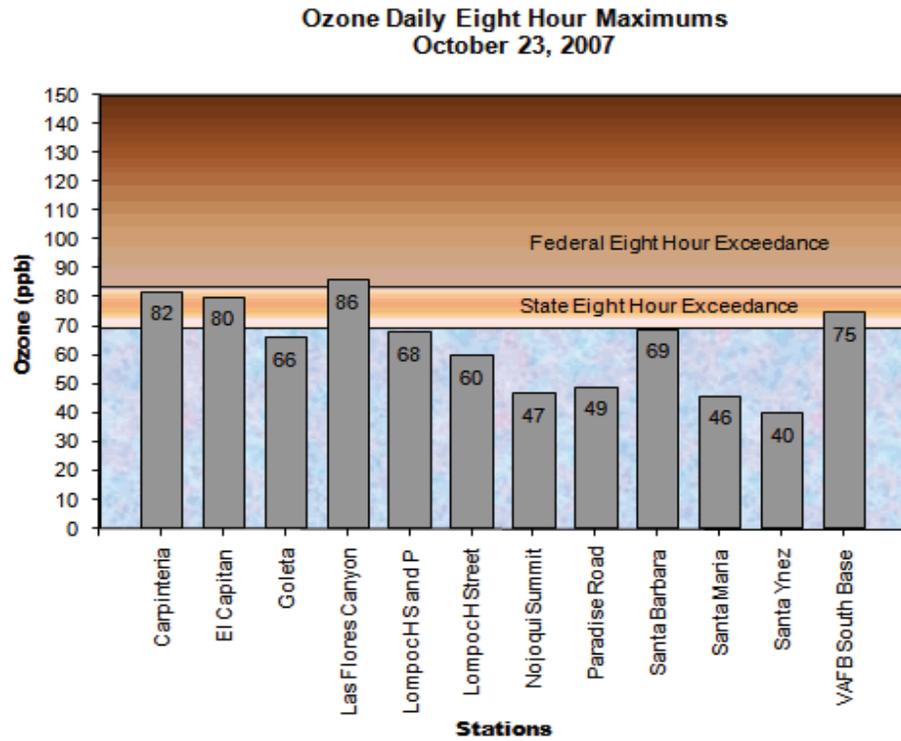


**QUALITY OF LIFE**

**AIR QUALITY**

The Air Pollution Control District (APCD) is a local government agency that works to protect people and the environment against harmful effects of air pollution. APCD covers the entire County including the incorporated cities of Buellton, Carpinteria, Goleta, Guadalupe, Lompoc, Santa Barbara, Santa Maria, and Solvang. APCD collects ambient air quality data to monitor progress of federal, state and local strategies designed to maintain both National and California Ambient Air Quality Standards (CAAQS). One measure of air quality is the amount of ozone in the atmosphere - one of the major components of smog produced by, among other things, the hydrocarbons in automobile exhaust or in vapors from cleaning solvents, in the presence of sunlight. Ozone is associated with negative health effects on humans, principally on the respiratory system, causing impairment of normal lung function and reduction of the ability to perform physical exercise. Children and the elderly are the most susceptible to the problems caused by high levels of ozone.

The following chart shows the ozone levels by monitoring station in the County on October 23, 2007.



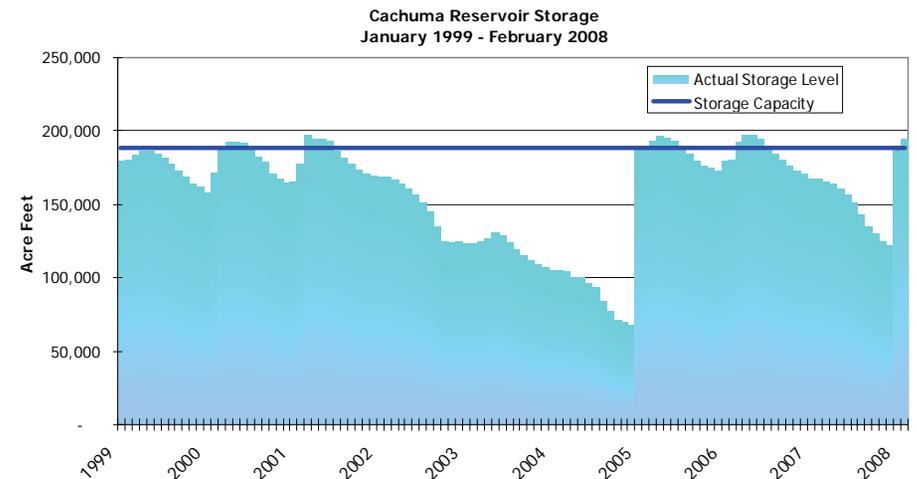
Source: Santa Barbara County Air Pollution Control District 2008

**WATER SUPPLY**

Cachuma Lake provides recreational opportunities as well as water supply to many County residents. The graph on the adjacent page shows the varying water storage levels at Cachuma. In January 2004, the water level was at 104.9 thousand-acre feet, the lowest water storage level since September 1992. The Lake continued to lower during 2004 due to the lack of rainfall but in late 2004 and early 2005 it quickly filled and spilled and it continued to spill until May 2005. The Lake spilled again in April 2006 due to an unusually wet Winter/Spring season. The Lake continued to spill through the spring and into the summer. As of February 2008, the Lake had 194,461 acre feet of water in storage, about 103% of the lake's capacity. The extra capacity or "surcharge" is due to changes to raise the lake's operational level that were completed in 2005 by the US Bureau of Reclamation (owner and operator of the Bradbury Dam). The extra volume of water increases storage that is dedicated to fish and habitat enhancement.

A higher lake level of operation, or surcharge, will be accomplished in two increments, 2.47 feet and 3.0 feet, increasing the storage capacity of Cachuma by 7,700 and 9,200, respectively. Until certain Cachuma Park facilities are modified, only a surcharge of 2.47 feet will be possible. Upon completion of facility modifications, expected by February 2009, surcharges of 3 feet could occur each spring when the reservoir spills.

During 1997, State water began to flow into Cachuma via a 143-mile pipeline, water treatment plant, and pumping station, constructed over four years, costing \$642 million dollars. The total County entitlement of State water is 45,486 acre feet per year; Santa Maria with 16,200 acre-feet; Goleta was allocated 7,000 acre feet and Santa Barbara was allocated 3,000 acre feet per year.



Source: Santa Barbara County Public Works Department. Note: Storage capacity can be "surcharged" to 195,700 acre feet.

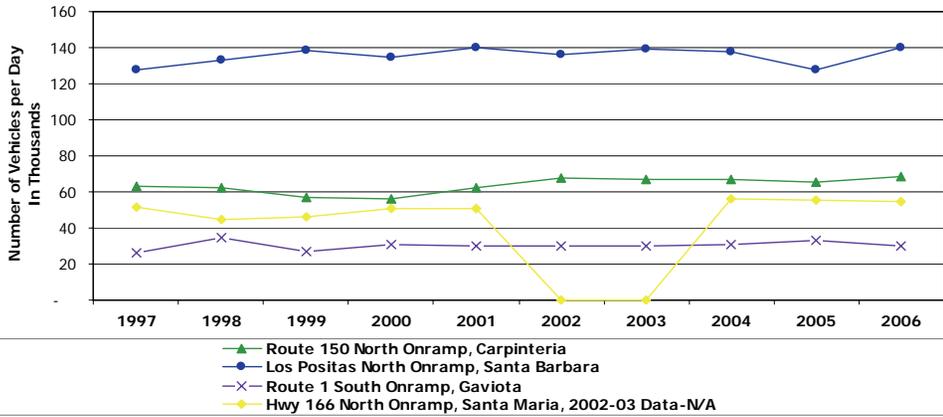
**COMMUTING AND TRAFFIC**

Over 71% of all Santa Barbara County commuters drive alone, 14% carpool and the remaining 15% use an alternative method of commuting such as walking, bicycling, vanpooling or telecommuting.

There continues to be an increase in traffic congestion along the 101 Freeway, especially in southern Santa Barbara County. Planned construction activities along the 101 Freeway between the Cities of Santa Barbara and Ventura over the next decade will cause even greater congestion and travel delays during peak commute hours. Employers, including the County of Santa Barbara, are exploring methods to reduce travel by employees during these peak commute times.

The congestions on the 101 Freeway is largely a result of the number of workers who commute from North Santa Barbara County or Western Ventura County, where home prices are more affordable compared to home prices in South Santa Barbara County.

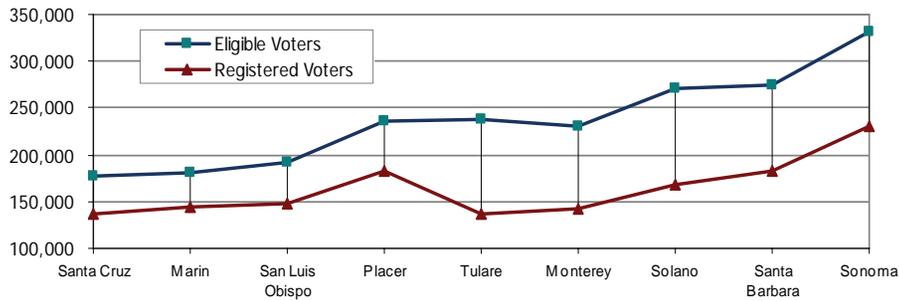
Vehicle Count on Highway 101  
Through Santa Barbara County 1997-2006



Source: SBCAG 2007

**ELECTORATE**

Number of Eligible and Registered Voters  
Benchmark Counties, as of January 28, 2008



Source: California Secretary of STATE 2008

**PARTICIPATION THROUGH ELECTRONIC GOVERNMENT**

Electronic government allows citizens' the opportunity to access County departments, obtain agendas and related documents, and conduct other county related business via the internet. In FY 2004-2005, the County introduced online payment processing applications. The Treasurer-Tax Collector's Department has online property tax payments via credit card or E-Check. For Fiscal year 2005-6 the Department processed 7,472 on line payments totaling \$16.6 million. The totals for 2006-07 are 9,954 online payments totaling \$24 million, an increase of 33% in the number of payments and a 44.6% increase in dollars collected online over the previous fiscal year. The Department's website has other benefits too. Over 20,000 reminders of the April 10, 2008, tax payment deadline were emailed to everyone who is a registered user. Taxpayers can

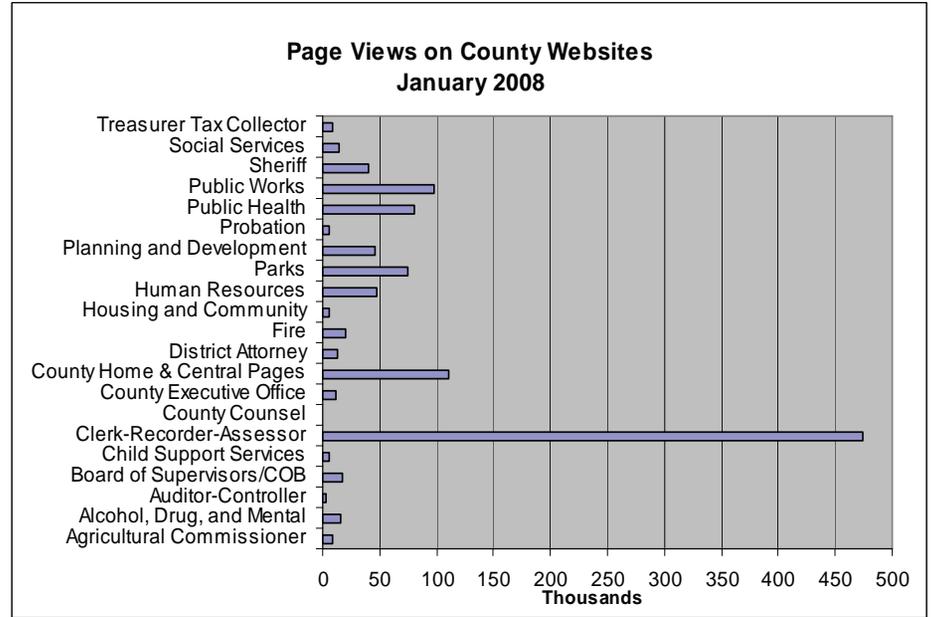
also research the current amount due, print machine readable payment stubs online, and then mail in payment.

Another example of the usefulness of the County's website where the number of visits to the Public Works Department. Over 30% of the visits in January 2008 were for storm, rainfall and road closure information.

A number of additional departments continue to provide web based applications that allow authenticated users to update data via a browser, examples include: Business Property Statement E-Filing, Agricultural Pesticide Usage, Facilities Maintenance Work Orders, IT Help Desk, Employee Self-Service and Online Job Applications. Many departments provide Internet based reporting tools that allow customized queries, examples include: Land Use Permit Status Lookup, Construction related "eBidboard" and the Board of Supervisor's Agenda/Minutes reports. Additionally, a new proactive email reminder system was added to the Planning & Development website. This system allows the public to register for monthly reminder emails that list new land use permits in specified zip code areas.

The County website, [www.countyofsb.org](http://www.countyofsb.org) is now eight years old. The main portal pages comply with the American Disability Act and department sites are working toward compliance. The search engine currently indexes over 30,000 pages across all County department websites. On average over 21,000 searches are conducted per week. The average number of user visits to the County website has grown steadily from an average of 48,000 per month in September 2001, to 138,000 per month in February 2008. A visit represents one or more page requests from a website user.

Page Views on County Websites  
January 2008



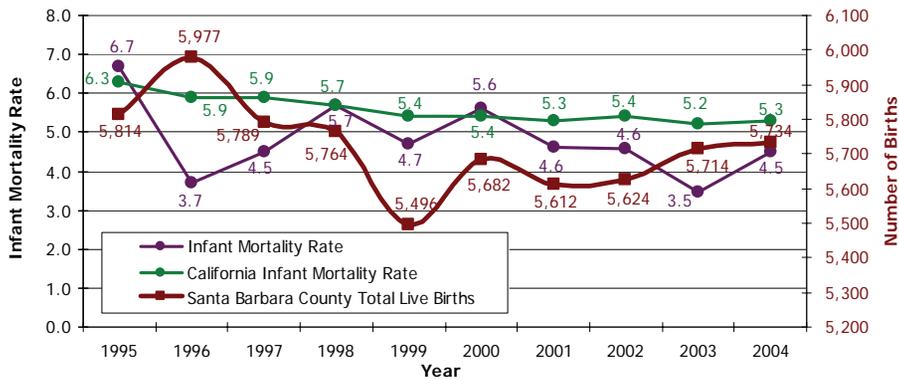
Source: Santa Barbara County General Services Department, March 2008

**HEALTH AND EDUCATION**

The Children's Scorecard compiles information about the status of Santa Barbara County's children and youth, in terms of their physical, emotional, educational and social well-being. The production of the Scorecard is a collaborative venture of the KIDS Network of Santa Barbara County, First 5 of Santa Barbara County and the University of California, Santa Barbara School Psychology Program. Data, collected over time, helps guide public policy that supports the community's children, youth, and families.

The County's infant mortality rate, though experiencing several increases and decreases, has been declining overall since 1995.

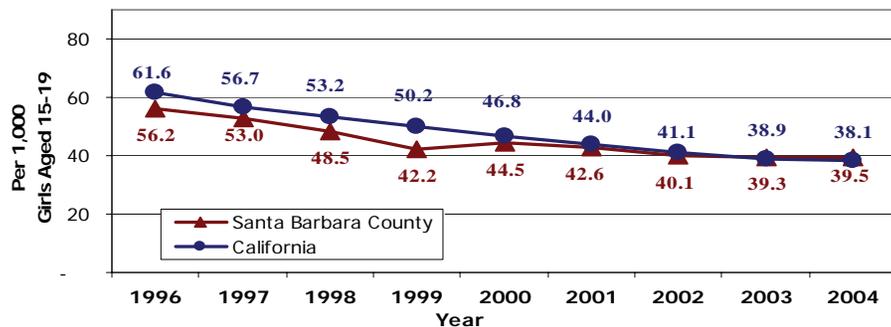
**Santa Barbara County and California Infant Mortality Rate and Santa Barbara County Total Birth Count 1995-2004**



Source: California Health Interview Survey 2006.

The County has experienced a relatively steady decline in the number and rate of births to teen mothers since 1996 in the number of births to mothers age 15-17 within the County.

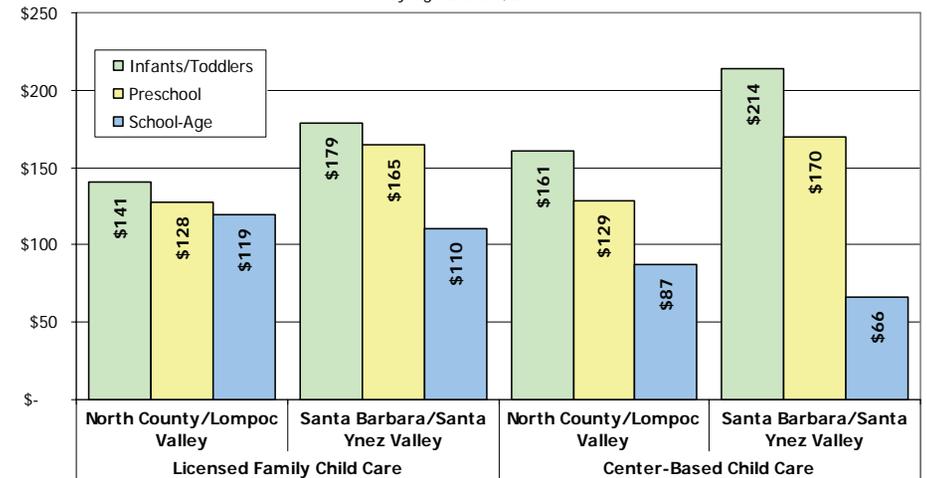
**Santa Barbara County and California Teenage Birth Rate 1996-2004**



Source: UCSB Economic Forecast Project 2007

Requests for quality, affordable, and accessible childcare continued to outgrow the actual capacity of available childcare, nearly doubling. As childcare is a relatively low-wage career field, providers continue to struggle to find and keep highly qualified staff.

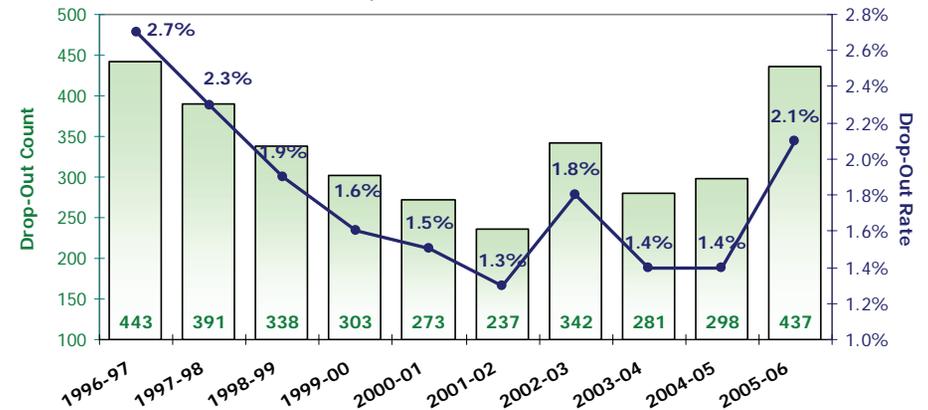
**Average Weekly Cost of Child Care**  
By Age Bracket, 2007



Source: Santa Barbara County Office of Early Care and Education 2008

The County has 23 K-12 School Districts and two Community College Districts. There were 4,815 high school senior enrolled in FY 2005-06 with a graduations rate of 80.9% according to the California Department of Education. The County's high school drop-out rate jumped in FY 2005-06 to 2.1% after two years of 1.4% dropout rates.

**Drop-Outs Count and Rate for Santa Barbara County**  
Grades 9-12, Fiscal Years 1996-97 to 2006-06



Source: California Department of Education

**PUBLIC ASSISTANCE**

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.

**CalWORKs** is California’s version of the federal Temporary Assistance to Needy Families (TANF) program, which was brought about by welfare reform in 1996. Welfare reform ended cash assistance as an entitlement to low-income families, requires work as a condition of welfare payments for most families, and imposes a five-year lifetime limit on welfare benefits for adults. Santa Barbara County delivers inter-agency services through our Workforce Resource Centers to help clients work toward self-sufficiency. In fiscal year 2007-08, the County’s Department of Social Services will help an estimated 4,014 Santa Barbara County families make ends meet each month with CalWORKs, and will place over 1,400 individuals in jobs by fiscal year end. Of the cases, 60% are in North County, 20% in Mid County, and 20% in South County.

**Food Stamps** is jointly administered by the US Department of Health and Human Services and the US Department of Agriculture, and is the only nationwide program available to all who need it, if eligible, regardless of age or family composition. The program safeguards the health and well-being of recipients by raising the levels of nutrition among low income households. In FY 2007-08, the County will help an estimated 7,750 families with nutrition assistance each month. Of these, 26% are in South County, 19% in Mid County, and 55% in North County.

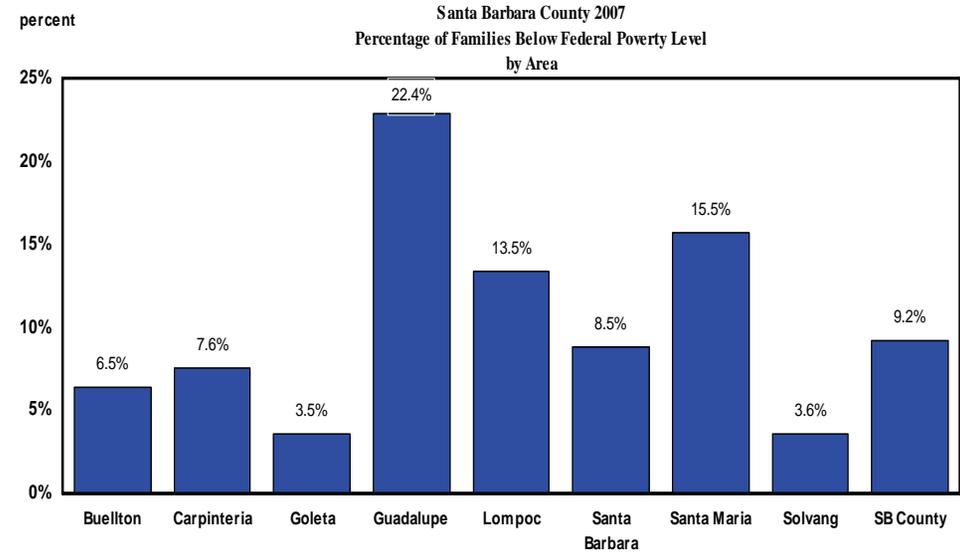
**General Relief** is state-mandated, county-funded and county-administered program that provides financial relief to the unemployed and incapacitated who are not eligible to assistance from any other source. The program provides short-term assistance while the recipient seeks other means of support; it is a safety net for the poorest of the poor, an assistance of last resort. In FY 2007-08, General Relief assisted an average of 328 families each month countywide. Of these, 37% are in South County, 22% in Mid County, and 41% in North County.

**Medi-Cal** is California’s version of the federal Medicaid program. Medi-Cal helps the uninsured in the community receive the medical services they need. Special programs are available to help pregnant women, the terminally ill, those needing long-term care, and the aged, blind, and disabled. On average in FY 2007-08, the County will help an estimated 25,838 families with Medi-Cal coverage per month. Of these 32% are in South County, 17% in Mid County, and 51% in North County.

**Monthly Estimated Distribution of Santa Barbara County Families Receiving Public Assistance Count and Percent of Total by Region, in FY 2007-08**

Region	CalWORKs		General Relief		Food Stamps		Medi-Cal	
North County	2,394	60%	135	41%	4,239	55%	13,308	51%
Mid-County	792	20%	73	22%	1,499	19%	4,285	17%
South County	822	20%	120	37%	2,014	26%	8,245	32%
<b>Totals</b>	<b>4,014</b>	<b>100%</b>	<b>328</b>	<b>100%</b>	<b>7,750</b>	<b>100%</b>	<b>25,838</b>	<b>100%</b>

Source: Santa Barbara County Department of Social Services 2008

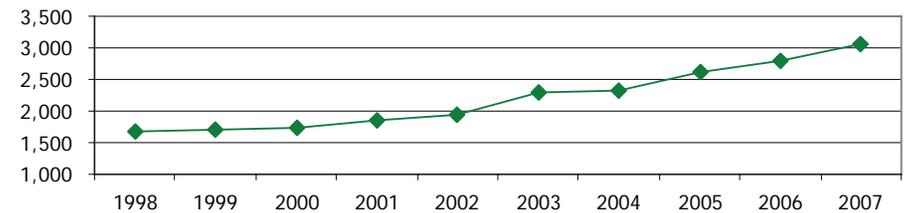


Source: UCSB Economic Forecast Project 2008

**IN HOME SUPPORTIVE SERVICES**

The In-Home Supportive Services Program (IHSS) allows qualified low-income aged, blind, and disabled persons to live in their home and avoid institutionalization. IHSS provides domestic and non-medical related services. In order to qualify, a person must receive Social Security Insurance (SSI) or meet SSI qualifications. The number of people in need of the services offered by IHSS increased – from 1998 to 2007 from 1,670 to 3,073 persons per month.

**Average Number of People Served by County In-Home Supportive Services Per Month , 1998-2007**



Source: Santa Barbara County Department of Social Services 2008

**Countywide Performance Measures:**

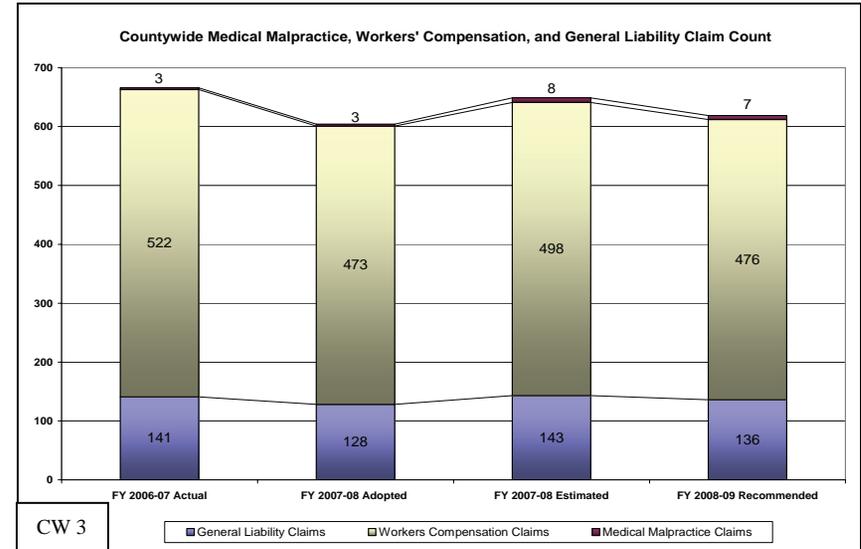
**Workers' Compensation Claim Cost per \$100 Payroll:** The table below (CW1) compares worker compensation claim costs against payroll (salaries including overtime) per \$100 by functional area. The FY 2006-07 costs of workers compensation claims per \$100 payroll is \$3.07, down \$0.42 from FY 2005-06. Among 25 ICMA CPM jurisdictions the County ranks 6th highest in cost. Proactive management can reduce workers' compensation costs which divert resources from productive uses.

CW 1 Functional Area	Worker Compensation Claim Cost Per \$100 Payroll		
	FY 06-07 Actual	FY 07-08 Estimated	FY 08-09 Rec.
Policy and Executive	\$1.84	\$1.76	\$1.09
Law & Justice	\$1.05	\$0.99	\$1.03
Public Safety	\$4.61	\$4.56	\$2.47
Health & Public Assistance	\$2.49	\$2.19	\$1.18
Community Resources	\$2.37	\$2.41	\$0.56
Support Services	\$2.15	\$2.64	\$0.96
General County Programs	\$0.02	\$0.00	\$0.00
<b>WC Cost Countywide Payroll Ratio</b>	<b>\$3.07</b>	<b>\$3.01</b>	<b>\$1.52</b>
Total Worker Compensation Claim Cost	\$8,710,937	\$9,216,354	\$4,661,098
Salaries including Overtime per \$100	\$2,840,175	\$3,063,012	\$3,068,924

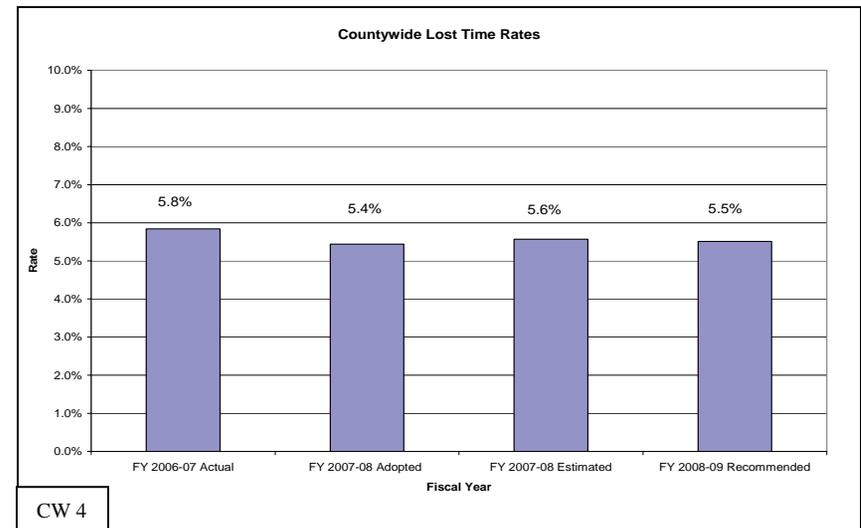
**Workers' Compensation Claims per 100 FTE:** The table below (CW2) rates worker compensation claims against Full Time Equivalent positions (FTE) per 100 by functional area. The average rate of workers compensation claims to 100 FTE is 11.97 up 1.53 from FY 2005-06. Among 70 ICMA CPM jurisdictions, the County ranks 37th highest in rates.

CW 2 Functional Area	Worker Compensation Claims Per 100 FTE		
	FY 06-07 Actual	FY 07-08 Estimated	FY 08-09 Rec.
Policy and Executive	1.11	0.00	0.00
Law & Justice	2.35	1.39	1.54
Public Safety	19.99	20.77	20.97
Health & Public Assistance	10.41	10.01	9.94
Community Resources	9.63	7.57	7.13
Support Services	6.42	1.96	0.49
General County Programs	2.70	0.00	0.00
<b>WC Claims Countywide Workforce Ratio</b>	<b>12.30</b>	<b>11.63</b>	<b>11.51</b>
Total # of Workers Compensation Claims	522	498	476
FTE divided by 100	42.43	42.82	41.34

**Countywide Claim Counts:** The chart below (CW 3) trends three performance measures used by all departments: 1) number of medical malpractice claims; 2) number of workers' compensation claims; and 3) number of general liability claims. In FY 2007-08, workers' compensation claims are 498 and comprise 77% of total claims, general liability are 143 or 22% of total claims, and medical malpractice are 8, 1% of total claims.

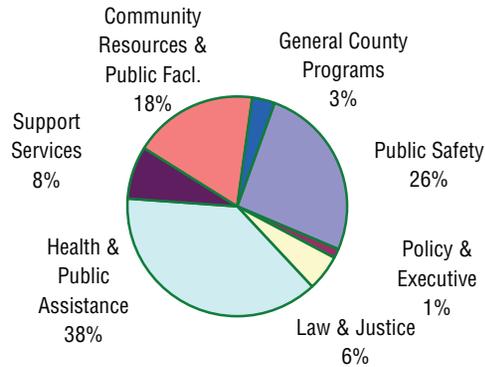


**Countywide Lost Time Rate:** The chart below (CW 4) outlines the County organization-wide lost time rate. This rate measures the percent of total employee hours spent on sick leave, workers' compensation, or unauthorized leave without pay as a percent of total available hours. Countywide, lost time rates declined 0.2% from the FY 2006-07 actual of 5.8% to an FY 2007-08 estimated of 5.6%. The lost time rate has maintained an average of 5.9% over the last six years.

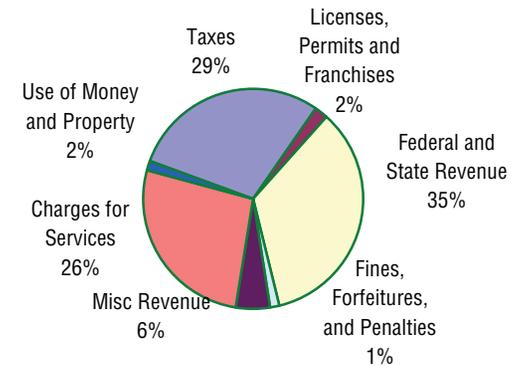


# SUMMARY SCHEDULES

## EXPENDITURES



## REVENUES



### Use of Funds Summary

#### Countywide Functions

	Recommended FY 08-09	Percent of Total	Operating Budget	Percent of Operating	Capital Budget	Percent of Capital
Policy & Executive	\$ 9,035,983	1.1%	\$ 9,035,983	1.2%	\$ --	0.0%
Law & Justice	41,903,080	5.3%	41,903,080	5.6%	--	0.0%
Public Safety	196,030,651	24.7%	192,576,509	25.9%	3,454,142	7.0%
Health & Public Assistance	288,209,405	36.4%	287,735,208	38.7%	474,197	1.0%
Community Resources & Public Fac.	137,997,635	17.4%	105,470,778	14.2%	32,526,857	66.3%
Support Services	59,879,438	7.6%	47,628,226	6.4%	12,251,212	25.0%
General County Programs	26,250,781	3.3%	25,903,781	3.5%	347,000	0.7%
<b>Expenditure Total</b>	<b>759,306,973</b>	<b>95.8%</b>	<b>710,253,565</b>	<b>95.5%</b>	<b>49,053,408</b>	<b>100.0%</b>

#### Other Financing Uses

Designated for Future Uses	33,511,899	4.2%	33,511,899	4.5%	--	0.0%
<b>Total Use of Funds</b>	<b>\$ 792,818,872</b>	<b>100.0%</b>	<b>\$ 743,765,464</b>	<b>100.0%</b>	<b>\$ 49,053,408</b>	<b>100.0%</b>

The summary schedules present appropriations by function and revenues by source. This presentation consolidates appropriations and revenues similar to consolidated financial statements of a business entity. Intra-County revenues and expenditures (internal service fund charges, cost allocation and quasi external transactions) are eliminated in the summaries to avoid double counting. This is a unique presentation for a governmental entity, but valuable for a performance based budget system. The summary becomes reflective of the total flow of economic resources within the entity.

Appropriations are also separated into operating budget and capital budget. The capital budget does not include salaries and benefits for in-house design, environmental or inspection costs for transportation and resource recovery projects. These salary and benefit costs are captured under the operating budget.

### Source of Funds Summary

#### Revenues

Taxes	\$ 236,681,209	29.0%
Licenses, Permits and Franchises	17,729,386	2.2%
Fines, Forfeitures, and Penalties	11,096,640	1.4%
Use of Money and Property	12,291,329	1.5%
Federal and State Revenue	280,535,194	34.4%
Charges for Services	215,707,185	26.5%
Miscellaneous Revenue	41,277,110	5.1%
<b>Revenue Sub-Total</b>	<b>815,318,052</b>	<b>100%</b>
Less: Intra-County Revenues	(77,216,658)	
<b>Revenue Total</b>	<b>738,101,394</b>	

#### Other Financing Sources

Sale of Fixed Assets	15,000
Long Term Debt Principal Repayment	--
Release of Reserves & Designations	36,004,358
Use of Prior Fund Balance	18,698,120
<b>Source of Funds Total</b>	<b>\$ 792,818,872</b>

## EXPENDITURE SUMMARY

### By Department

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Expenditure Summary</b>				
<i>County Departments</i>				
Policy & Executive				
Board of Supervisors	\$ 2,239,936	\$ 2,479,874	\$ 2,361,633	\$ 2,660,421
County Executive Office	2,857,014	2,951,501	2,851,414	3,019,469
County Counsel	2,078,046	3,314,105	2,601,141	3,356,093
<i>Sub-Total</i>	<u>7,174,996</u>	<u>8,745,480</u>	<u>7,814,188</u>	<u>9,035,983</u>
Law & Justice				
Court Special Services	14,403,292	14,603,316	14,813,817	14,749,534
District Attorney	15,437,671	16,331,973	16,702,201	16,863,366
Public Defender	8,683,195	9,538,466	9,481,804	10,290,180
<i>Sub-Total</i>	<u>38,524,158</u>	<u>40,473,755</u>	<u>40,997,822</u>	<u>41,903,080</u>
Public Safety				
Fire	45,878,542	46,313,633	49,302,569	53,068,419
Probation	39,407,641	41,442,276	41,589,897	43,731,044
Sheriff	91,560,113	96,685,827	104,500,327	99,231,188
<i>Sub-Total</i>	<u>176,846,296</u>	<u>184,441,736</u>	<u>195,392,793</u>	<u>196,030,651</u>
Health & Public Assistance				
Alcohol, Drug & Mental Health Svcs	67,356,207	72,603,305	72,511,323	64,187,615
Child Support Services	9,775,205	9,877,429	9,650,480	9,657,766
Public Health	76,721,597	84,231,342	81,098,177	84,591,394
Social Services	115,505,472	128,140,750	123,316,519	129,772,630
<i>Sub-Total</i>	<u>269,358,481</u>	<u>294,852,826</u>	<u>286,576,499</u>	<u>288,209,405</u>
Community Resources & Public Facilities				
Agriculture & Cooperative Extension	3,366,653	3,786,577	3,578,424	3,774,846
Housing & Community Development	10,424,986	4,757,006	8,538,009	5,342,437
Parks	10,320,426	13,540,063	11,865,927	11,379,624
Planning & Development	16,152,618	25,301,550	20,820,517	20,967,885
Public Works	78,583,247	94,877,854	90,604,947	96,532,843
<i>Sub-Total</i>	<u>118,847,930</u>	<u>142,263,050</u>	<u>135,407,824</u>	<u>137,997,635</u>
Support Services				
Auditor-Controller	4,592,669	5,044,155	4,714,583	5,432,872
Clerk-Recorder-Assessor	14,417,945	19,632,581	16,638,556	17,624,386
General Services	28,625,560	26,756,193	28,090,228	20,316,117
Human Resources	3,986,369	6,406,247	6,781,581	6,769,651
Treasurer-Tax Collector-Public Adm.	4,658,366	5,975,728	5,844,146	6,136,906
Information Technology	--	--	--	3,599,506
<i>Sub-Total</i>	<u>56,280,909</u>	<u>63,814,904</u>	<u>62,069,094</u>	<u>59,879,438</u>
General County Programs	23,378,068	25,644,811	26,091,512	26,250,781
<b>Expenditure Total</b>	<u><b>\$ 690,410,838</b></u>	<u><b>\$ 760,236,562</b></u>	<u><b>\$ 754,349,732</b></u>	<u><b>\$ 759,306,973</b></u>

## EXPENDITURE SUMMARY

### By Character

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Character of Expenditures</b>				
<i>Operating Expenditures</i>				
Regular Salaries	\$ 264,719,358	\$ 288,248,142	\$ 282,724,756	\$ 291,169,932
Overtime	12,998,974	10,525,005	15,892,115	11,906,489
Extra Help	6,896,645	3,813,481	7,684,276	4,190,240
Retirement (Non-Safety Depts)	28,245,610	35,231,156	32,488,025	44,193,273
Retirement (Safety Depts)	30,395,879	33,204,995	32,870,084	35,860,423
Health Benefits	15,597,017	22,473,360	18,935,400	23,352,907
Workers' Compensation Insurance	14,625,789	14,623,396	14,644,784	14,622,448
Unemployment Insurance	248,016	149,099	155,451	185,531
Social Security Contribution	14,738,604	16,505,551	15,594,237	15,689,327
<i>Salaries and Benefits Total</i>	<u>388,465,893</u>	<u>424,774,185</u>	<u>420,989,128</u>	<u>441,170,570</u>
Services & Supplies	246,701,971	259,512,954	266,811,512	261,682,601
Public Assistance Payments	46,412,859	52,662,761	48,396,289	48,957,642
Contributions	13,148,354	15,051,065	14,061,760	14,546,817
Principal & Interest	12,908,843	11,198,146	11,005,500	10,452,113
Depreciation Expense	6,199,478	6,614,371	6,572,958	6,720,477
Insurance Claims	2,850,625	2,700,000	2,675,000	2,875,000
Damages & Losses	795,529	1,155,002	1,302,576	1,065,003
Operating Sub-Total	<u>717,483,552</u>	<u>773,668,484</u>	<u>771,814,723</u>	<u>787,470,223</u>
Less: Intra-County Revenues	<u>(72,366,705)</u>	<u>(71,659,966)</u>	<u>(73,054,899)</u>	<u>(77,216,658)</u>
Operating Total	<u>645,116,847</u>	<u>702,008,518</u>	<u>698,759,824</u>	<u>710,253,565</u>
<i>Non-Operating Expenditures</i>				
Capital Assets	45,293,991	58,228,044	55,589,908	49,053,408
Expenditure Total	<u><b>\$ 690,410,838</b></u>	<u><b>\$ 760,236,562</b></u>	<u><b>\$ 754,349,732</b></u>	<u><b>\$ 759,306,973</b></u>

Expenditure appropriation summaries are displayed by both department and function. They are also displayed by character of expenditures. A third display by function, fund and object level can be found in the State Controller schedules.

## REVENUE SUMMARY

### Revenue By Type and Character

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Revenue Summary</b>				
<i>Revenues</i>				
Taxes	\$ 220,718,661	\$ 225,668,611	\$ 231,966,080	\$ 236,681,209
Licenses, Permits and Franchises	17,162,653	19,363,237	16,840,467	17,729,386
Fines, Forfeitures, and Penalties	11,018,674	11,329,428	12,429,382	11,096,640
Use of Money and Property	18,369,971	12,584,730	15,272,210	12,291,329
Federal and State Revenue	267,510,597	283,572,511	269,326,656	280,535,194
Charges for Services	194,200,521	208,134,964	206,444,565	215,707,185
Miscellaneous Revenue	44,293,635	42,198,296	42,306,295	41,277,110
Revenue Sub-Total	<u>773,274,710</u>	<u>802,851,777</u>	<u>794,585,654</u>	<u>815,318,052</u>
Less: Intra-County Revenues	<u>(72,366,705)</u>	<u>(71,659,966)</u>	<u>(73,054,899)</u>	<u>(77,216,658)</u>
Revenue Total	<u>\$ 700,908,005</u>	<u>\$ 731,191,811</u>	<u>\$ 721,530,755</u>	<u>\$ 738,101,394</u>
<b>Character of Revenue</b>				
<i>Revenues</i>				
<i>Taxes</i>				
Property Taxes General Fund	\$ 112,867,454	\$ 117,460,000	\$ 118,661,118	\$ 121,790,000
Property Taxes Special Revenue Funds	39,204,509	40,089,057	42,480,647	43,807,658
Property Tax In-Lieu of VLF	37,090,064	39,300,000	39,790,319	41,279,000
Retail Sales Tax	8,887,314	8,000,000	8,269,679	8,300,000
Roads Measure D Sales Tax	7,155,066	7,420,354	7,595,164	7,750,000
Transient Occupancy Tax	6,591,306	5,900,000	6,327,212	6,426,000
Property Transfer Tax	4,414,156	3,100,000	3,206,630	2,700,000
Property Tax In-Lieu of Local Sales Tax	2,615,392	2,500,000	3,651,445	2,790,000
Roads Sales Tax	1,379,016	1,407,634	1,459,300	1,158,600
Misc. Other Taxes	514,384	491,566	524,566	679,951
<i>Sub-Total</i>	<u>220,718,661</u>	<u>225,668,611</u>	<u>231,966,080</u>	<u>236,681,209</u>
<i>Licenses, Permits and Franchises</i>				
Building Permits	6,526,665	8,439,211	6,407,855	6,660,120
Development and Zoning Permits	4,879,212	5,436,216	4,974,720	4,535,289
Franchises and Misc. Permits	4,567,142	4,092,943	4,185,128	5,282,182
Oil and Gas Permits	1,189,634	1,394,867	1,272,764	1,251,795
<i>Sub-Total</i>	<u>17,162,653</u>	<u>19,363,237</u>	<u>16,840,467</u>	<u>17,729,386</u>
<i>Fines, Forfeitures, and Penalties</i>				
Various Fines and Penalties	6,892,857	7,549,428	7,962,816	7,377,640
Property Tax Penalties	4,125,817	3,780,000	4,466,566	3,719,000
<i>Sub-Total</i>	<u>11,018,674</u>	<u>11,329,428</u>	<u>12,429,382</u>	<u>11,096,640</u>

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Character of Revenue (continued)</b>				
<i>Use of Money and Property</i>				
Interest	15,850,128	10,567,662	12,899,084	10,055,336
Rents	2,519,843	2,017,068	2,373,126	2,235,993
<i>Sub-Total</i>	<u>18,369,971</u>	<u>12,584,730</u>	<u>15,272,210</u>	<u>12,291,329</u>
<i>Federal and State Revenue</i>				
Social Services Programs	102,508,522	111,547,807	105,806,615	111,930,776
Misc. Federal and State	41,291,257	45,415,127	41,188,646	46,818,462
State Realignment Allocation	33,470,878	35,919,428	34,905,024	36,726,670
Motor Vehicle in Lieu	270,536	-	-	-
Prop. 172 Proceeds	30,407,052	32,676,175	29,857,821	30,463,776
Health Care	23,643,288	23,939,118	23,151,732	20,092,631
Child Support Program	9,720,942	9,847,650	9,585,728	9,627,986
State Highway Users Tax	6,673,368	7,384,745	7,019,000	6,881,000
Mental Health	12,469,318	10,572,755	11,191,803	12,668,180
Proposition 10	5,278,179	4,914,206	5,100,000	5,010,000
Disaster Assistance	1,777,257	1,355,500	1,520,287	315,713
<i>Sub-Total</i>	<u>267,510,597</u>	<u>283,572,511</u>	<u>269,326,656</u>	<u>280,535,194</u>
<i>Charges for Services</i>				
Other Charges for Services	64,434,527	72,150,763	74,398,019	75,224,086
Public and Mental Health Services	63,690,585	69,807,375	64,436,091	66,839,658
Contractual Services	24,210,505	24,508,500	25,570,893	27,134,134
Sanitation Services	18,950,568	21,563,629	20,769,580	22,162,986
Cost Allocation	9,486,132	10,563,022	10,522,342	10,776,061
Park Services	4,332,256	4,279,425	4,466,800	4,916,449
Intrafund Transfers	8,671,271	5,022,250	5,276,008	7,277,655
Road Project Reimbursement	424,676	240,000	1,004,833	1,376,155
<i>Sub-Total</i>	<u>194,200,521</u>	<u>208,134,964</u>	<u>206,444,565</u>	<u>215,707,185</u>
<i>Miscellaneous Revenue</i>				
Other	39,785,180	37,898,846	37,585,409	36,548,522
Tobacco Settlement	4,146,818	3,949,450	4,370,886	4,428,588
Absent Parent Collections	361,637	350,000	350,000	300,000
<i>Sub-Total</i>	<u>44,293,635</u>	<u>42,198,296</u>	<u>42,306,295</u>	<u>41,277,110</u>
Revenue Sub-Total	<u>773,274,710</u>	<u>802,851,777</u>	<u>794,585,654</u>	<u>815,318,052</u>
Less: Intra-County Revenues	<u>(72,366,705)</u>	<u>(71,659,966)</u>	<u>(73,054,899)</u>	<u>(77,216,658)</u>
Revenue Total	<u>\$ 700,908,005</u>	<u>\$ 731,191,811</u>	<u>\$ 721,530,755</u>	<u>\$ 738,101,394</u>

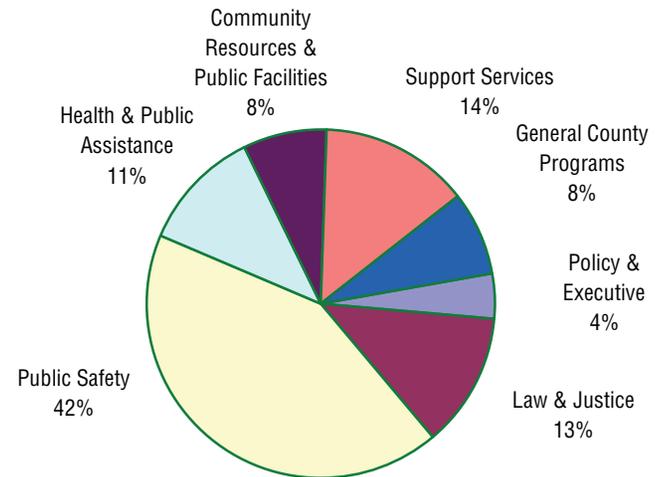
Revenues are displayed by summary of revenues and character of revenues. A third display by fund and detailed line item accounts can be found in the State Controller schedules.

## GENERAL FUND CONTRIBUTION

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>General Fund Contribution Summary</b>				
<i>County Departments</i>				
<b>Policy &amp; Executive</b>				
Board of Supervisors	\$ 2,239,895	\$ 2,479,035	\$ 2,356,345	\$ 2,659,582
County Executive Office	2,737,222	2,954,461	2,772,504	2,984,100
County Counsel	1,583,793	2,211,792	1,863,305	2,387,517
<i>Sub-Total</i>	<u>6,560,910</u>	<u>7,645,288</u>	<u>6,992,154</u>	<u>8,031,199</u>
<b>Law &amp; Justice</b>				
District Attorney	9,072,188	10,040,900	10,545,240	10,751,853
Public Defender	5,652,539	6,329,978	6,484,668	6,571,899
Court Special Services	7,887,991	7,606,100	7,606,100	7,606,100
<i>Sub-Total</i>	<u>22,612,718</u>	<u>23,976,978</u>	<u>24,636,008</u>	<u>24,929,852</u>
<b>Public Safety</b>				
Fire	3,008,783	2,577,101	2,577,100	1,865,200
Probation	17,714,103	19,321,554	19,246,437	21,531,947
Sheriff	50,291,018	56,181,704	59,189,324	59,596,682
<i>Sub-Total</i>	<u>71,013,904</u>	<u>78,080,359</u>	<u>81,012,861</u>	<u>82,993,829</u>
<b>Health &amp; Public Assistance</b>				
Alcohol, Drug & Mental Health Svcs	2,185,431	1,847,900	1,847,900	3,147,899
Public Health	10,683,895	11,221,137	11,221,137	11,042,601
Social Services	11,096,443	11,265,139	11,265,137	8,379,001
<i>Sub-Total</i>	<u>23,965,769</u>	<u>24,334,176</u>	<u>24,334,174</u>	<u>22,569,501</u>
<b>Community Resources &amp; Public Facilities</b>				
Agriculture & Cooperative Extension	1,861,531	1,915,631	1,798,399	1,883,843
Housing & Community Development	696,829	727,102	724,896	705,814
Parks	3,454,717	4,361,203	4,215,574	3,985,102
Planning & Development	3,330,995	6,665,440	6,639,853	6,333,552
Public Works	2,024,590	2,104,382	2,094,826	2,526,064
<i>Sub-Total</i>	<u>11,368,662</u>	<u>15,773,758</u>	<u>15,473,548</u>	<u>15,434,375</u>
<b>Support Services</b>				
Auditor-Controller	3,984,010	4,257,890	4,005,154	4,351,145
Clerk-Recorder-Assessor	7,813,157	9,161,873	10,581,094	9,441,601
General Services	10,108,803	7,873,099	7,527,833	7,393,647
Human Resources	2,124,164	2,315,484	2,303,808	2,225,287
Treasurer-Tax Collector-Public Adm.	2,639,073	3,006,428	2,983,432	3,031,575
Information Technology	--	--	--	885,953
<i>Sub-Total</i>	<u>26,669,207</u>	<u>26,614,774</u>	<u>27,401,321</u>	<u>27,329,208</u>

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>General Fund Contribution Summary</b>				
<b>General County Programs</b>				
Transfer to Other Governments	2,237,100	3,721,797	4,002,968	3,824,173
Operating Transfers	4,745,024	3,018,375	9,910,111	2,550,565
Redevelopment Agency	(7,624)	--	--	--
Debt Service	130,556	--	--	--
Organization Development	752,110	1,087,516	1,001,147	529,960
Developing Strategies	766,787	1,790,981	2,209,573	1,457,238
Children & Families First	31,000	31,000	31,000	31,000
Comprehensive Planning	2,781,613	--	--	--
Strategic Reserve	8,391,173	9,614,500	9,614,500	--
Contingencies & Designations	11,053,330	5,120,000	(1,328,622)	6,657,952
<i>Sub-Total</i>	<u>30,881,069</u>	<u>24,384,169</u>	<u>25,440,677</u>	<u>15,050,888</u>
<b>Total General Fund Contributions</b>	<u>\$ 193,072,239</u>	<u>\$ 200,809,502</u>	<u>\$ 205,290,743</u>	<u>\$ 196,338,852</u>

### Contribution By County Function

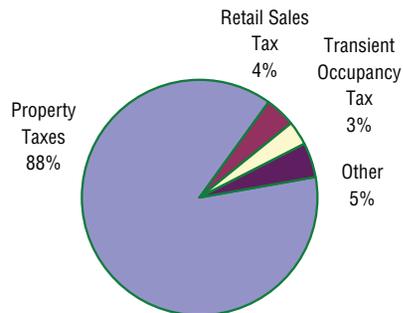


## FUNDS AVAILABLE

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Funds Available</b>				
<i>Local Taxes</i>				
Property Taxes	\$ 156,698,727	\$ 163,040,000	\$ 166,569,449	\$ 169,578,000
Retail Sales Tax	8,887,314	8,000,000	8,269,679	8,300,000
Transient Occupancy Tax	6,591,306	5,900,000	6,327,212	6,426,000
Property Transfer Tax	4,414,156	3,100,000	3,206,630	2,700,000
<i>Sub-Total</i>	<u>176,591,503</u>	<u>180,040,000</u>	<u>184,372,969</u>	<u>187,004,000</u>
<i>Other Discretionary Revenues</i>				
Franchises	3,154,987	2,850,000	2,809,174	3,562,000
Interest	2,866,609	2,000,000	2,161,037	1,500,000
Motor Vehicle In Lieu	270,536	--	--	--
Homeowners Property Tax Relief	975,164	980,000	956,752	924,000
Open Space Lands Apportionment	651,724	650,000	638,000	555,000
Federal Taxes	1,032,670	975,000	975,000	975,000
Cost Allocation Services	1,616,352	1,625,000	1,627,506	1,533,852
Miscellaneous	311,678	255,000	315,806	285,000
<i>Sub-Total</i>	<u>10,879,721</u>	<u>9,335,000</u>	<u>9,483,274</u>	<u>9,334,852</u>
Total Discretionary Revenue	<u>187,471,224</u>	<u>189,375,000</u>	<u>193,856,243</u>	<u>196,338,852</u>
<i>Other Financing Sources</i>				
Use of Prior Fund Balance	5,601,010	11,434,506	11,434,502	--
Total Available Sources	<u>\$ 193,072,234</u>	<u>\$ 200,809,506</u>	<u>\$ 205,290,745</u>	<u>\$ 196,338,852</u>

The general revenue summary matches county general fund discretionary revenues against general fund contributions to each department.

## Funds Available By Type



## AVAILABLE FINANCING AND FINANCING REQUIREMENTS

	Estimated Fund Balance or Retained Earn Unreserved/ Undesignated June 30, 2008	Cancellation of Prior Year Reserves/ Designations	Estimated Additional Financing Sources	Total Available Financing
<b>Available Financing</b>				
General	\$ --	\$ 11,765,691	\$ 342,694,533	\$ 354,460,224
Special Revenue	3,753,463	21,159,080	381,425,227	406,337,771
Debt Service	--	64,563	160,000	224,563
Capital Projects	--	3,015,024	2,953,350	5,968,374
Total Governmental Funds	<u>3,753,463</u>	<u>36,004,358</u>	<u>727,233,110</u>	<u>766,990,932</u>
Enterprise	--	12,231,261	32,613,575	44,844,836
Internal Service	944,822	1,768,576	55,486,366	58,199,764
Total I.S. & Enterprise Funds	<u>944,822</u>	<u>13,999,837</u>	<u>88,099,941</u>	<u>103,044,600</u>
<i>Sub-Total</i>	<u>4,698,285</u>	<u>50,004,195</u>	<u>815,333,051</u>	<u>870,035,532</u>
Intra County Revenues			(77,216,658)	(77,216,658)
Total	<u>\$ 4,698,285</u>	<u>\$ 50,004,195</u>	<u>\$ 738,116,393</u>	<u>\$ 792,818,874</u>
		Provision for Reserves and/or Designations	Estimated Financing Uses	Total Financing Requirements
<b>Financing Requirements</b>				
General	\$ 11,116,862	\$ 342,694,659	\$ 353,811,522	
Special Revenue	17,244,681	377,193,730	394,438,411	
Debt Service	160,000	8,684,023	8,844,023	
Capital Projects	1,132,750	8,722,926	9,855,676	
Total Governmental Funds	<u>29,654,293</u>	<u>737,295,339</u>	<u>766,949,632</u>	
Enterprise	--	44,836,436	44,836,436	
Internal Service	3,857,608	54,391,856	58,249,464	
Total I.S. & Enterprise Funds	<u>3,857,608</u>	<u>99,228,292</u>	<u>103,085,900</u>	
<i>Sub-Total</i>	<u>33,511,901</u>	<u>836,523,631</u>	<u>870,035,532</u>	
Intra County Revenues		(77,216,658)	(77,216,658)	
Total	<u>\$ 33,511,901</u>	<u>\$ 759,306,973</u>	<u>\$ 792,818,874</u>	

Note: In order to present consolidated totals, Operating Transfers have been eliminated from the Estimated Additional Financing Sources and Uses columns.

## FUND ANALYSIS

	Estimated Fund Balances as of June 30, 2008	Revenues & Other Financing Sources	Expenditures & Other Financing Uses	Estimated Fund Balances as of July 1, 2009
<b>Governmental Funds</b>				
<u>Major Funds</u>				
General Fund	\$ 66,229,041	\$ 406,562,276	\$ 407,211,105	\$ 65,580,212
Flood Control Districts	48,760,072	17,021,502	16,007,354	49,774,220
Public Health	26,689,221	81,497,055	84,162,122	24,024,154
Capital Projects	17,339,935	8,193,252	10,075,526	15,457,661
Road Fund	1,004,251	34,965,116	34,658,260	1,311,107
Alcohol Drug & Mental Health Services	2,127,357	77,137,846	77,443,146	1,822,057
Social Services	4,528,316	136,614,329	137,700,058	3,442,587
<u>Other Governmental Funds</u>				
Muni Finance - Debt Service	7,745,439	8,335,870	8,247,293	7,834,016
Children and Families First	8,048,250	6,557,508	7,759,225	6,846,533
RDA - Special Revenue	5,288,481	4,347,441	3,113,745	6,522,177
Water Agencies	5,948,522	4,303,129	3,765,828	6,485,823
Fire Protection District	9,468,562	28,582,568	32,157,327	5,893,803
County Service Areas	1,727,135	28,503,266	28,390,398	1,840,003
Public and Educational Access	2,006,155	30,000	320,050	1,716,105
Affordable Housing	3,377,662	4,393,257	4,898,251	2,872,668
Seawalls	260,898	5,000	234,600	31,298
Inmate Welfare	1,252,437	1,105,000	1,197,184	1,160,253
Criminal Justice Construction	786,148	1,233,760	1,369,951	649,957
Lighting Districts	503,125	610,415	582,664	530,876
Courthouse Construction	426,148	1,213,760	1,213,760	426,148
Coastal Resources Enhancement	2,022,367	703,000	1,485,247	1,240,120
Special Aviation	316,429	320,975	312,895	324,509
Fishermen Assistance	410,766	22,050	38,030	394,786
RDA - Debt Service	333,180	443,590	436,730	340,040
Community Facilities Districts	330,611	296,750	243,828	383,533
Court Operations	122,229	14,876,534	14,861,534	137,229
Child Support Services	146,772	9,669,986	9,669,986	146,772
Fish and Game	35,224	9,000	28,672	15,552
Petroleum	91,675	283,500	356,496	18,679
Sub-Total	<u>217,326,410</u>	<u>877,837,735</u>	<u>887,941,265</u>	<u>207,222,880</u>
	Estimated Fund Equity as of June 30, 2008	Revenues & Other Financing Sources	Expenses & Other Financing Uses	Estimated Fund Equity as of July 1, 2009
<b>Proprietary Funds</b>				
<u>Major Funds</u>				
Solid Waste Enterprise	36,913,310	24,383,811	24,477,239	36,819,882
Laguna Sanitation Enterprise	24,437,100	7,144,164	5,728,706	25,852,558
<u>Other Proprietary Funds</u>				
Vehicle Operations ISF	29,565,053	10,652,170	10,145,118	30,072,105
Communications ISF	10,196,480	4,266,226	4,259,645	10,203,061
Data Processing ISF	4,977,981	6,119,490	6,229,505	4,867,966
Utilities ISF	--	5,990,677	5,990,677	--
Reprographics & Digital Services	--	1,113,100	1,076,263	36,837
Risk Management	2,357,410	27,702,703	24,484,088	5,576,025
Transit Enterprise	350,961	1,085,600	1,108,000	328,561
Sub-Total	<u>108,798,295</u>	<u>88,457,941</u>	<u>83,499,241</u>	<u>113,756,995</u>
<b>Total All Funds</b>	<u>\$ 326,124,705</u>	<u>\$ 966,295,676</u>	<u>\$ 971,440,506</u>	<u>\$ 320,979,875</u>

### Significant Fund Balance Changes

**6/30/2008 to 6/30/2009**

**Public Health (-\$2.7 million / -10%):** Fund balance will decrease \$2.7 million or 10% which consists of the use of \$2.4 million of designated funds to sustain on-going clinical operations, \$300,000 of designated State Water funds for sewer and sanitary district projects, and \$300,000 of designated MADDY Emergency Medical Services funds passed through to area hospitals and physicians, offset by the increase of \$300,000 in designated Tobacco Settlement Endowment funds.

**Capital Projects (-\$1.9 million / -11%):** Fund balance will decrease \$1.9 million or 11% due to the release of designated funds and debt proceeds for capital projects construction.

**Social Services (-\$1.1 million / -24%):** Fund balance will decrease by \$1.1 million or 24% due to the use of prior fund balance to supplement the FY 2008-09 General Fund contribution which provides a match for Federal and State funds.

**First 5 Children and Families Commission (-\$1.2 million / -14.9%):** Fund balance will decrease by \$1.2 million or 14.9% due to the release of designations to fund the Pre-School for All program, Healthy Kids program and to increase the Program Sustainability fund.

**RDA – Special Revenue (+\$1.2 million / +23%):** Redevelopment Agency fund balance is projected to increase \$1.2 million or 23% due to increased receipt of property tax revenue.

**Fire Protection District (-\$3.6 million / -38%):** Fund balance will decrease \$3.6 million or 38% primarily to sustain current service levels.

**Affordable Housing (-\$500,000 / -15%):** Fund balance will decrease \$500,000 or 15% due to the release of previously designated funds to leverage federal funds for the creation of affordable housing projects.

**Coastal Resources Enhancement (-\$800,000 / -39%):** Fund balance is projected to decrease \$800,000 or 39% due to projected award of grants and a land acquisition deferred from FY 2007-08 to FY 2008-09.

**Laguna Sanitation Enterprise (+\$1.4 million / 6%):** Fund balance will increase \$1.4 million or 6% due to increases in effluent processing charges for wastewater sanitation services.

**Risk Management (+\$3.2 million / +137%):** Five Internal Service Funds comprise the risk management group: Workers' Compensation, General Liability, Medical Malpractice within the General Services Department and County Unemployment Insurance and Dental Self Insurance Fund within the CEO Human Resources Department. The \$3.2 million improvement in fund balance from FY 2007-08 estimated \$2.4 million to FY 2008-09 recommended \$5.6 million is the result of General Liability higher liability premiums, \$898,000; Workers Compensation Self Insurance Fund rate cost savings diversion of \$2.8 million toward its deficit; and an offsetting reduction in Medical Malpractice of \$286,000.

**MAJOR FUNDS BUDGET SUMMARY**

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>General</b>				
<i>Sources of Funds</i>				
Taxes	172,675,637	176,410,000	180,101,403	183,518,625
Licenses, Permits and Franchises	13,782,490	16,148,357	13,630,692	14,135,996
Fines, Forfeitures, and Penalties	4,954,985	4,655,800	5,506,372	4,685,700
Use of Money and Property	4,446,304	3,004,949	3,422,555	2,592,675
Federal and State Revenue	58,417,807	57,251,174	53,573,066	55,925,802
Charges for Services	73,818,896	72,855,098	76,484,199	79,869,403
Miscellaneous Revenue	3,292,030	1,978,618	2,125,362	1,966,332
Other Financing Sources	53,435,633	57,759,635	57,057,734	63,867,743
Use of Prior Fund Balances	36,850,700	28,301,153	31,503,817	11,765,691
<b>Total Sources of Funds</b>	<b>421,674,482</b>	<b>418,364,784</b>	<b>423,405,200</b>	<b>418,327,967</b>
<i>Uses of Funds</i>				
<b>Current:</b>				
Policy & Executive	11,935,617	13,697,241	13,234,902	14,573,114
Law & Justice	25,061,706	27,112,963	27,406,823	28,429,213
Public Safety	172,863,858	180,961,643	188,596,574	192,446,726
Health & Public Assistance	5,088,410	5,290,669	5,423,872	5,665,120
Community Resources & Public Facilities	33,063,630	43,080,340	39,108,056	39,325,872
Support Services	48,069,116	48,971,427	50,557,889	50,295,044
General County Programs	7,280,840	7,416,767	7,890,474	6,713,873
<b>Debt Service:</b>				
Principal	19,910	22,000	23,000	24,000
Interest	132,869	4,000	3,000	3,000
Capital Outlay	3,082,517	4,572,677	2,667,894	5,218,698
Other Financing Uses	68,138,679	65,835,643	69,685,770	64,516,445
Designated for Future Uses	35,497,426	21,399,414	18,806,946	11,116,862
<b>Total Uses of Funds</b>	<b>410,234,578</b>	<b>418,364,784</b>	<b>423,405,200</b>	<b>418,327,967</b>

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Road</b>				
<i>Sources of Funds</i>				
Taxes	8,399,034	8,709,688	8,787,000	8,560,000
Licenses, Permits and Franchises	367,282	242,000	290,000	600,000
Fines, Forfeitures, and Penalties	206	250	--	--
Use of Money and Property	133,767	60,000	(30,000)	--
Federal and State Revenue	17,536,936	25,456,560	20,589,595	22,317,932
Charges for Services	841,248	507,500	1,704,133	2,009,255
Miscellaneous Revenue	538,100	911,250	113,260	86,000
Other Financing Sources	1,853,910	1,351,189	1,464,235	1,391,929
Use of Prior Fund Balances	3,818,073	101,291	1,006,291	200,000
<b>Total Sources of Funds</b>	<b>33,488,556</b>	<b>37,339,728</b>	<b>33,924,514</b>	<b>35,165,116</b>
<i>Uses of Funds</i>				
<b>Current:</b>				
Community Resources & Public Facilities	31,716,334	36,666,550	31,151,193	34,036,834
<b>Debt Service:</b>				
Principal	55,712	58,253	58,253	23,910
Interest	6,288	3,748	3,748	1,090
Capital Outlay	847,250	250,000	1,677,856	261,500
Other Financing Uses	356,751	354,635	354,422	334,926
Designated for Future Uses	513,995	6,542	679,042	506,856
<b>Total Uses of Funds</b>	<b>33,496,330</b>	<b>37,339,728</b>	<b>33,924,514</b>	<b>35,165,116</b>
<b>Public Health</b>				
<i>Sources of Funds</i>				
Licenses, Permits and Franchises	171,683	202,225	125,620	137,920
Fines, Forfeitures, and Penalties	1,686,800	1,713,864	1,912,789	1,434,954
Use of Money and Property	1,102,024	767,789	1,141,667	987,929
Federal and State Revenue	31,010,951	29,841,732	29,555,327	28,795,379
Charges for Services	30,076,510	29,992,631	30,981,301	32,966,985
Miscellaneous Revenue	4,766,179	4,636,309	5,033,507	5,141,978
Other Financing Sources	11,744,309	12,290,046	12,379,567	12,031,910
Use of Prior Fund Balances	7,040,328	13,738,379	10,368,206	9,003,979
<b>Total Sources of Funds</b>	<b>87,598,784</b>	<b>93,182,975</b>	<b>91,497,984</b>	<b>90,501,034</b>
<i>Uses of Funds</i>				
<b>Current:</b>				
Health & Public Assistance	72,309,863	79,500,937	76,094,247	79,847,812
Capital Outlay	101,103	347,355	471,117	27,200
Other Financing Uses	4,748,511	5,083,814	5,667,457	4,287,109
Designated for Future Uses	8,273,108	8,250,869	9,265,163	6,338,912
<b>Total Uses of Funds</b>	<b>85,432,585</b>	<b>93,182,975</b>	<b>91,497,984</b>	<b>90,501,034</b>

**MAJOR FUNDS BUDGET SUMMARY**

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Social Services</b>				
<i>Sources of Funds</i>				
Use of Money and Property	397,046	437,942	398,771	381,110
Federal and State Revenue	104,515,355	115,159,693	111,084,526	118,976,023
Charges for Services	2,846	--	--	--
Miscellaneous Revenue	755,632	402,500	447,942	395,447
Other Financing Sources	17,770,283	18,766,610	18,754,031	16,861,749
Use of Prior Fund Balances	1,475,448	4,051,074	4,321,359	1,686,139
<b>Total Sources of Funds</b>	<b>124,916,610</b>	<b>138,817,819</b>	<b>135,006,629</b>	<b>138,300,468</b>
<i>Uses of Funds</i>				
Current:				
Health & Public Assistance	115,486,962	127,814,148	122,567,742	129,382,630
Debt Service:				
Principal	136,440	104,870	104,870	--
Interest	5,669	1,734	1,734	--
Capital Outlay	7,745	219,998	642,171	390,000
Other Financing Uses	6,765,170	7,196,701	6,961,294	7,927,428
Designated for Future Uses	566,622	3,480,368	4,728,818	600,410
<b>Total Uses of Funds</b>	<b>122,968,608</b>	<b>138,817,819</b>	<b>135,006,629</b>	<b>138,300,468</b>
<b>Alcohol, Drug &amp; Mental Health</b>				
<i>Sources of Funds</i>				
Fines, Forfeitures, and Penalties	3,079	3,000	3,300	3,500
Use of Money and Property	(29,866)	(150,000)	(508,179)	(604,000)
Federal and State Revenue	30,875,800	29,459,401	26,285,285	27,284,424
Charges for Services	42,113,250	48,384,037	40,755,572	43,154,457
Miscellaneous Revenue	(79,000)	153,600	146,431	151,800
Other Financing Sources	9,376,308	6,475,279	14,313,862	7,147,665
Use of Prior Fund Balances	1,871,407	3,761,972	7,157,485	1,050,000
<b>Total Sources of Funds</b>	<b>84,130,978</b>	<b>88,087,289</b>	<b>88,153,756</b>	<b>78,187,846</b>
<i>Uses of Funds</i>				
Current:				
Health & Public Assistance	71,772,379	76,764,580	75,730,781	70,100,877
Capital Outlay	491,341	50,000	250,000	57,000
Other Financing Uses	9,652,282	7,502,639	8,458,165	7,285,269
Designated for Future Uses	1,306,469	3,770,070	3,714,810	744,700
<b>Total Uses of Funds</b>	<b>83,222,470</b>	<b>88,087,289</b>	<b>88,153,756</b>	<b>78,187,846</b>

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Flood Control Districts</b>				
<i>Sources of Funds</i>				
Taxes	7,631,339	8,011,440	7,939,735	8,193,745
Use of Money and Property	2,231,445	1,995,385	2,162,310	1,697,870
Federal and State Revenue	3,439,888	4,183,335	4,111,920	4,039,313
Charges for Services	2,865,809	2,813,280	2,903,752	3,041,739
Miscellaneous Revenue	170,854	181,025	37,200	41,275
Other Financing Sources	--	--	3,464	7,560
Use of Prior Fund Balances	7,769,013	3,615,597	3,985,597	2,338,976
<b>Total Sources of Funds</b>	<b>24,108,348</b>	<b>20,800,062</b>	<b>21,143,978</b>	<b>19,360,478</b>
<i>Uses of Funds</i>				
Current:				
Community Resources & Public Facilities	8,053,365	9,134,003	9,031,540	11,106,240
Capital Outlay	4,431,745	5,997,395	4,538,827	4,890,200
Other Financing Uses	6,004	5,114	5,714	10,914
Designated for Future Uses	8,112,549	5,663,550	5,551,276	3,353,124
<b>Total Uses of Funds</b>	<b>20,603,662</b>	<b>20,800,062</b>	<b>19,127,357</b>	<b>19,360,478</b>
<b>Capital Projects</b>				
<i>Sources of Funds</i>				
Use of Money and Property	1,329,086	820,000	1,031,936	555,000
Federal and State Revenue	278,911	2,148,270	1,344,438	2,123,350
Charges for Services	1,311,829	389,000	1,393,784	275,000
Miscellaneous Revenue	118,604	129,045	149,000	--
Other Financing Sources	13,445,789	12,186,545	11,443,427	5,239,902
Use of Prior Fund Balances	6,722,599	17,601,593	20,192,018	3,015,024
<b>Total Sources of Funds</b>	<b>23,206,818</b>	<b>33,274,453</b>	<b>35,554,602</b>	<b>11,208,276</b>
<i>Uses of Funds</i>				
Current:				
Public Safety	38,962	40,000	114,403	40,000
Health & Public Assistance	519,000	--	--	--
Community Resources & Public Facilities	852,082	960,288	502,870	465,418
Support Services	428,892	200,000	1,314,784	90,000
Capital Outlay	11,038,222	15,637,017	16,906,405	8,127,508
Other Financing Uses	2,580,030	6,367,084	8,449,332	1,352,600
Designated for Future Uses	3,283,110	10,070,064	8,266,808	1,132,750
<b>Total Uses of Funds</b>	<b>18,740,299</b>	<b>33,274,453</b>	<b>35,554,602</b>	<b>11,208,276</b>

**MAJOR FUNDS BUDGET SUMMARY**

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Solid Waste Enterprise</b>				
<i>Sources of Funds</i>				
Licenses, Permits and Franchises	2,825,998	2,752,655	2,787,155	2,840,470
Use of Money and Property	2,135,888	1,250,000	1,853,000	1,356,000
Federal and State Revenue	438,946	471,950	1,409,310	355,900
Charges for Services	13,306,451	15,557,113	14,799,991	15,820,316
Miscellaneous Revenue	6,460,985	4,507,800	4,001,800	4,011,125
Other Financing Sources	1,431	--	5,876	--
Use of Prior Fund Balances	2,703,848	9,204,508	10,806,153	10,465,474
<b>Total Sources of Funds</b>	<b>27,873,546</b>	<b>33,744,026</b>	<b>35,663,285</b>	<b>34,849,285</b>
<i>Uses of Funds</i>				
Current:				
Community Resources & Public Facilities	21,671,172	24,590,251	24,113,084	24,310,158
Debt Service:				
Principal	930,127	912,938	912,938	745,546
Interest	230,268	192,787	192,787	158,681
Capital Outlay	3,756,159	8,045,450	10,433,935	9,626,500
Other Financing Uses	3,477	2,600	3,200	8,400
Designated for Future Uses	--	--	7,339	--
<b>Total Uses of Funds</b>	<b>26,591,202</b>	<b>33,744,026</b>	<b>35,663,283</b>	<b>34,849,285</b>
<b>Laguna Sanitation Enterprise</b>				
<i>Sources of Funds</i>				
Use of Money and Property	185,182	115,464	240,089	250,464
Federal and State Revenue	--	--	--	--
Charges for Services	5,950,186	6,493,500	6,113,180	6,892,700
Miscellaneous Revenue	1,382	2,000	5,700	1,000
Other Financing Sources	415	--	845	--
Use of Prior Fund Balances	--	807,305	--	1,733,387
<b>Total Sources of Funds</b>	<b>6,137,164</b>	<b>7,418,269</b>	<b>6,359,814</b>	<b>8,877,551</b>
<i>Uses of Funds</i>				
Current:				
Community Resources & Public Facilities	4,847,517	5,436,401	5,152,334	5,546,744
Debt Service:				
Principal	855,175	572,729	572,729	586,600
Interest	215,273	195,139	195,139	181,962
Capital Outlay	53,652	1,214,000	409,857	2,562,245
Other Financing Uses	--	--	--	--
Designated for Future Uses	500	--	29,755	--
<b>Total Uses of Funds</b>	<b>5,972,116</b>	<b>7,418,269</b>	<b>6,359,814</b>	<b>8,877,551</b>

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Other Funds</b>				
<i>Sources of Funds</i>				
Taxes	32,012,650	32,537,483	35,137,942	36,408,839
Licenses, Permits and Franchises	15,200	18,000	7,000	15,000
Fines, Forfeitures, and Penalties	4,373,603	4,956,514	5,006,921	4,972,486
Use of Money and Property	6,439,096	4,283,201	5,560,061	5,074,281
Federal and State Revenue	20,996,004	19,600,396	21,373,189	20,717,071
Charges for Services	23,913,496	31,142,805	31,308,654	31,677,329
Miscellaneous Revenue	28,268,869	29,296,149	30,246,093	29,482,153
Other Financing Sources	42,429,616	42,760,473	43,004,351	44,429,166
Use of Prior Fund Balances	22,708,000	13,649,066	15,086,202	13,443,810
<b>Total Sources of Funds</b>	<b>181,156,533</b>	<b>178,244,087</b>	<b>186,730,412</b>	<b>186,220,135</b>
<i>Uses of Funds</i>				
Current:				
Law & Justice	14,380,856	14,603,316	14,844,816	14,805,534
Public Safety	1,166,564	1,262,912	1,151,092	1,291,400
Health & Public Assistance	9,768,715	9,858,429	9,631,480	9,657,766
Community Resources & Public Facilities	12,595,357	9,704,170	12,707,339	11,052,959
Support Services	41,320,511	49,044,835	48,750,554	51,885,699
General County Programs	8,435,517	8,875,045	9,248,892	10,533,340
Debt Service:				
Principal	7,523,881	6,483,542	6,482,332	6,270,688
Interest	2,797,234	2,646,406	2,454,970	2,456,636
Capital Outlay	7,331,733	3,377,575	4,075,327	3,308,296
Other Financing Uses	54,174,678	59,190,547	58,571,402	65,239,533
Designated for Future Uses	11,260,440	13,197,310	14,574,043	9,718,285
<b>Total Uses of Funds</b>	<b>170,755,486</b>	<b>178,244,087</b>	<b>182,492,247</b>	<b>186,220,135</b>
<b>All Funds Summary</b>				
Total Sources by Fund	1,014,291,819	1,049,273,492	1,057,440,174	1,020,998,156
less Other Financing Sources	(150,057,692)	(151,589,777)	(158,427,392)	(150,977,624)
less Intra-County Revenues	(72,366,705)	(71,659,966)	(73,054,899)	(77,216,658)
less Use of Prior Fund Balances	(90,959,416)	(94,831,938)	(104,427,127)	(54,702,480)
<b>Total Revenue</b>	<b>700,908,005</b>	<b>731,191,811</b>	<b>721,530,755</b>	<b>738,101,394</b>
Total Uses by Fund	978,017,337	1,049,273,492	1,051,185,386	1,020,998,156
less Operating Transfers	(146,425,581)	(151,538,777)	(158,156,756)	(150,962,624)
less Intra-County Revenues	(72,366,705)	(71,659,966)	(73,054,899)	(77,216,658)
less Designated for Future Uses	(68,814,218)	(65,838,187)	(65,624,000)	(33,511,899)
<b>Total Expenditures</b>	<b>690,410,832</b>	<b>760,236,562</b>	<b>754,349,731</b>	<b>759,306,975</b>

**TAXES**

**Principal Property Taxpayers**

The following table shows Santa Barbara County’s ten highest property taxpayers in FY 07-08. These taxpayers were levied \$18.4 million of taxes in FY 2007-08 on a combined assessed value of \$1.708 billion or about 3% of the total assessed value in the county. This is an indication that the county has a diversified tax base.

**Santa Barbara County  
Fiscal Year 2007-08 Principal Property Taxpayers**

Principal Property Tax Payers	Business	Assessed Value	Tax Obligation
Exxon Corporation	Petroleum & Gas	364,658,491	3,737,981
Verizon California Inc.	Utility	194,900,321	2,208,362
Southern California Edison Co.	Utility	184,663,039	2,087,498
1260 BB Property, LLC	Hotel	170,000,000	1,874,049
Southern California Gas Company	Utility	160,118,236	1,776,411
Fairway BB Property, LLC	Residential Estate	144,100,858	1,464,049
Raytheon Company	Light Manufacturing	131,901,940	1,404,700
HT-Santa Barbara Inc	Hotel	130,000,000	1,397,848
Pacific Offshore Pipeline Co	Petroleum & Gas	115,960,045	1,188,301
Beringer Wine Estates Company	Agriculture	112,464,455	1,230,581

Source: County of Santa Barbara, Auditor-Controller

**TAXES**

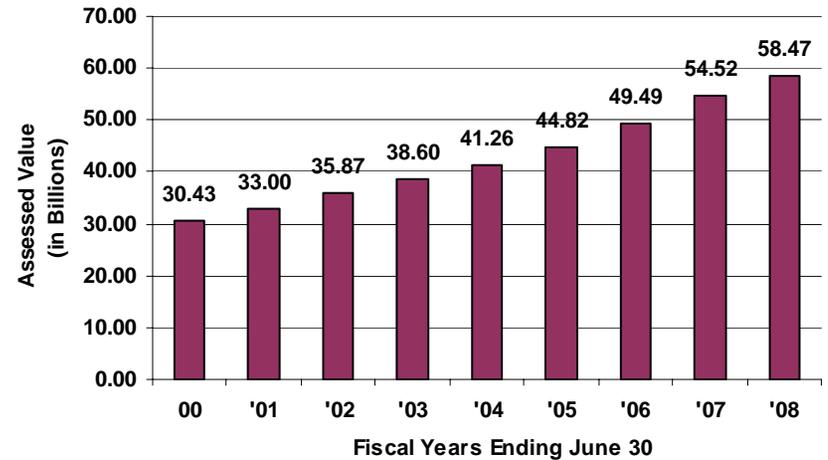
**Gross Assessed Value of Property**

The primary responsibility of the County Assessor is to determine the taxable value of each property so that each owner is assured of paying the proper amount of property tax for the support of local government.

Assessed value is determined and enrolled to the person owning the property on January 1, which is the tax lien date. The lesser of 2% or the CPI inflation adjustment is applied along with exemptions and other appraisable events. The value of \$58.47 billion as of January 1, 2007 is then taxed for the fiscal year July 1, 2007 to June 30, 2008.

Santa Barbara County gross assessed value in the past six fiscal years has grown steadily. The local tax roll for fiscal year 2007-08 increased 7.2% down from growth rates exceeding 10% the prior two years. The growth rate is expected to continue to drop since the leading indicators of property tax growth, property transfer tax and supplemental property tax growth both declined in fiscal year 2007-08 and are both expected to continue to decline in fiscal year 2008-09.

**Santa Barbara County Gross Assessed Value of Property**



**TAXES**

Taxing Agencies Receiving 1% Property Taxes

	2006-07 Allocation	2007-08 Allocation	2007-08 % of Total
<b>County General Fund</b>	144,508,677	155,532,331	26.9623%
<b><u>Dependent Special Districts</u></b>			
County Fire Protect Dist	24,172,405	25,657,491	4.4478%
County Flood	7,266,110	7,788,630	1.3502%
County Water	1,896,265	2,031,312	0.3521%
County Service Area	839,744	887,379	0.1538%
County Lighting	379,802	411,138	0.0713%
Total Dependent Special Districts	34,554,326	36,775,950	6.3753%
<b><u>Independent Special Districts</u></b>			
Fire Protection	15,985,037	17,535,647	3.0399%
Sanitary	2,485,006	2,637,813	0.4573%
Transportation	2,089,944	2,243,270	0.3889%
Cemetery	1,517,032	1,627,700	0.2822%
Hospital	750,035	788,957	0.1368%
Water & Resource Conservation	704,433	752,983	0.1305%
Lighting	276,014	311,781	0.0540%
Mosquito & Vector Control	286,111	306,533	0.0531%
Recreation & Park	183,816	189,164	0.0328%
Total Independent Special Districts	24,277,428	26,393,848	4.5755%
<b><u>School Districts(K-12 &amp; Comm Colleges)</u></b>	244,732,031	260,806,445	45.2120%
<b><u>Incorporated Cities</u></b>			
City Of Santa Barbara	24,651,721	26,750,607	4.6373%
City Of Santa Maria	18,349,036	19,668,194	3.4096%
City Of Lompoc	7,463,815	7,811,982	1.3542%
City Of Goleta	5,347,758	5,562,273	0.9642%
City Of Carpinteria	2,665,934	2,880,645	0.4994%
City Of Solvang	1,711,213	1,860,242	0.3225%
City Of Buellton	1,580,285	1,705,019	0.2956%
City Of Guadalupe	696,622	788,903	0.1368%
Total Incorporated Cities	62,466,384	67,027,866	11.6196%
<b><u>Redevelopment Agencies</u></b>			
Santa Barbara City	15,963,887	17,121,902	2.9682%
SB County Isla Vista Proj	4,215,801	5,268,529	0.9133%
Lompoc City	2,449,722	2,836,410	0.4917%
Goleta City	2,045,041	2,508,689	0.4349%
Santa Maria City	963,270	1,027,406	0.1781%
Guadalupe City	1,409,603	964,366	0.1672%
Buellton City	502,998	588,103	0.1020%
Total Redevelopment Agencies	27,550,322	30,315,405	5.2553%
<b>Countywide Totals</b>	<b>\$ 538,089,168</b>	<b>\$ 576,851,844</b>	<b>100.00%</b>

**TAXES**

Taxing Agencies Receiving 1% Property Taxes

The **County General Fund** accounts for all the financial resources, except those required to be accounted for in another fund.

**Fire Districts** serve and safeguard the community from the impact of fires, medical emergencies, environmental emergencies, and natural disasters through education, code enforcement planning and prevention, rescue, emergency response, and disaster recovery.

**Flood and Water Districts** provide flood protection, water conservation and ground water recharge through channel maintenance, capital improvements, review of new development, public education and data collection and analysis.

**County Service Areas** (CSA) provide extended park and open space maintenance, library services and street lighting

**Sanitary Districts** provide for the safe collection, processing and disposal of solid waste and achieve state mandated diversion goals through solid waste management, engineering and operational services and provide for efficient wastewater.

**Transportation Districts** provide a clear path, smooth ride and safe trip for the traveling public by cost-effectively planning, designing, constructing and maintaining public transportation facilities. Some of the transportation services include the Santa Maria public airport, Solvang parking zones, and the Santa Barbara Metro Transit District.

**Cemetery Districts** provide burial and cremation burial services for the community. The districts are responsible for the operation and the maintenance of the open space of the cemetery.

The **Hospital District** improves the health of our communities by preventing disease, promoting wellness, and ensuring access to needed health care.

**Resource Conservation Districts** develop comprehensive plans, which include soil and water conservation, including the improvement of farm irrigation and land drainage, erosion control and flood prevention, and community watersheds within the districts.

**Park Districts** provide for the health, inspiration and education of the residents and visitors of the county by preserving the county's most valued natural and cultural resources, and by providing opportunities for high quality outdoors recreation and leisure experiences. Park revenues include camping, boating, and park use fees.

**School Districts** provide free educations to students from kindergarten through high school and affordable post high school studies. The 23 K-12 districts and the two community colleges located in the county receive approximately 45% of the property tax dollars collected within the county.

**Redevelopment Agencies** are created for the purpose of eliminating blight that hinders private development and growth within a community and use property tax increment to repay the redevelopment debt.

**TAXES**

**Property Taxes**

The County receives property taxes for the General Fund, the Redevelopment Agency and five types of dependent special districts. The General Fund and special district allocations from special revenue funds include secured, unsecured, state assessed property, and supplemental taxes allocated per the AB 8 formula set by law in 1979.

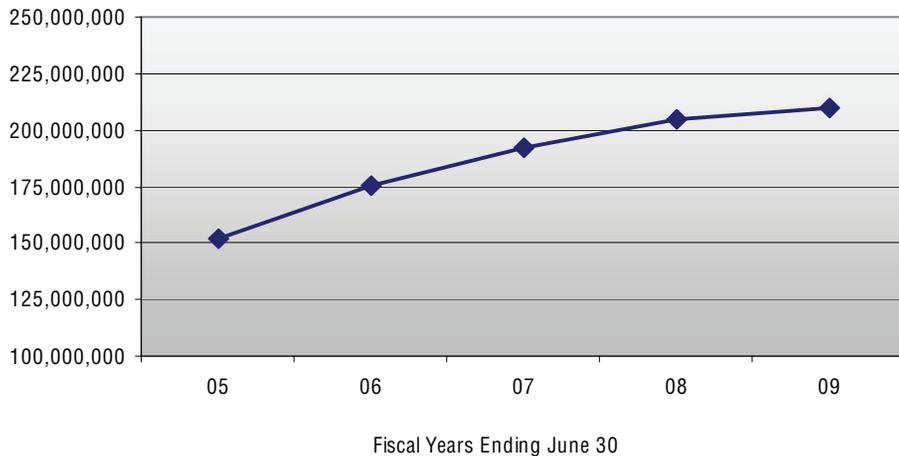
Secured property revenues are generated from local and state assessed property values. Growth in this revenue source is influenced by the local and state economies. Secured property taxes are the County's largest discretionary revenue source. Unsecured taxes are generated from locally assessed property values from business fixtures, business personal property, boats, and aircraft. State assessed taxes are generated from property required to be assessed by the State Board of Equalization. These properties are subject to local taxation and may include property owned or used by regulated railroad, communications companies, and companies transmitting or selling gas or electricity.

The Supplemental roll places the reassessment of property into immediate effect on the date of transfer or completion date rather than waiting for the next lien date. This results in the generation of tax for a portion of the current year.

**Property Taxes**

	Actual 2004-05	Actual 2005-06	Actual 2006-07	Estimated Actual 2007-08	Recommend 2008-09
General Fund	119,797,375	140,430,974	152,572,910	162,102,882	165,859,000
Fire	21,465,191	23,770,123	25,328,374	26,691,000	27,721,480
Flood	5,807,648	6,596,511	7,631,675	7,939,735	8,193,745
Redevelopment Agency	2,036,648	2,172,069	2,955,391	4,308,890	4,200,000
Water Agency	1,513,192	1,721,092	1,992,066	2,177,107	2,274,376
County Service Areas	717,378	794,995	901,499	937,623	973,274
Lighting	287,935	330,161	395,505	426,292	444,783
<b>Total</b>	<b>151,625,367</b>	<b>175,815,925</b>	<b>191,777,420</b>	<b>204,583,529</b>	<b>209,666,658</b>

**Five Year Trend**



**TAXES**

**General Fund Secured Property Taxes**

Secured property taxes are generated from locally and state assessed property values. The tax is generated annually by multiplying the assessed values of these properties by a tax rate of 1 percent. Factors that influence the assessed values include the inflation rate of real properties, changes in ownership, and improvements/additions to property.

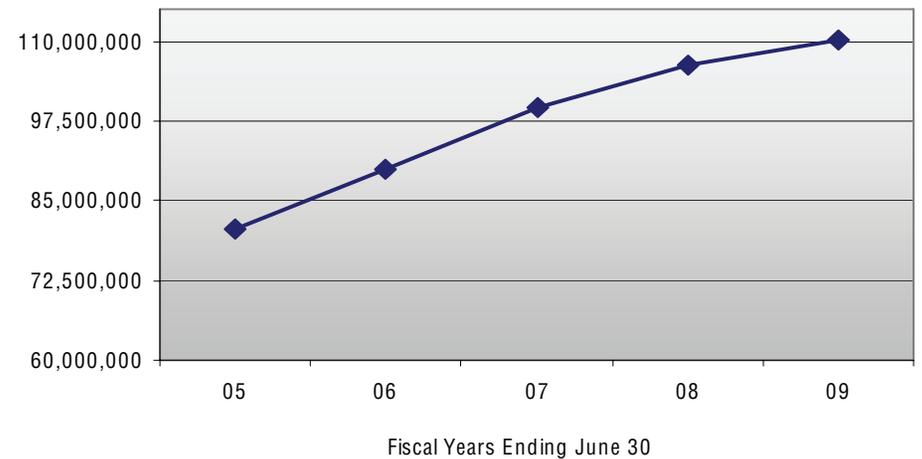
The local real estate market is the driver for the growth in this revenue source, with recent high growth rates being influenced by the strong demand from people able to buy (aided in part by low rates and easy credit) into and wanting to own property in Santa Barbara County. However, impacts of the combination of declining sales and prices as a result of adjustable mortgage rate resets, foreclosures (particularly in the North County), and credit tightening experienced in the past year are expected to reduce growth rates for the near term.

Secured property taxes are the County's largest discretionary revenues source. For fiscal year 2008-09, the estimated revenue from Secured Property taxes is about \$110 million to the General Fund which is anticipated to be 3.7% over the 2007-08 estimated actual.

**General Fund Secured Property Taxes**

Fiscal Year	Budgeted	Actual Revenues	Fiscal Year Increase (Decrease)	Percent Change
2004-05	78,204,500	80,440,849	6,283,678	8.5%
2005-06	89,199,000	89,935,993	9,495,144	11.8%
2006-07	96,752,000	99,694,726	9,758,733	10.9%
2007-08 (Estimated)	105,500,000	106,273,644	6,578,917	6.6%
2008-09 (Recommended)	110,223,000		3,949,356	3.7%

**Five Year Trend**



**TAXES**

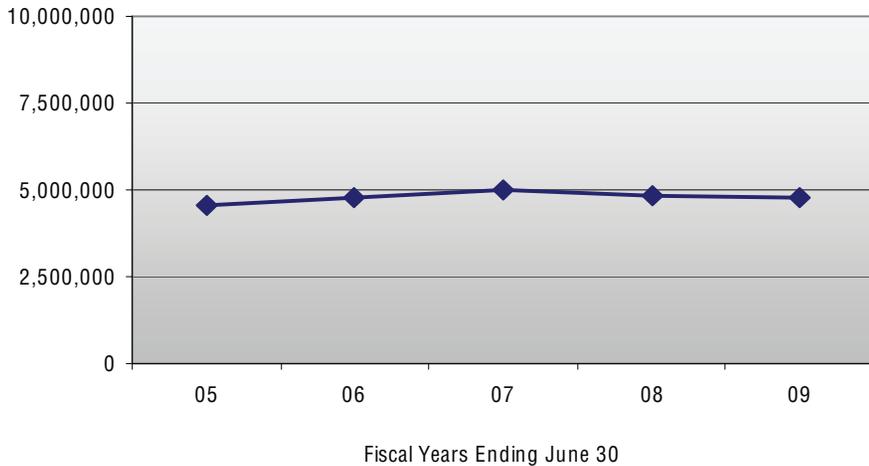
**General Fund Unsecured Property Taxes**

Unsecured property taxes are generated from locally assessed property values. Property that is considered unsecured includes business fixtures, business personal property, boats, and aircraft. The tax is calculated by multiplying the assessed value of these properties by the tax rate of 1%. Growth of Unsecured Property taxes is expected to be negligible.

**General Fund Unsecured Property Taxes**

Fiscal Year	Budgeted	Actual Revenues	Fiscal Year Increase (Decrease)	Percent Change
2004-05	4,361,168	4,550,231	41,843	0.9%
2005-06	4,570,000	4,770,839	220,608	4.8%
2006-07	4,785,000	4,982,027	211,188	4.4%
2007-08 (Estimated)	4,985,000	4,812,211	(169,815)	-3.4%
2008-09 (Recommended)	4,805,000		(7,211)	-0.1%

**Five Year Trend**



**TAXES**

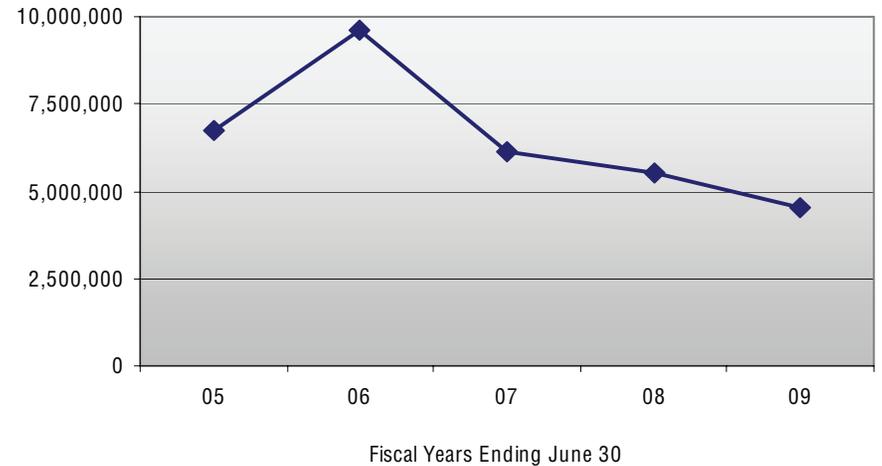
**General Fund Supplemental Property Taxes**

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. The trend of falling supplemental taxes from FY 05-06 highs is expected to continue into FY 2008-09 due to anticipated reductions in the volume of transactions and the decrease in housing prices reflecting the "cool-down" in the residential real estate market.

**General Fund Supplemental Property Taxes**

Fiscal Year	Budgeted	Actual Revenues	Fiscal Year Increase (Decrease)	Percent Change
2004-05	4,280,000	6,722,213	2,842,325	73.3%
2005-06	4,448,000	9,634,070	2,911,857	43.3%
2006-07	5,000,000	6,159,383	(3,474,687)	-36.1%
2007-08 (Estimated)	4,900,000	5,544,089	(615,294)	-10.0%
2008-09 (Recommended)	4,520,000		(1,024,089)	-18.5%

**Five Year Trend**



**TAXES**

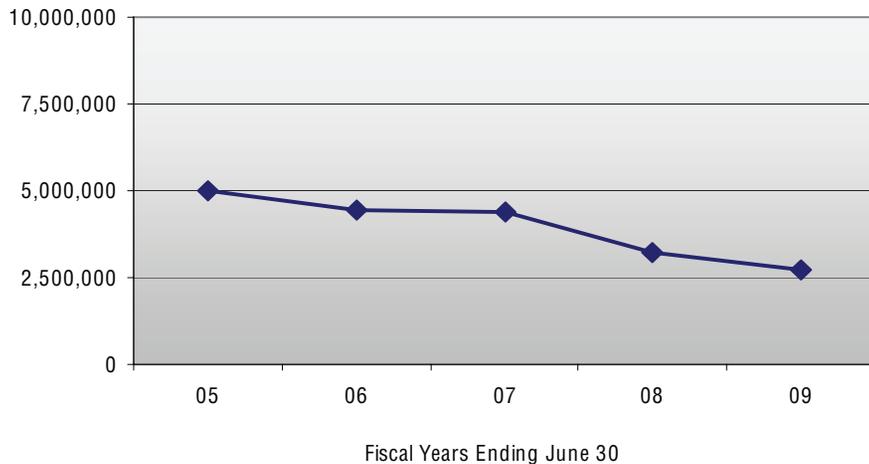
**Property Transfer Tax**

Property Transfer Tax is a tax charged to buyers when a property is transferred or sold. Property Transfer Tax revenues accruing to the County are based upon the assessed value of properties sold and a tax rate of \$.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. The trend of lower revenues from the high levels experienced in recent years is expected to persist into FY 2008-09 due to the continued reduction in the volume of transactions (primarily in the North County) as well as decreasing housing prices.

**Property Transfer Tax**

Fiscal Year	Budgeted	Actual Revenues	Fiscal Year Increase (Decrease)	Percent Change
2004-05	3,200,000	5,010,252	612,525	13.9%
2005-06	3,440,000	4,461,137	(549,115)	-11.0%
2006-07	3,500,000	4,414,156	(46,981)	-1.1%
2007-08(Estimated)	3,100,000	3,206,630	(1,207,526)	-27.4%
2008-09(Recommended)	2,700,000		(506,630)	-15.8%

**Five Year Trend**



**TAXES**

**Property Tax In-Lieu of VLF**

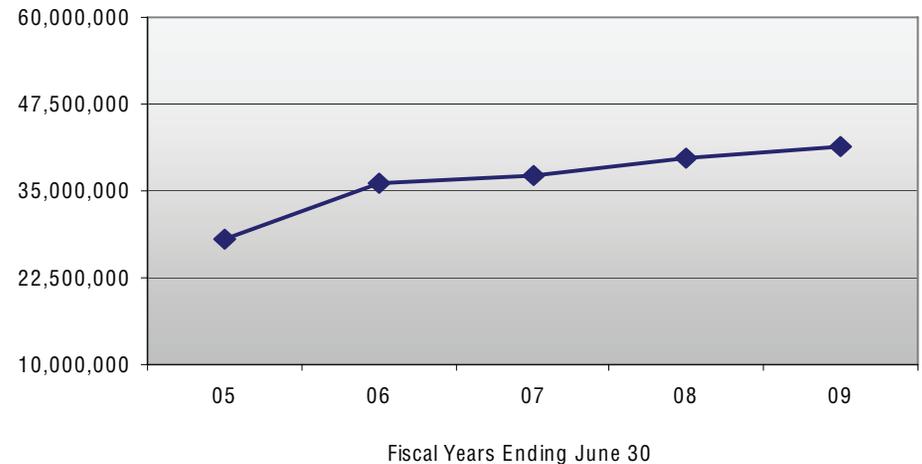
State legislation passed in 2004 resulted in the State swapping discretionary revenues with cities and counties. Motor Vehicle License Fee (VLF) revenue formerly received by cities and counties (see chart on page C-22) is now retained by the State and, in turn, is replaced by the same amount of local property tax revenues from the Education Revenue Augmentation Fund (ERAF). These ERAF revenues that would have otherwise gone to schools are then replaced by the State.

The FY 2004-05 amounts were determined by the State and were “trued up” in FY 2005-06 to reflect actual VLF activity. The “trued up” amount became the base for future growth and beginning in FY 2005-06 annual percentage increases reflect property tax assessed valuation growth. For FY 2008-09 a 3.7% growth rate is anticipated for this revenue.

**Property Tax In-Lieu of VLF**

Fiscal Year	Budgeted	Actual Revenues	Fiscal Year Increase (Decrease)	Percent Change
2004-05	--	28,014,785	28,014,785	
2005-06	31,098,000	36,063,453	8,048,668	28.7%
2006-07	36,400,000	37,090,064	1,026,611	2.8%
2007-08(Estimated)	39,300,000	39,790,319	2,700,255	7.3%
2008-09(Recommended)	41,279,000		1,488,681	3.7%

**Five Year Trend**



**TAXES**

**Transient Occupancy Tax**

The current room tax rate of 10% covers all hotels and motels in the unincorporated area of the County and the City of Goleta, which incorporated on February 1, 2002. All operators are required to collect the tax and submit amounts received to the County.

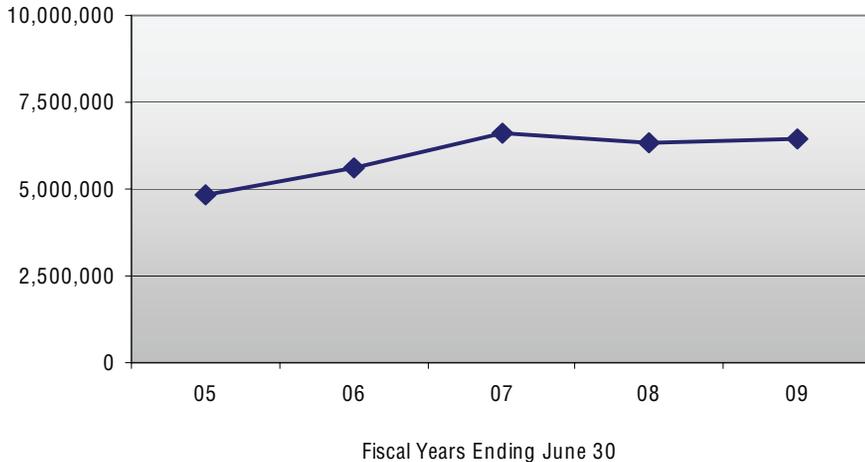
When the City of Goleta incorporated, the revenue neutrality agreement between the City and the County stipulated that TOT revenues collected from six hotels once located within the boundaries of the County would be split 60% City and 40% County through fiscal year 2011-12. Beginning in fiscal year 2012-13 the County will no longer receive any taxes from these six hotels.

The significant growth in the prior two years was based on the combination of the completion of multi-million dollar remodels at two premier south coast properties as well as the continued rebound of the tourism industry. Even though fiscal year 2007-08 revenues are expected to decrease moderately over the prior year, modest growth is projected for FY 2008-09 as the weak US dollar is expected to attract foreign tourists.

**Transient Occupancy Tax**

Fiscal Year	Budgeted	Actual Revenues	Fiscal Year Increase (Decrease)	Percent Change
2004-05	4,947,000	4,815,323	(632,841)	-11.6%
2005-06	4,917,000	5,630,968	815,645	16.9%
2006-07	5,800,000	6,591,306	960,338	17.1%
2007-08(Estimated)	5,900,000	6,327,212	(264,094)	-4.0%
2008-09(Recommended)	6,426,000		98,788	1.6%

**Five Year Trend**



**TAXES**

**Retail Sales Taxes**

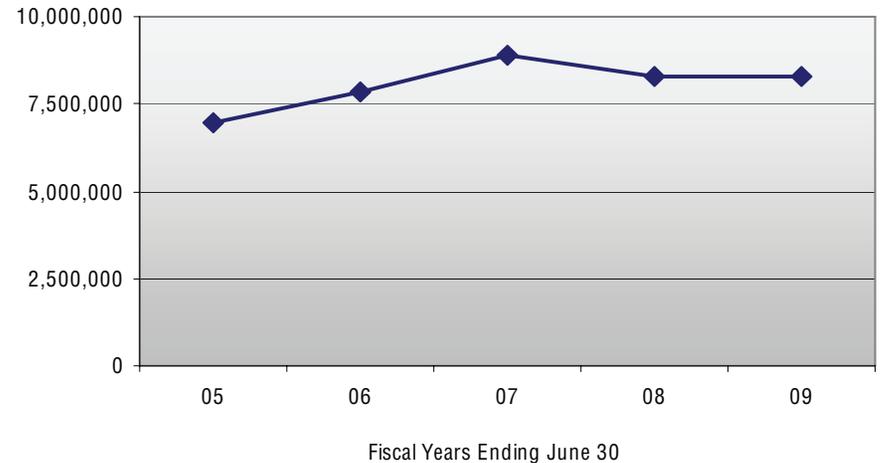
Retail sales tax represents the local portion of the retail sales tax collected by the State from sales generated within the unincorporated area of the County. Retail sales tax is an economically sensitive revenue source for the County; it is expected to generate approximately \$8.3 million for fiscal year 2008-09, a meager increase of .4% percent, to support the general operations of the County. The spike in 2006-07 was caused by a single non-recurring sales event that generated approximately \$1 million of sales taxes which was not anticipated. Without this transaction, FY 2007-08 would have seen growth of about 4.8%.

In 2004-05 the State enacted the complicated revenue redirection legislation known as the “Triple Flip” where a portion of the County’s current and future sales taxes are replaced with property taxes. Under this temporary program, ¼ of the local 1% sales taxes are kept by the State to pay for the Deficit Funding Bonds in exchange for the return of an equal amount of property taxes previously shifted to the schools; this continues until the Deficit Funding Bonds are paid off or matured.

**Retail Sales Tax**

Fiscal Year	Budgeted	Actual Revenues	Fiscal Year Increase (Decrease)	Percent Change
2004-05	9,163,000	6,959,167	(2,149,519)	-23.6%
2005-06	7,219,000	7,820,216	861,049	12.4%
2006-07	7,360,000	8,887,314	1,067,098	13.6%
2007-08(Estimated)	8,000,000	8,269,679	(617,635)	-6.9%
2008-09(Recommended)	8,300,000		30,321	0.4%

**Five Year Trend**



**TAXES**

**Road Sales Tax – Measure D**

On November 7, 1989, the voters of the County of Santa Barbara approved Measure D, the Santa Barbara Roads Improvement Program. As a result of Measure D, the local sales tax was increased countywide by ½ percent effective April 1, 1990. The transportation sales tax will remain in effect for 20 years. Revenues will be distributed through fiscal year 2009-10, with the revenues being allocated by the Local Transportation Authority for transportation improvements.

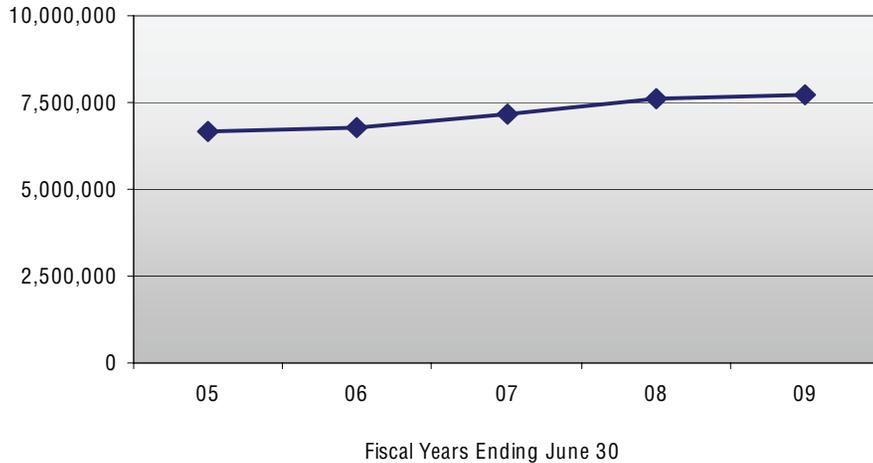
Shown below is the County’s share of this tax, which is distributed between the cities and the County, based upon population. Within the County, Measure D revenues are distributed by Supervisorial districts based on population (50%) and maintained lane miles (50%).

Road Sales Taxes - Measure D for the County is expected to generate \$7.8 million for fiscal year 2008-09, an increase of 2.0%.

**Roads Measure D Sales Tax**

Fiscal Year	Budgeted	Actual Revenues	Fiscal Year Increase (Decrease)	Percent Change
2004-05	6,352,579	6,683,992	664,115	11.0%
2005-06	6,421,059	6,750,773	66,781	1.0%
2006-07	6,742,112	7,155,066	404,292	6.0%
2007-08(Estimated)	7,420,354	7,595,164	440,098	6.2%
2008-09(Recommended)	7,750,000		154,836	2.0%

**Five Year Trend**



**TAXES**

**Road Sales Tax**

The Transportation Development Act went into effect in 1972, and provided for two major sources of funding for local transportation providers. One of those revenue sources became the ¼ percent statewide sales tax for the Local Transportation Fund (LTF). This tax made funding available to transportation providers such as cities, counties, and other entities that provide transit services for a community.

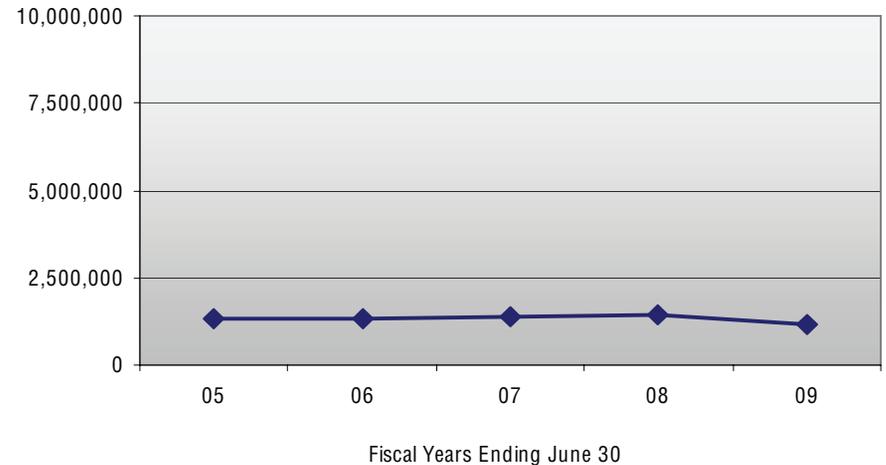
The local transportation authority, Santa Barbara County Association of Governments (SBCAG) apportions available funds by population to areas within the County. After claims for transit funding are met, the balance of the County’s share may be used for street and road repairs.

Road sales tax revenue is projected to decrease \$301,000 or 21% in FY 2008-09 due to a direct allocation of transit funds to the City of Santa Maria for the BREEZE bus service.

**Roads Sales Tax**

Fiscal Year	Budgeted	Actual Revenues	Fiscal Year Increase (Decrease)	Percent Change
2004-05	1,258,977	1,350,319	88,616	7.1%
2005-06	1,293,897	1,343,533	(6,786)	-0.5%
2006-07	1,394,991	1,379,016	35,483	2.6%
2007-08(Estimated)	1,407,634	1,459,300	80,284	5.8%
2008-09(Recommended)	1,158,600		(300,700)	-20.6%

**Five Year Trend**



**LICENSES, PERMITS AND FRANCHISES**

**Building Permits**

This includes fees for construction and inspection permits for building, electrical, plumbing, excavation, mechanical, site investigation and miscellaneous permits. The FY 2005-06 high of \$7.5 million is expected to continue to decline through FY 2008-09 due to the slowdown of building permit fees as a result of the continued decline in home sales volume.

**Building Permits**

Fiscal Year	Budgeted	Actual Revenues	Fiscal Year Increase (Decrease)	Percent Change
2004-05	7,056,768	6,661,350	218,790	3.4%
2005-06	7,416,398	7,499,588	838,238	12.6%
2006-07	7,955,674	6,526,665	(972,923)	-13.0%
2007-08(Estimated)	8,439,211	6,407,855	(118,810)	-1.8%
2008-09(Recommended)	6,660,120		252,265	3.9%

**LICENSES, PERMITS AND FRANCHISES**

**Development and Zoning Permits**

This includes fees for permits and for site investigation for large and small scale development applications and projects. The FY 2008-09 decrease of \$439,000 or 9% is based on an expected reduced level of development applications as a result of the downturn in new home construction.

**Development and Zoning Permits**

Fiscal Year	Budgeted	Actual Revenues	Fiscal Year Increase (Decrease)	Percent Change
2004-05	4,879,529	4,762,973	90,314	-1.9%
2005-06	5,330,878	4,497,243	(265,730)	-5.6%
2006-07	5,397,944	4,660,200	162,957	3.6%
2007-08(Estimated)	5,436,216	4,974,720	314,520	6.7%
2008-09(Recommended)	4,535,289		(439,431)	-8.8%

**LICENSES, PERMITS AND FRANCHISES**

**Franchises and Misc. Permits**

This includes franchise fees paid by utilities, cable companies, and trash haulers. Also included are animal control licenses, burial permits, marriage licenses, moving permits, excavation permits, and other miscellaneous permits. The FY 2008-09 increase of \$1.1 million or 26% is related to increased franchise revenue due to increasing prices (\$753,000) and an increase in charges for Road Excavation Permits (\$310,000).

**Franchises and Misc. Permits**

Fiscal Year	Budgeted	Actual Revenues	Fiscal Year Increase (Decrease)	Percent Change
2004-05	3,575,985	3,697,826	(268,337)	-6.8%
2005-06	3,717,238	3,864,213	166,387	4.5%
2006-07	3,816,051	4,567,142	702,929	18.2%
2007-08(Estimated)	4,092,943	4,185,128	(382,014)	-8.4%
2008-09(Recommended)	5,282,182		1,097,054	26.2%

**LICENSES, PERMITS AND FRANCHISES**

**Oil and Gas Permits**

This includes oil and gas energy permit fees for oil and gas processing facilities applications, studies and compliance regulations.

**Oil and Gas Permits**

Fiscal Year	Budgeted	Actual Revenues	Fiscal Year Increase (Decrease)	Percent Change
2004-05	1,522,270	1,102,309	(233,224)	-17.5%
2005-06	1,494,961	1,192,395	90,086	8.2%
2006-07	1,431,791	1,189,634	(2,761)	-0.2%
2007-08(Estimated)	1,394,867	1,272,764	83,130	7.0%
2008-09(Recommended)	1,251,795		(20,969)	-1.6%

**FINES, FORFEITURES AND PENALTIES**

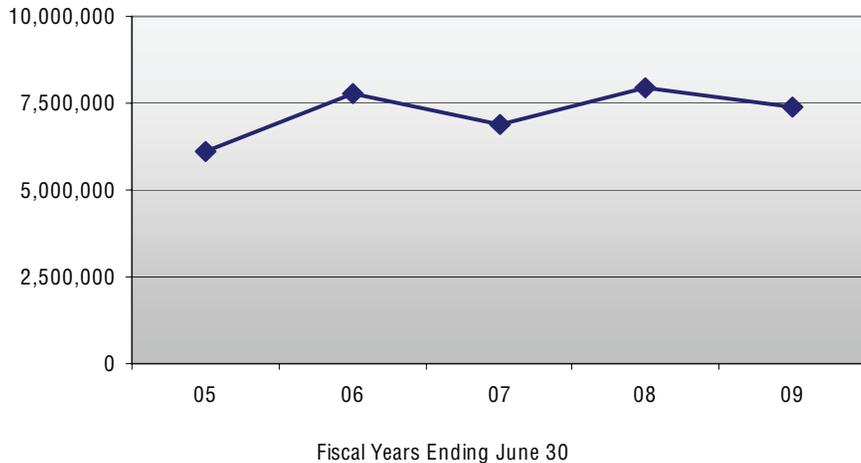
**Various Fines and Penalties**

This includes revenues from parking violations, penal code violations, and various fines, forfeitures and penalties. Revenues from fines, forfeitures and penalties fluctuate for a variety of reasons. Changes in law enforcement priorities, staffing levels and special enforcement programs can affect the number of citations written impacting the amount of revenue received. The offenders' ability to pay fines or their need for a payment plan can shift the revenues from one fiscal year to the next. The fiscal year 2008-09 amount reflects a decrease of \$585,000 or 7%, mainly due to an expected decrease in Health and Safety Code violations of \$475,000 as a result of the expiration of the MADDY Fund legislation on December 31, 2008. The balance reflects a decrease in various other fines and penalties of \$110,000.

**Various Fines and Penalties**

Fiscal Year	Budgeted	Actual Revenues	Fiscal Year Increase (Decrease)	Percent Change
2004-05	5,823,389	6,138,811	31,675	0.5%
2005-06	7,293,425	7,758,999	1,620,188	26.4%
2006-07	7,233,089	6,892,857	(866,142)	-11.2%
2007-08(Estimated)	7,549,428	7,962,816	1,069,959	15.5%
2008-09(Recommended)	7,377,640		(585,176)	-7.3%

**Five Year Trend**



**FINES, FORFEITURES AND PENALTIES**

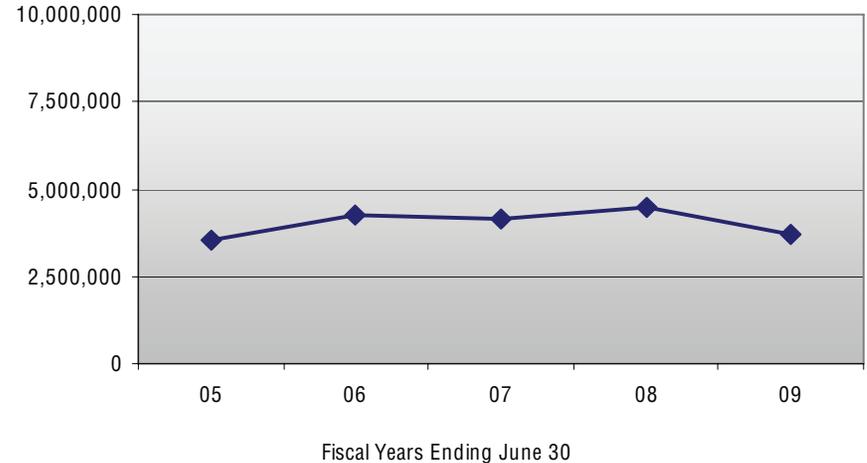
**Property Tax Penalties**

This category includes penalties and interest charged to property owners for property tax delinquency. Penalties are 10% for late payments of installments and 1.5% per month on delinquent tax balances. These revenues tend to be counter cyclical. In poor economic times, property tax delinquencies rise and penalties and interest follows as collections take place. The relatively flat revenue in the past five years mirrors the low delinquency rate experienced during these recent good economic times. In fiscal year 2007-08, delinquent tax payments have been on the rise due to the decline in the economy coupled with adjustable rate resets increasing consumers' mortgage payments. These delinquent tax payments will ultimately be collected, resulting in an increase in revenues, most likely in fiscal year 2009-10.

**Property Tax Penalties**

Fiscal Year	Budgeted	Actual Revenues	Fiscal Year Increase (Decrease)	Percent Change
2004-05	3,069,393	3,536,259	91,008	2.6%
2005-06	3,225,000	4,260,702	724,443	20.5%
2006-07	3,381,000	4,125,817	(134,885)	-3.2%
2007-08(Estimated)	3,780,000	4,466,566	340,749	8.3%
2008-09(Recommended)	3,719,000		(747,566)	-16.7%

**Five Year Trend**



**USE OF MONEY AND PROPERTY**

**Interest**

This revenue is comprised of interest earned on cash deposits and investments (usually treasury notes, CD's and short term bonds), gains and losses on the divesture of these investments and the recognition of gains and losses due to the change in fair market value of investments being held. Generally speaking, investments with interest rates higher than the current market will produce gains. And on the contrary, losses are generated when investments have interest rates lower than the current market. The Treasurer's general investment philosophy is to hold investments until maturity meaning that gains and losses on divesture are rare with the exception of gains that may be earned on investments that are called prior to maturity by the issuer. However, unrealized gains and losses do occur and are recognized when the investment portfolio is marked-to-market each calendar quarter.

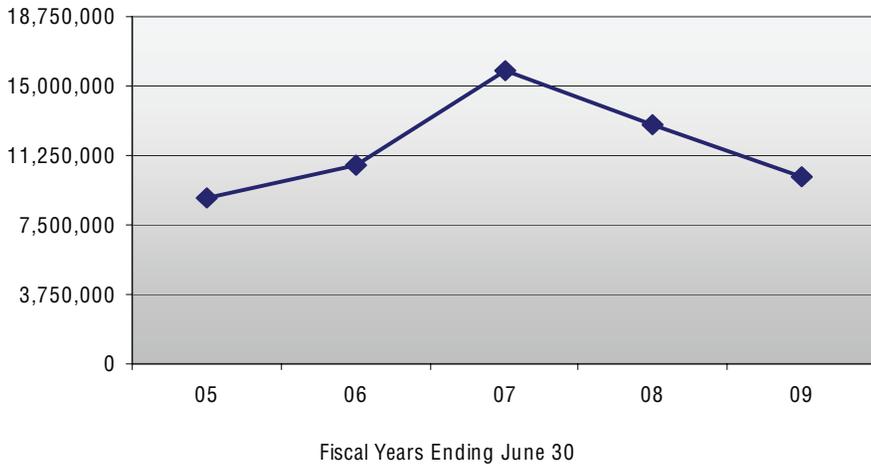
Interest rates again are on the decline after a brief rise from lows reached in 2003-04. Interest earnings for fiscal year 2008-09 are anticipated to decrease due to lower cash balances from the completion of capital projects and use of reserves as well as the declining interest rate market. In addition, it is anticipated that there will be less gains (both realized and unrealized) recognized in FY 2008-09.

**Interest**

Fiscal Year	Budgeted	Actual Revenues	Fiscal Year Increase (Decrease)	Percent Change
2004-05	6,522,234	8,962,350	5,194,815	137.9%
2005-06	7,465,406	10,727,543	1,765,193	19.7%
2006-07	9,741,250	15,850,128	5,122,585	47.8%
2007-08 (Estimated)	10,567,662	12,899,084	(2,951,044)	-18.6%
2008-09 (Recommended)	10,055,336		(2,843,748)	-22.0%

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**Five Year Trend**



FEDERAL AND STATE REVENUE

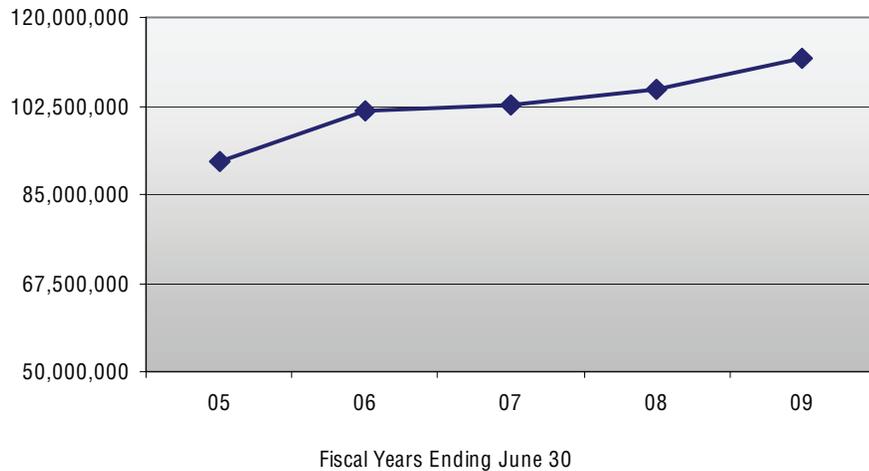
Social Services Programs

This includes Federal and State revenues received primarily by the Department of Social Services to fund employment services, protective services, and financial assistance programs for eligible residents. Public assistance programs supported by this revenue source primarily include CalWorks, Medi-Cal, Food Stamps, General Relief, Child Welfare Services, In-Home Supportive Services, Fostercare, and the Workforce Investment Act (WIA). The goal of these public assistance programs is to assist in meeting the basic needs of eligible individuals, and to support their efforts to become productive and self-sufficient members of the community. Funding for social programs increase by \$6.1 million in FY 2008-09 over the FY 2007-08 estimates, due to an increase in Federal and State revenue claimed for paying cash assistance benefits and for the cost of administering programs. The largest funding increases are spread over foster care assistance programs (\$2.5 million), administration of the CalWorks program (\$1 million), child welfare programs (\$1.1 million), provider care in home supportive services (\$0.9 million), and adoption assistance program (\$0.5 million).

Social Services Programs

Fiscal Year	Budgeted	Actual Revenues	Fiscal Year Increase (Decrease)	Percent Change
2004-05	95,112,368	91,633,573	2,475,112	2.8%
2005-06	99,479,670	101,468,089	9,834,516	10.7%
2006-07	104,117,119	102,508,522	1,040,433	1.0%
2007-08 (Estimated)	111,547,807	105,806,615	3,298,093	3.2%
2008-09 (Recommended)	111,930,776		6,124,161	5.8%

Five Year Trend



FEDERAL AND STATE REVENUE

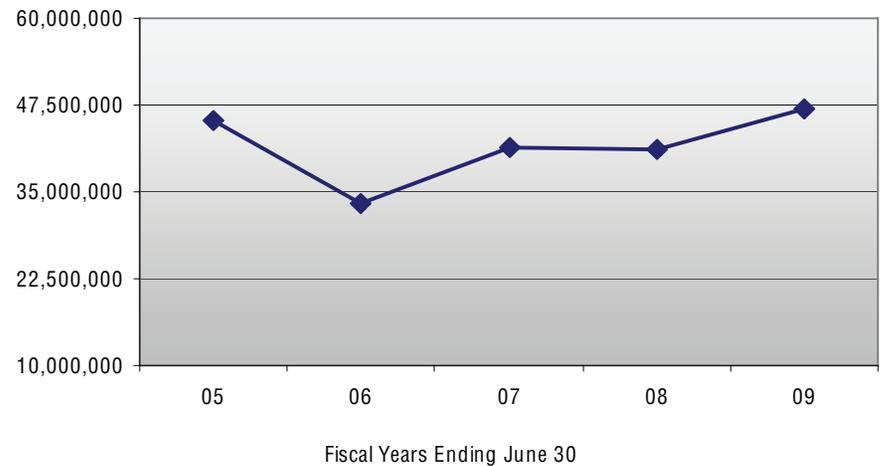
Misc. Federal and State

These amounts include revenue from federal and state grants and reimbursements such as block grants, supplemental law enforcement, State aid for agriculture and open space lands apportionment. The FY 2008-09 increase of \$5.6 million, or 14%, is primarily due to federal grants for various bridge projects, road rehabilitation and paving projects (\$4.7 million), coupled with Proposition 42 transportation funding (\$1.4 million).

Misc. Federal and State

Fiscal Year	Budgeted	Actual Revenues	Fiscal Year Increase (Decrease)	Percent Change
2004-05	39,666,704	45,368,555	(6,920,584)	-17.1%
2005-06	45,524,006	33,471,420	(11,897,135)	-26.2%
2006-07	41,222,589	41,291,257	7,819,837	23.4%
2007-08 (Estimated)	45,415,127	41,188,646	(102,611)	-0.2%
2008-09 (Recommended)	46,818,462		5,629,816	13.7%

Five Year Trend



**FEDERAL AND STATE REVENUE**

**State Realignment Allocation**

During fiscal year 1991-92, the State experienced a budget deficit and revenue increases were used to balance the budget. Among the most significant was the shift of responsibility from the State to counties for health, mental health and various social services programs, accompanied by a source of revenue to pay for the funding changes.

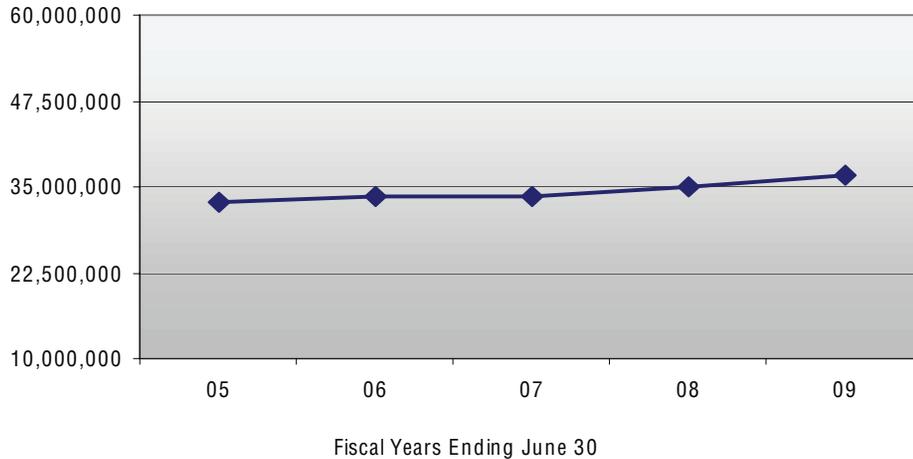
The changes are known as Realignment and the new revenues allocated to counties to fund these programs were a 1/2 percent sales tax and increases in the Vehicle License Fee. The allocation mechanism is complex and formula driven. The formula involves a base year amount and subsequent year growth formulas.

Growth in this category is driven by the State economy (sales tax revenue) and proportional caseload growth of each county. Santa Barbara County, in comparison to other counties, has experienced a decline in certain program caseloads. However, distribution of realignment revenues depends on actual expenditures for each county.

**State Realignment Allocation**

Fiscal Year	Budgeted	Actual Revenues	Fiscal Year Increase (Decrease)	Percent Change
2004-05	30,456,239	32,766,473	946,107	3.0%
2005-06	32,444,618	33,536,347	769,874	2.3%
2006-07	32,502,788	33,470,878	(65,468)	-0.2%
2007-08(Estimated)	35,919,428	34,905,024	1,434,146	4.3%
2008-09(Recommended)	36,726,670		1,821,646	5.2%

**Five Year Trend**



**FEDERAL AND STATE REVENUE**

**Proposition 172 Proceeds**

During the 1993-94 State Budget process, the State Legislature and Governor, for the second time, found it necessary to shift local property tax revenues from local agencies to K-12 schools and community colleges in order to balance the State Budget. The voters partially offset these losses by approving Proposition 172, a one-half cent sales tax to fund local public safety services.

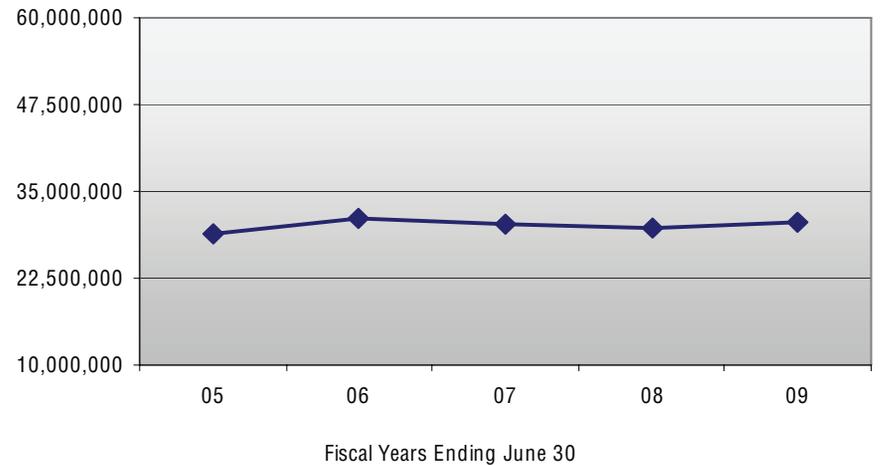
One-half percent of statewide taxable sales are first deposited into the State's Local Public Safety Pool. This revenue is then allocated to county governments throughout the State based on a factor. Each year, the factor is determined based upon prior year actual sales in the County divided by the total State sales.

Proposition 172 proceeds are expected to remain fairly flat based on the slowing economic cycle resulting in lower sales.

**Prop. 172 Proceeds**

Fiscal Year	Budgeted	Actual Revenues	Fiscal Year Increase (Decrease)	Percent Change
2004-05	26,922,097	28,996,795	1,741,864	6.4%
2005-06	30,100,000	31,067,324	2,070,529	7.1%
2006-07	33,084,355	30,407,052	(660,273)	-2.1%
2007-08(Estimated)	32,676,175	29,857,821	(549,231)	-1.8%
2008-09(Recommended)	30,463,776		605,955	2.0%

**Five Year Trend**



**FEDERAL AND STATE REVENUE**

**Motor Vehicle In Lieu**

As part of a series of complicated revenue adjustments, the State legislature swapped Motor Vehicle License Fees for local property tax revenues. Accordingly, beginning in 2004-05 the County no longer receives Motor Vehicle License Fees for use as local general purpose revenue. In essence, cities and counties now receive back a portion of the property taxes paid to the Education Revenue Augmentation Fund (ERAF) in-lieu of receiving motor vehicle fees. Details of the Property Tax In-Lieu of VLF revenue, along with a chart, are shown on page C-14. In 2006-07, the County received Motor Vehicle Excess Collections receipts from the State. These funds are not part of the VLF swap for property taxes.

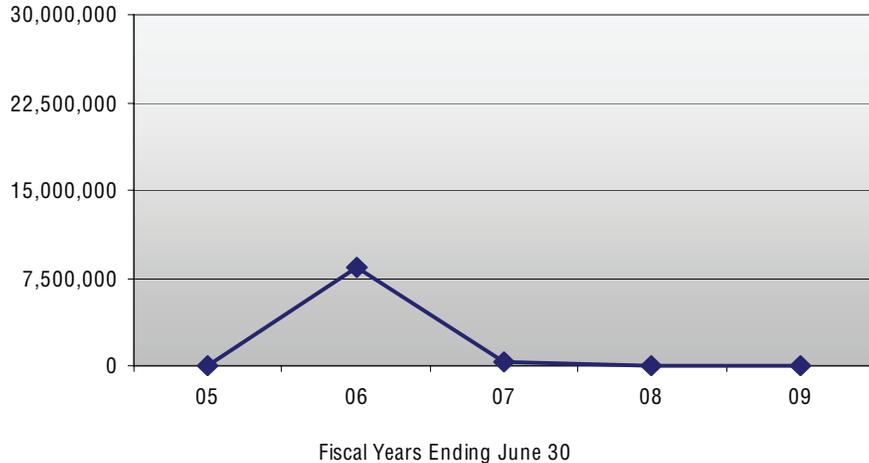
Revenue was recognized in FY 2005-06 as the State, one year earlier than anticipated, repaid the \$8.4M MVLF loan to the County.

Counties continue to receive a portion of motor vehicle fee revenues collected by the State, but only for health and welfare programs as a part of State-County Program Realignment.

**Motor Vehicle in Lieu**

Fiscal Year	Budgeted	Actual Revenues	Fiscal Year Increase (Decrease)	Percent Change
2004-05	28,250,000	44,694	(21,462,679)	-99.8%
2005-06	--	8,415,952	8,371,258	18730.2%
2006-07	--	270,536	(8,145,416)	-96.8%
2007-08(Estimated)	--	--	(270,536)	-100.0%
2008-09(Recommended)	--	--	--	--

**Five Year Trend**



**FEDERAL AND STATE REVENUE**

**Health Care**

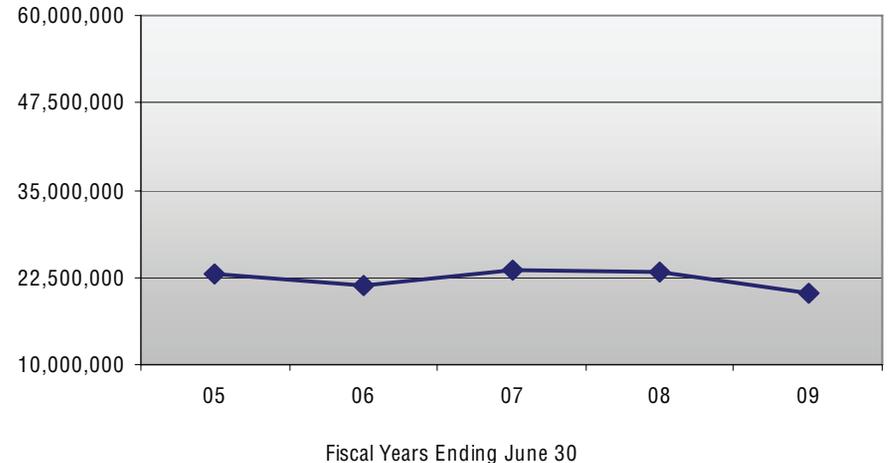
This includes Federal (33%), State (67%), and other governmental agencies (10%) revenues received for the administration and delivery of public health, medical services and special services programs. These revenues are for mandated reinvestment into the six county Federally Qualified Health Centers (FQHCs) to ensure continued access to primary and specialty care services and for other mandated programs. Programs such as Women Infants and Children (WIC), Proposition 36 Substance Abuse, Federal Maternal Child Health, California Children's Services Medi-Cal Administration, and Federal Medi-Cal Administration programs are funded by these revenues.

Fiscal year 2008-09 revenues are expected to decrease \$3.1 million or 13% due to reductions in the Multipurpose Senior Services Program (MSSP) and Material Child Adolescent Health Program in the Public Health Department and reductions in special programs under the Public Works Department.

**Health Care**

Fiscal Year	Budgeted	Actual Revenues	Fiscal Year Increase (Decrease)	Percent Change
2004-05	22,197,828	23,101,169	2,156,702	10.3%
2005-06	21,479,623	21,293,623	(1,807,546)	-7.8%
2006-07	21,478,904	23,643,288	2,349,665	11.0%
2007-08(Estimated)	23,939,118	23,151,732	(491,556)	-2.1%
2008-09(Recommended)	20,092,631		(3,059,101)	-13.2%

**Five Year Trend**



**FEDERAL AND STATE REVENUE**

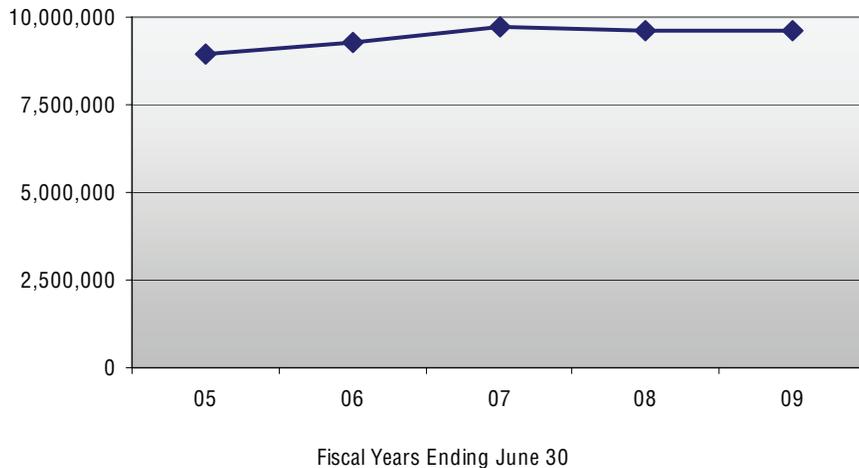
**Child Support Program**

Federal (66%) and State (34%) revenues received by the Department of Child Support Services to fund collections and case management services. These services include locating and establishing paternity, obtaining and enforcing court orders for child support, collecting and distributing child support payments. The goal of these services is to improve the economic standard of living for children and families eligible to receive child support.

**Child Support Program**

Fiscal Year	Budgeted	Actual Revenues	Fiscal Year Increase (Decrease)	Percent Change
2004-05	9,738,756	8,964,691	(398,426)	-4.3%
2005-06	9,638,801	9,272,623	307,932	3.4%
2006-07	9,554,707	9,720,942	448,319	4.8%
2007-08(Estimated)	9,847,650	9,585,728	(135,214)	-1.4%
2008-09(Recommended)	9,627,986		42,258	0.4%

**Five Year Trend**



**FEDERAL AND STATE REVENUE**

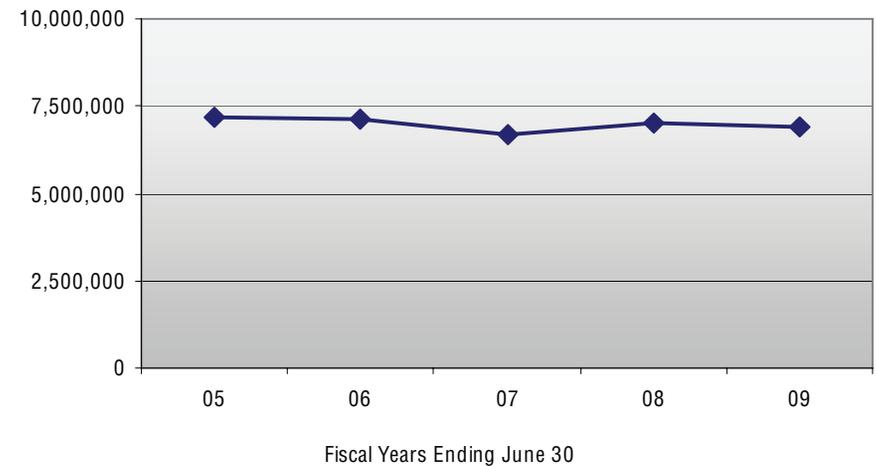
**State Highway Users Tax**

State Highway Users Taxes are gas taxes (18 cents per gallon) approved by state legislation. Fuel suppliers are directly taxed by the State and that tax is passed on to the user at the gas pump. Revenues received by the counties from the State are based on formulas which include vehicle registration and maintained lane miles. Gasoline sales are projected to increase slightly in FY 2008-09.

**State Highway Users Tax**

Fiscal Year	Budgeted	Actual Revenues	Fiscal Year Increase (Decrease)	Percent Change
2004-05	7,314,000	7,206,093	(233,808)	-3.1%
2005-06	7,384,745	7,131,320	(74,773)	-1.0%
2006-07	7,524,705	6,673,368	(457,952)	-6.4%
2007-08(Estimated)	7,384,745	7,019,000	345,632	5.2%
2008-09(Recommended)	6,881,000		(138,000)	-2.0%

**Five Year Trend**



FEDERAL AND STATE REVENUE

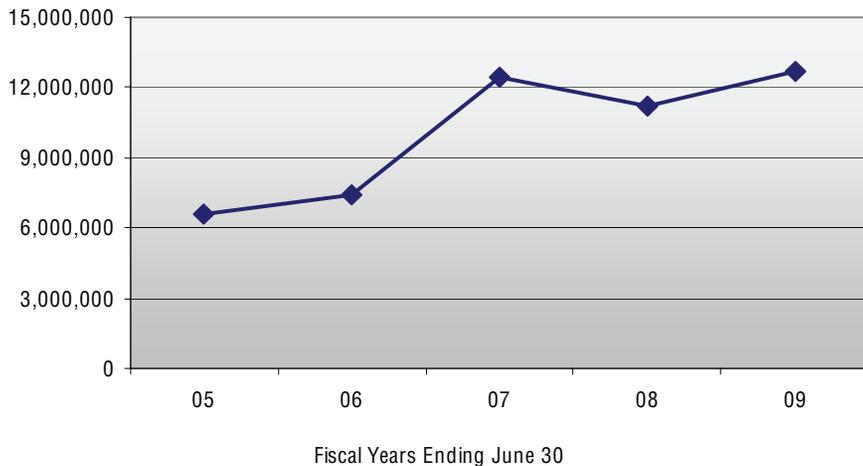
Mental Health

These revenues primarily consist of Federal Block Grant funds for the Substance Abuse and Crime Prevention Act and other treatment services and State Proposition 36 revenues which provide funding for substance abuse treatment services to drug offenders. State revenues also fund the CalWORKs program which provides vocational services for persons affected by mental illness, alcohol or other drug problems, the Mentally Ill Offender Crime Reduction grant, the State Managed Care Allocation for specialty mental health services to persons who are eligible for Medi-Cal, and State Block Grant funds for Drug Court services and Perinatal services. In FY 2008-09, \$1.5 million of additional revenue received through the Mental Health Services Act (1% tax on personal income over \$1 million to fund expansion of county-operated mental health services), will go towards an expansion of Community Services and Supports and will be spread over the Adult and Children's programs.

Mental Health

Fiscal Year	Budgeted	Actual Revenues	Fiscal Year Increase (Decrease)	Percent Change
2004-05	6,888,342	6,554,221	(564,742)	-7.9%
2005-06	6,935,400	7,396,821	842,600	12.9%
2006-07	6,540,900	12,469,318	5,072,497	68.6%
2007-08(Estimated)	10,572,755	11,191,803	(1,277,515)	-10.2%
2008-09(Recommended)	12,668,180		1,476,377	13.2%

Five Year Trend



FEDERAL AND STATE REVENUE

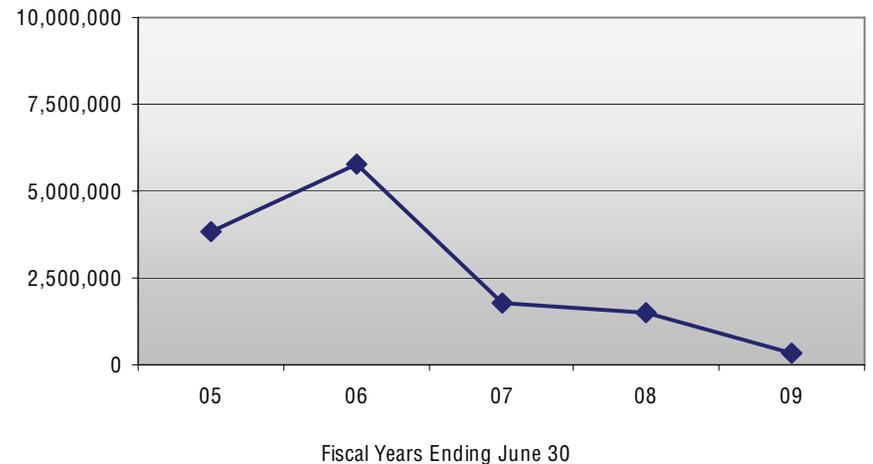
Disaster Assistance

Disaster Assistance revenues are monies received for emergency disaster relief and restoration work from the Federal and State emergency management assistance programs (FEMA and OES). Currently, one disaster project is open as a result of the 2005 winter storms. The decrease of \$1.2 million or 79% is related to completion of 2005 winter storm projects in FY 2007-08.

Disaster Assistance

Fiscal Year	Budgeted	Actual Revenues	Fiscal Year Increase (Decrease)	Percent Change
2004-05	1,188,809	3,835,348	2,775,550	261.9%
2005-06	3,900,000	5,798,942	1,963,594	51.2%
2006-07	2,452,750	1,777,257	(4,021,686)	-69.4%
2007-08(Estimated)	1,355,500	1,520,287	(256,970)	-14.5%
2008-09(Recommended)	315,713		(1,204,574)	-79.2%

Five Year Trend



**CHARGES FOR SERVICES**

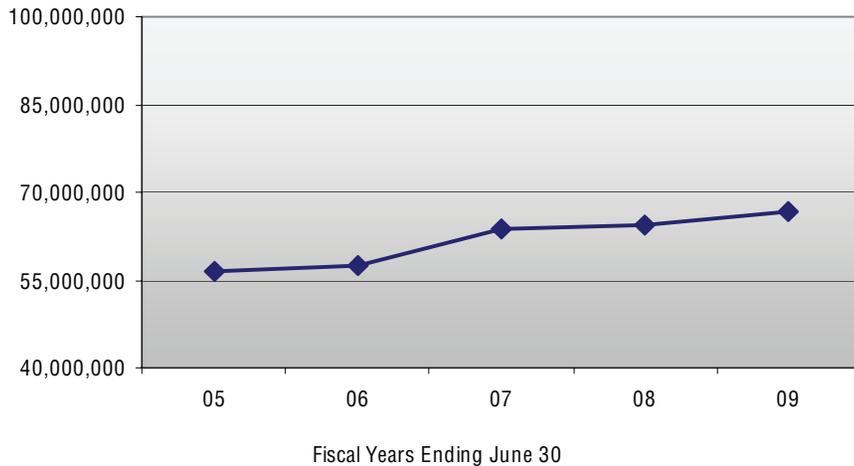
**Public and Mental Health Services**

These revenues mainly consist of payments for patient services from Medi-Cal, Federally Qualified Health Center (FQHC), Early Periodic Screening Diagnosis Treatment (EPSDT) for children's treatment services, pharmacy billings, Drug Medi-Cal and patient self pay fees. The increase in the Recommended Budget over 2007-08 Estimated Actual Revenues is primarily driven by a \$1.6 million increase from cost of living increase in reimbursements, a slight rate increase and an increase in the number of Medi-Cal qualified patients served due to the expansion of two County clinics by the Public Health Department.

**Public and Mental Health Services**

Fiscal Year	Budgeted	Actual Revenues	Fiscal Year Increase (Decrease)	Percent Change
2004-05	57,382,898	56,574,904	8,045,888	16.6%
2005-06	62,419,553	57,367,226	792,322	1.4%
2006-07	68,186,186	63,690,585	6,323,359	11.0%
2007-08(Estimated)	69,807,375	64,436,091	745,505	1.2%
2008-09(Recommended)	66,839,658		2,403,567	3.7%

**Five Year Trend**



**CHARGES FOR SERVICES**

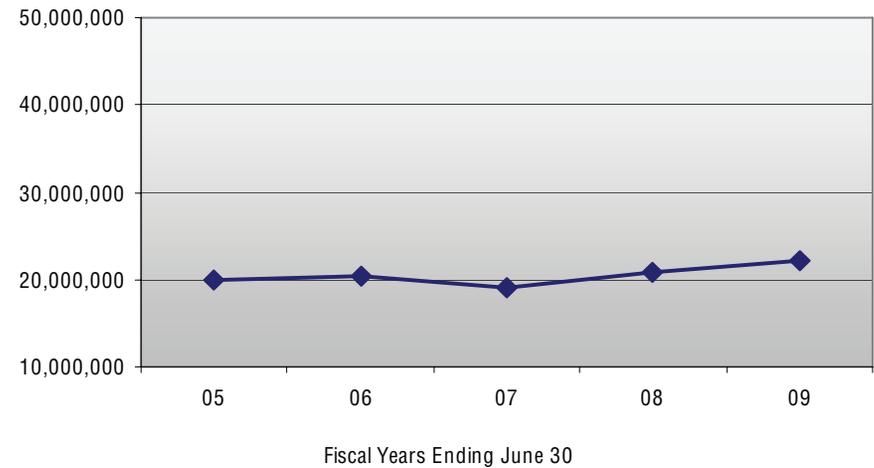
**Sanitation Services**

This includes enforcement charges for processing solid waste and sanitation services charges for processing effluent by the Laguna County Sanitation District. The increase of \$1.4 million or 7% is due to increases in effluent processing charges for FY 2008-09 related to sanitation services.

**Sanitation Services**

Fiscal Year	Budgeted	Actual Revenues	Fiscal Year Increase (Decrease)	Percent Change
2004-05	18,177,750	19,949,018	2,641,610	15.3%
2005-06	21,073,836	20,434,192	485,174	2.4%
2006-07	21,647,501	18,950,568	(1,483,624)	-7.3%
2007-08(Estimated)	21,563,629	20,769,580	1,819,012	9.6%
2008-09(Recommended)	22,162,986		1,393,406	6.7%

**Five Year Trend**



**CHARGES FOR SERVICES**

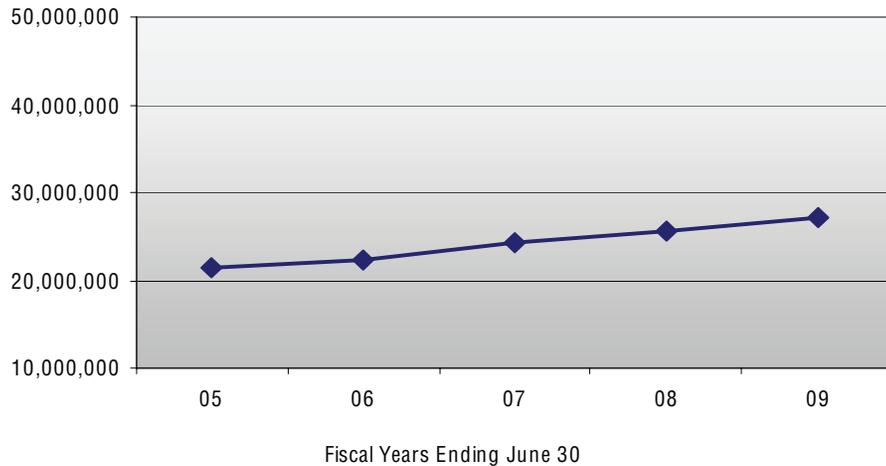
**Contracted Services**

\$27.1 million in revenues will be collected for Contracted Services in FY 2008-09 and consists primarily of providing services to the State of California for Fire Protection Services - \$7.4 million; Non-governmental agencies for fire protection services - \$1.48 million; Superior Court for Sheriff bailiff services - \$5.0 million; City of Goleta for Sheriff services - \$6.0 million; City of Carpinteria for Sheriff services - \$2.9 million; City of Buellton for Sheriff services - \$1.4 million; City of Solvang for Sheriff and Surveyor services - \$1.2 million; and City contracts for Animal Control Services - \$1.0.

**Contractual Services**

Fiscal Year	Budgeted	Actual Revenues	Fiscal Year Increase (Decrease)	Percent Change
2004-05	21,633,001	21,467,683	(406,379)	-1.9%
2005-06	21,800,765	22,319,511	851,828	4.0%
2006-07	22,538,537	24,210,505	1,890,995	8.5%
2007-08(Estimated)	24,508,500	25,570,893	1,360,388	5.6%
2008-09(Recommended)	27,134,134		1,563,241	6.1%

**Five Year Trend**



**CHARGES FOR SERVICES**

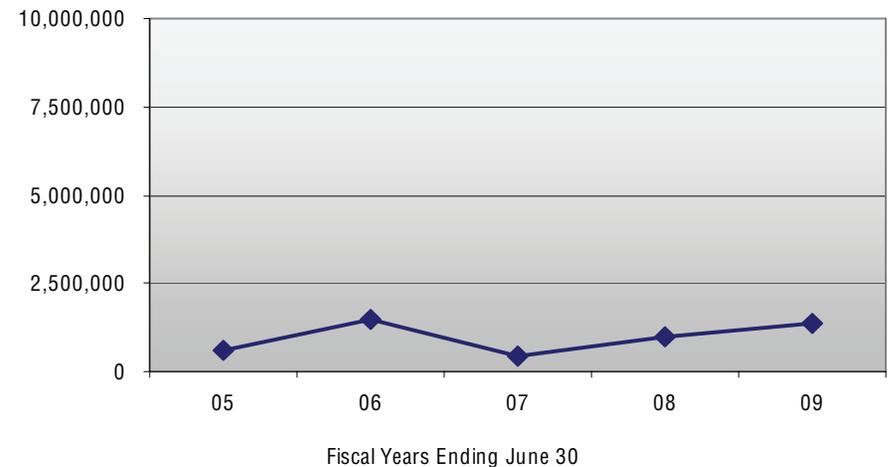
**Road Project Reimbursement**

This includes revenues received for qualified cooperative transportation projects from the Santa Barbara County Association of Governments (SBCAG) and the Road Mitigation Impact Trust Funds. Revenues are projected to increase \$371,000 or 37% in FY 2008-09.

**Road Project Reimbursement**

Fiscal Year	Budgeted	Actual Revenues	Fiscal Year Increase (Decrease)	Percent Change
2004-05	695,000	610,889	625,286	-4343.2%
2005-06	1,850,000	1,453,901	843,012	138.0%
2006-07	826,000	424,676	(1,029,224)	-70.8%
2007-08(Estimated)	240,000	1,004,833	580,157	136.6%
2008-09(Recommended)	1,376,155		371,322	37.0%

**Five Year Trend**



**CHARGES FOR SERVICES**

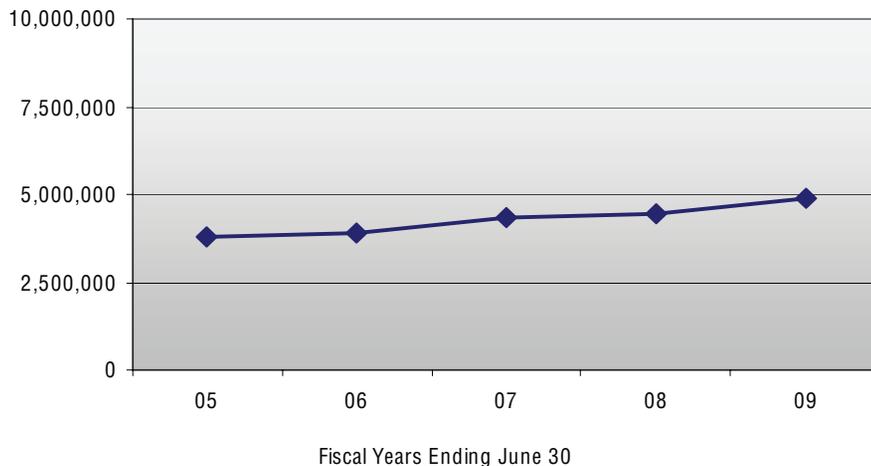
**Park Services**

This revenue consists of camping, boating, and park group area reservation fees; concession fees at Cachuma Lake, Jalama Beach, and the restaurants at Arroyo Burro Beach and Goleta Beach; and Arts Commission grant revenue. The FY 2007-08 Parks Charges for Services revenue will slightly increase from the prior year actual due to increased camping and other user fee revenues at Cachuma Lake and Jalama Beach as a result of the higher lake level at Cachuma and increased visitation at the campgrounds. In FY 2008-09, charges for services revenue is expected to increase \$450,000 or 10% due to increases for camping and user fees approved in the fall of 2007.

**Park Services**

Fiscal Year	Budgeted	Actual Revenues	Fiscal Year Increase (Decrease)	Percent Change
2004-05	4,153,830	3,769,715	(320,903)	-7.8%
2005-06	4,234,560	3,887,384	117,669	3.1%
2006-07	4,216,580	4,332,256	444,872	11.4%
2007-08(Estimated)	4,279,425	4,466,800	134,544	3.1%
2008-09(Recommended)	4,916,449		449,649	10.1%

**Five Year Trend**



**MISCELLANEOUS**

**Tobacco Settlement and Proposition 10**

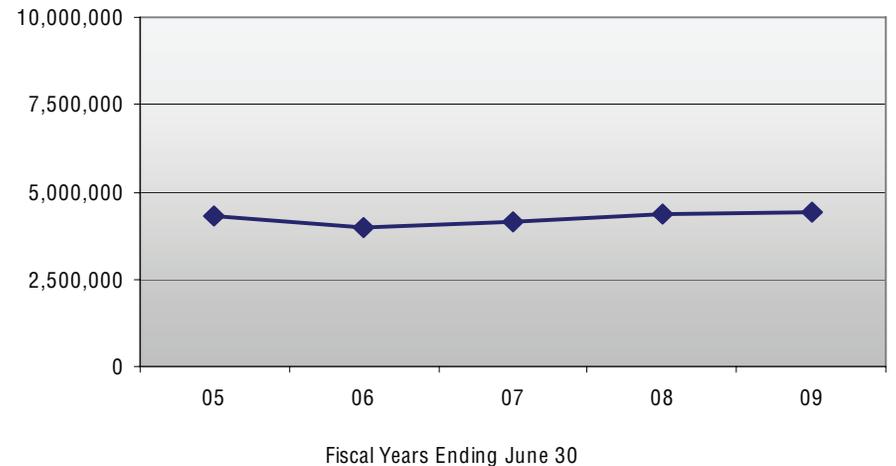
From provisions of a November 1998 Master Settlement Agreement (MSA) between forty-six states, including California, and the major tobacco companies to recover the costs of treating smoking-related illness and unfair business practices claims, Santa Barbara County will receive approximately \$4.5 million per year, based on population, for 25 years, ending 2023. Per Board of Supervisors' actions, the funds are to be spent on County health-related needs and programs, with 20% placed in an Endowment.

In November 1998, California voters passed Proposition 10 – The California Children and Families Act. The Proposition increased the tax on tobacco products by 50 cents to fund early childhood development, health care and parent education and support programs targeting children, prenatal to age 5, and their families. For FY 2008-09, it is estimated that approximately \$5 million will be received from the State Children and Families Proposition 10 revenues.

**Tobacco Settlement**

Fiscal Year	Budgeted	Actual Revenues	Fiscal Year Increase (Decrease)	Percent Change
2004-05	4,292,985	4,316,548	64,418	1.5%
2005-06	4,363,187	3,963,203	(353,345)	-8.2%
2006-07	4,445,141	4,146,818	183,615	4.6%
2007-08(Estimated)	3,949,450	4,370,886	224,068	5.4%
2008-09(Recommended)	4,428,588		57,702	1.3%

**Five Year Trend**



**TEN YEAR COUNTY BUDGETED FTEs STAFFING COMPARISON**

Fiscal Year 1999-00 through Fiscal Year 2008-09 Budgeted FTEs

	<u>99-00</u> <u>Adopted</u>	<u>00-01</u> <u>Adopted</u>	<u>01-02</u> <u>Adopted</u>	<u>02-03</u> <u>Adopted</u>	<u>03-04</u> <u>Adopted</u>	<u>04-05</u> <u>Adopted</u>	<u>05-06</u> <u>Adopted</u>	<u>06-07</u> <u>Adopted</u>	<u>07-08</u> <u>Adopted</u>	<u>08-09</u> <u>Recommend</u>
<b>Policy &amp; Executive</b>										
Board of Supervisors	17.35	19.01	21.15	21.08	21.15	21.50	22.50	22.80	23.00	22.50
County Executive Office	26.78	24.00	25.50	24.23	24.00	23.00	25.00	23.00	23.64	22.84
County Counsel	40.83	41.53	46.08	45.66	44.45	45.01	45.70	45.44	45.45	42.24
<b>Sub-Total</b>	<b>84.96</b>	<b>84.54</b>	<b>92.73</b>	<b>90.97</b>	<b>89.60</b>	<b>89.51</b>	<b>93.20</b>	<b>91.24</b>	<b>92.09</b>	<b>87.58</b>
<b>Law &amp; Justice</b>										
Court Special Services	24.65	25.50	27.50	28.20	0.00 (7)	0.00	0.00	0.00	0.00	0.00
District Attorney	252.06	140.00 (1)	141.00	135.32	135.59	133.53	135.74	138.43	138.02	127.16
Public Defender	65.25	69.05	68.70	68.70	69.70	68.77	69.70	71.66	71.44	68.11
<b>Sub-Total</b>	<b>341.96</b>	<b>234.55</b>	<b>237.20</b>	<b>232.22</b>	<b>205.29</b>	<b>202.30</b>	<b>205.44</b>	<b>210.09</b>	<b>209.46</b>	<b>195.27</b>
<b>Public Safety</b>										
Fire	237.50	242.15	244.82	249.60	250.70	250.53	263.50	270.50	285.27	285.27
Probation	388.08	385.62	418.18 (4)	397.63 (5)	368.41 (8)	372.15	382.10	382.67	383.60	379.27
Sheriff	675.23	689.82	661.36	659.64	669.09	667.51	692.36	692.37	699.36	675.99
<b>Sub-Total</b>	<b>1,300.81</b>	<b>1,317.59</b>	<b>1,324.36</b>	<b>1,306.87</b>	<b>1,288.20</b>	<b>1,290.19</b>	<b>1,337.96</b>	<b>1,345.54</b>	<b>1,368.23</b>	<b>1,340.53</b>
<b>Health &amp; Public Assistance</b>										
Alcohol, Drug, & Mental Health	280.70	318.36	270.17	302.23	282.79	304.84	289.90	304.78	332.58	263.39
Child Support Services	0.00	120.75 (1)	118.54	123.61	117.34	116.85	111.98	106.07	102.35	90.58
Public Health Department	511.26	538.16	567.80	559.11	554.15	564.20	554.62	534.92	534.91	513.61
Job Training Network	43.00	0.00 (2)	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Social Services	648.50	634.09 (2)	640.24	610.12 (6)	574.51 (9)	601.72 (11)	622.48	648.47	648.50	641.42
<b>Sub-Total</b>	<b>1,483.46</b>	<b>1,611.36</b>	<b>1,596.75</b>	<b>1,595.07</b>	<b>1,528.79</b>	<b>1,587.61</b>	<b>1,578.98</b>	<b>1,594.24</b>	<b>1,618.34</b>	<b>1,509.00</b>
<b>Community Resources &amp; Public Facilities</b>										
Agricultural Commissioner	33.50	37.60	36.50	36.77	34.81	35.15	34.64	35.35	32.85	32.25
Housing & Community Dev	0.00	0.00	0.00	0.00	11.00 (10)	12.00	12.00	11.54	13.00	12.25
Parks	95.91	97.31	94.75	93.43	91.83	91.63	81.78	84.95	85.40	83.13
Planning & Development	170.65	185.10	183.33	164.65	154.28	153.54	135.92 (12)	135.28	149.24 (14)	119.74
Public Works	356.20	360.85	367.47	363.58	356.59	352.24	340.08	335.98	332.23	314.01
<b>Sub-Total</b>	<b>656.26</b>	<b>680.86</b>	<b>682.05</b>	<b>658.43</b>	<b>648.51</b>	<b>644.56</b>	<b>604.42</b>	<b>603.10</b>	<b>612.72</b>	<b>561.38</b>
<b>Support Services</b>										
Auditor-Controller	52.41	54.20	58.70	55.85	54.18	54.00	53.73	56.85	57.85	54.26
Clerk-Recorder-Assessor	129.04	130.73	111.88	110.92	110.92	112.63	117.55	118.34	118.39	109.04
General Services	168.79	175.63	180.89	176.47	170.04	157.99	154.45	158.16	157.46	121.15 (15)
Human Resources	25.75	27.79	27.89	29.11	27.84	29.42	29.05	31.92	30.90	29.93
Treasurer-Tax Collector	64.38	54.83 (3)	55.69	49.61	49.63	50.74	50.74	51.48	50.49	49.50
Information Technology	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	46.00 (15)
<b>Sub-Total</b>	<b>440.37</b>	<b>443.18</b>	<b>435.05</b>	<b>421.96</b>	<b>412.61</b>	<b>404.78</b>	<b>405.52</b>	<b>416.75</b>	<b>415.09</b>	<b>409.88</b>
<b>General County Programs</b>										
General County Programs	4.40	10.47	15.75	29.75	19.56 (10)	15.01	29.87 (12)	44.77 (13)	35.00 (14)	31.01 (15)
<b>Sub-Total</b>	<b>4.40</b>	<b>10.47</b>	<b>15.75</b>	<b>29.75</b>	<b>19.56</b>	<b>15.01</b>	<b>29.87</b>	<b>44.77</b>	<b>35.00</b>	<b>31.01</b>
<b>Total</b>	<b>4,312.22</b>	<b>4,382.55</b>	<b>4,383.89</b>	<b>4,335.27</b>	<b>4,192.56</b>	<b>4,233.96</b>	<b>4,255.39</b>	<b>4,305.73</b>	<b>4,350.93</b>	<b>4,134.65</b>

**Note:** For comparison of positions to FTEs, see Department Summary Budgets in Section D of this Budget Book. Full time equivalents equals the number of positions times percent worked times the number of pay periods worked ÷ 26 for all types of positions—regular, extra-help, and contractor on payroll—less any anticipated salary savings.

## 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:

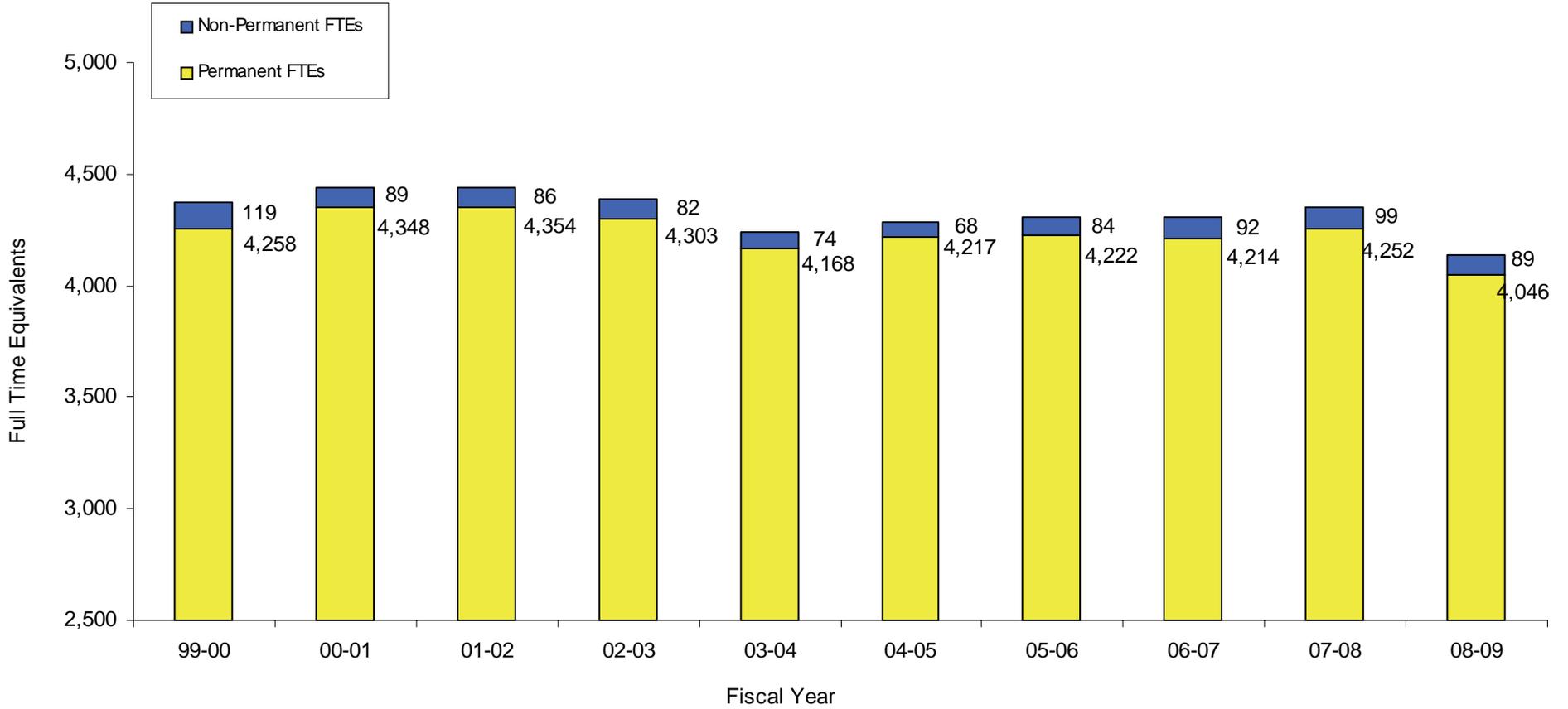
- (1) Family Support Division of District Attorney becomes Child Support Services Department.
- (2) Job Training Partnership Program concluded and Workforce Investment Act begins. Many employees transferred to Social Services.
- (3) Retirement Administration under Treasurer becomes separate entity.
- (4) Probation Department increased 32.6 FTEs due to the start of four grants, Proposition 36, and a new dorm at the Santa Maria Juvenile Hall.
- (5) Probation Department reduced 20.6 FTEs due to grant reductions or terminations and Tri-Counties Boot Camp downsizing.
- (6) Reduction in Social Services FTEs as a result of decreased funding in Medi-Cal Eligibility, Food Stamps, General Relief and the Workforce Investment Act (WIA), as well as deferment of the Continuous Quality Improvement Program.
- (7) Remaining Court employees funded directly by the State.
- (8) Probation Department reduced 29.2 FTEs due to grant reductions or termination and the completion of the Tri-Counties Boot Camp downsizing.
- (9) Social Services reduced FTEs to cover cost of living adjustment for FTEs in CalWorks, Food Stamp and Medi-Cal Programs.
- (10) Housing & Community Development becomes a separate department from General County Programs.
- (11) Social Services increased the Medi-Cal program FTEs as a result of receiving additional funding for Medi-Cal eligibility and the Food Stamp program FTEs.
- (12) Increases General County Program 15 FTEs due to the shift of Comprehensive and Long Range Planning from the Planning and Development Department.
- (13) Increases General County Programs FTEs due to the expansion of the Redevelopment Agency, 2.0 FTEs and Children and Families 2.9 FTEs and 8.0 new positions in developing programs including Comprehensive Planning, GIS, and E-government as well as 2.0 FTEs in extra help.
- (14) Decreases 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.
- (15) 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.

*Note:* Permanent FTEs includes only regular employees and contractors working 50% or more time. Non-permanent FTEs includes extra-help and contractors working less than 50% time. FTEs are counted at the percent of time worked in a normal pay period times the percent of the fiscal year worked. Totals may not foot due to rounding. Totals may not foot due to rounding.

## FULL-TIME EQUIVALENTS

	Permanent and Nonpermanent		
Fiscal Year 2008-09	Permanent	Nonpermanent	Total
<b>Policy &amp; Executive</b>			
Board of Supervisors	22.50	0.00	22.50
County Executive	22.84	0.00	22.84
County Counsel	41.37	0.87	42.24
<b>Sub-Total</b>	<b>86.71</b>	<b>0.87</b>	<b>87.58</b>
<b>Law &amp; Justice</b>			
Court Special Operations	0.00	0.00	0.00
District Attorney	125.68	1.48	127.16
Public Defender	68.11	0.00	68.11
<b>Sub-Total</b>	<b>193.79</b>	<b>1.48</b>	<b>195.27</b>
<b>Public Safety</b>			
Fire	257.00	28.27	285.27
Probation	363.57	15.70	379.27
Sheriff	675.99	0.00	675.99
<b>Sub-Total</b>	<b>1,296.56</b>	<b>43.97</b>	<b>1,340.53</b>
<b>Health &amp; Public Assistance</b>			
Alcohol, Drug, & Mental Health	252.79	10.60	263.39
Child Support Services	90.58	0.00	90.58
Public Health Department	506.79	6.82	513.61
Social Services	641.42	0.00	641.42
<b>Sub-Total</b>	<b>1,491.58</b>	<b>17.42</b>	<b>1,509.00</b>
<b>Community Resources &amp; Public Facilities</b>			
Agricultural Commissioner	32.15	0.10	32.25
Housing & Community Development	11.75	0.50	12.25
Parks	68.08	15.05	83.13
Planning & Development	118.25	1.49	119.74
Public Works	310.08	3.93	314.01
<b>Sub-Total</b>	<b>540.31</b>	<b>21.07</b>	<b>561.38</b>
<b>Support Services</b>			
Auditor-Controller	54.26	0.00	54.26
Clerk-Recorder-Assessor	109.04	0.00	109.04
General Services	117.09	4.06	121.15
Human Resources	29.93	0.00	29.93
Treasurer-Tax Collector	49.50	0.00	49.50
Information Technology	46.00	0.00	46.00
<b>Sub-Total</b>	<b>405.82</b>	<b>4.06</b>	<b>409.88</b>
<b>General County Programs</b>			
General County Programs	31.01	0.00	31.01
<b>Sub-Total</b>	<b>31.01</b>	<b>0.00</b>	<b>31.01</b>
<b>Total</b>	<b>4,045.78</b>	<b>88.87</b>	<b>4,134.65</b>

Santa Barbara County: Budgeted Permanent Full Time Equivalent (FTEs) vs. Non-Permanent FTEs



Notes: Contractors on Payroll working 50% or greater are counted as permanent.

Beginning in 2001-02 FTEs reflect an appropriate reduction for departmental salary savings percentages.

Beginning in 2005-06 all Contractors on Payroll and Extra Help are counted as non-permanent.

Source: County Adopted Budget

# INTRODUCTION TO D-PAGES

The Operating Plan contains a profile of every department known as the “D-pages” or department pages. The format of each D-page contains basic information on a department’s budget, staffing, purpose and performance in meeting its prescribed functions. The departments are grouped into seven functional areas

The **first page is a macro-level snapshot** depicting a department’s overall operating and capital budget and FTE positions for FY 2008-09. This is followed by a simplified organizational chart illustrating a department’s divisions or programs. Next, the adopted number of FTEs over a ten year period is charted, providing a quick reference of whether the number of staff has increased, decreased or remained relatively stable over time. On the right side of the first page are two pie charts; the top depicts the source of funds (where a department receives its money from) while the bottom shows the use of funds (what a department gives, or spends, its money on). The use of funds are allocated to the divisions or programs specified in the organizational chart.

The **next page displays financial data in various formats**. The **use of funds summary** shows how the department’s overall budget is allocated to a specific divisions or programs for the prior fiscal year, the current year adopted, the estimated actual for the current year and for the upcoming fiscal year (recommended). This summary shows the kinds of functions, or groups of activities or programs where money is being spent. Expenditures are further divided between operations and non-operating expenditures.

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Use of Funds Summary</b>				
<i>Operating Expenditures</i>				
Executive Management	\$ 1,434,597	\$ 1,573,931	\$ 1,417,471	\$ 1,579,058
Budget & Research	1,289,713	1,555,182	1,602,430	1,691,970
Clerk of the Board	543,256	621,215	620,868	671,073
Legislative Program	152,130	215,578	225,050	236,079
Operating Sub-Total	3,419,696	3,965,906	3,865,819	4,178,180
Less: Intra-County Revenues	(562,682)	(1,014,405)	(1,014,405)	(1,158,711)
Expenditure Total	2,857,014	2,951,501	2,851,414	3,019,469
<i>Other Financing Uses</i>				
Operating Transfers	3,918	3,852	3,851	3,852
Department Total	<u>\$ 2,860,932</u>	<u>\$ 2,955,353</u>	<u>\$ 2,855,265</u>	<u>\$ 3,023,321</u>

The **character of expenditures summary** indicates the kinds of resources the department is buying and is divided between salaries and benefits, other operating expenditures such as services and supplies and non-capital equipment, and non-operating expenditures such as capital facilities.

## Character of Expenditures

### Operating Expenditures

Regular Salaries	\$ 2,154,477	\$ 2,381,445	\$ 2,396,096	\$ 2,335,674
Overtime	--	--	8,517	--
Extra Help	13,715	--	46,142	25,000
Benefits	596,863	772,958	718,906	920,223
Salaries & Benefits Sub-Total	2,765,055	3,154,403	3,169,661	3,280,897
Services & Supplies	654,641	811,503	696,158	897,283
Operating Sub-Total	3,419,696	3,965,906	3,865,819	4,178,180
Less: Intra-County Revenues	(562,682)	(1,014,405)	(1,014,405)	(1,158,711)
Expenditure Total	<u>\$ 2,857,014</u>	<u>\$ 2,951,501</u>	<u>\$ 2,851,414</u>	<u>\$ 3,019,469</u>

The **source of funds summary** highlights a department’s funding streams, whether it is from federal or state government, taxes, or from charging fees for services. The contribution of General Fund discretionary revenues for department expenditures is included as a separate category.

## Source of Funds Summary

### Departmental Revenues

Federal & State Revenues	(10,350)	\$ --	\$ --	\$ --
Other Charges for Services	592,218	1,014,297	1,038,297	1,196,932
Miscellaneous Revenue	14,765	1,000	52,486	1,000
Revenue Sub-Total	596,633	1,015,297	1,090,783	1,197,932
Less: Intra-County Revenues	(562,682)	(1,014,405)	(1,014,405)	(1,158,711)
Revenue Total	33,951	892	76,378	39,221

<i>General Fund Contribution</i>	2,737,222	2,954,461	2,772,504	2,984,100
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### Other Financing Sources

Operating Transfers	--	--	6,383	--
Use of Prior Fund Balances	89,759	--	--	--
Department Total	<u>\$ 2,860,932</u>	<u>\$ 2,955,353</u>	<u>\$ 2,855,265</u>	<u>\$ 3,023,321</u>

Finally, the **position summary** allocates the total number of permanent FTEs within a department to each respective division or program and includes a total for all non-permanent FTEs. A position is defined as an authorized position title approved by the Board of Supervisors. A position may be filled by a permanent civil service employee or a contractor-on-payroll. A permanent position is one that is filled by a permanent employee or a permanent contractor-on-payroll (one who is working at least 50% of the time—20 hours a week).

A full-time equivalent (FTE) is defined as the percentage of time a position works times the portion of the year the employee works, less any salary savings percent. For example, a full time position that is funded for 12 months (1 fiscal year) is equivalent to one (1) FTE; a full time position that is funded for 6 months or a half-time position funded for a full year is equivalent to a .5 FTE. Unlike positions, FTEs include all regular, extra-help, and contract employees, regardless of the percent time worked.

	Actual FY 06-07		Adopted FY 07-08		Est. Actual FY 07-08		Recommended FY 08-09	
	Pos.	FTE	Pos.	FTE	Pos.	FTE	Pos.	FTE
<b>Position Summary</b>								
<i>Permanent</i>								
Executive Management	7.0	6.9	7.0	6.9	7.0	6.4	6.9	5.7
Budget & Research	10.0	9.0	11.0	10.5	11.0	10.7	11.0	10.7
Clerk of the Board	6.0	5.7	6.0	5.9	6.0	6.0	6.0	6.0
Legislative Program	--	0.2	--	0.3	--	0.4	--	0.4
<b>Total Positions</b>	<b>23.0</b>	<b>21.8</b>	<b>24.0</b>	<b>23.6</b>	<b>24.0</b>	<b>23.5</b>	<b>23.9</b>	<b>22.8</b>

After the departmental financial information, a description of each department begins. The description of each department begins with a Mission Statement, its purpose for existing, a brief statement of the department's structure (as it ties to the organizational chart), identification of office locations, and key activity measure trend charts, accomplishments, strategic actions, and projects. Activity measures are primarily workload measurements that indicate levels of activity in a department's major divisions over time.

The subsequent information is an overview of "Departmental Priorities and Their Alignment with County Goals" and is the strategic planning section of the D-pages. This section contains four elements: linkage between a department's strategic actions and the County's Strategic Plan via focus areas; current year accomplishments; proposed strategic actions for the upcoming year and proposed key projects. As previously articulated in Section A, the County's Strategic Plan provides an overarching guide to defining and measuring the expected outcomes of County government services, and allocating the resources to the various programs and projects by which those services are delivered. In terms of the D-pages, a department specifies which County goals its strategic actions are aligned with. A department uses focus areas to link its actions to the County's strategic goals. Under each focus area a department lists its current year accomplishments, its proposed strategic actions for the upcoming year, and its recommended key

projects for FY 2008-09. Projects are characterized as having the following attributes: a specified time frame; defined deliverables; defined phases and milestones; dedicated resources, and being unique in that no two projects are exactly alike.

The department summary concludes with department wide effectiveness measures that are used to determine the effectiveness of the strategic actions. Prior year performance, adopted targets for the current year, anticipated or estimated performance for the current fiscal year and expected or recommended performance for the upcoming fiscal year are presented. Next, the "Significant Changes" section highlights variances between estimated actual and the adopted budget numbers for the current year in terms of expenditures and revenues and variances between estimated actual and recommended numbers for the next year. Depending on the department, there may also be narrative addressing capital expenditures variances. The department will repeat the same format as the department summary to describe their Divisions including recurring performance measures down to the program level.

The County Executive Office has implemented two new Countywide measures in FY 2008-09 utilizing information already collected by Risk Management and County financial systems in accordance with the International City/County Management Association (ICMA), Center for Performance Measurement standards. The two new measures track 1) the department cost of workers' compensation claims vs. department payroll (salaries including overtime) per \$100; and 2) the department workers' compensation claim count vs. department FTE per 100. Rating worker compensation claim costs against payroll (salaries including overtime) per \$100 and worker compensation claim count per 100 FTE allows the reader to compare functional areas regardless of size and the County to other jurisdictions regardless of size. Please see schedule below.

The County Executive Office has also updated the format of relative performance measures in the departmental chapters so that the result is in the first row of data; the second row contains the actual data divided by the third row which is the base value. Please see schedule below.

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Recurring Performance Measures</b>				
<b>Administration</b>				
As an efficient and responsive government, the County will maintain the cost of workers' compensation incident claims to \$1.17 per \$100 payroll (salaries including overtime).	\$4.05 \$1,124,454 \$277,443	\$3.80 \$1,124,453 \$295,586	\$4.16 \$1,322,603 \$317,986	\$3.25 \$1,008,682 \$309,997
To improve workers' safety, the County will conduct its operations in order to maintain the rate of Workers' Compensation incident claims to 12 or less per 100 FTE employees Countywide.	26.57 76 2.86	25.17 70 2.78	33.81 94 2.78	32.37 90 2.78

# POLICY & EXECUTIVE

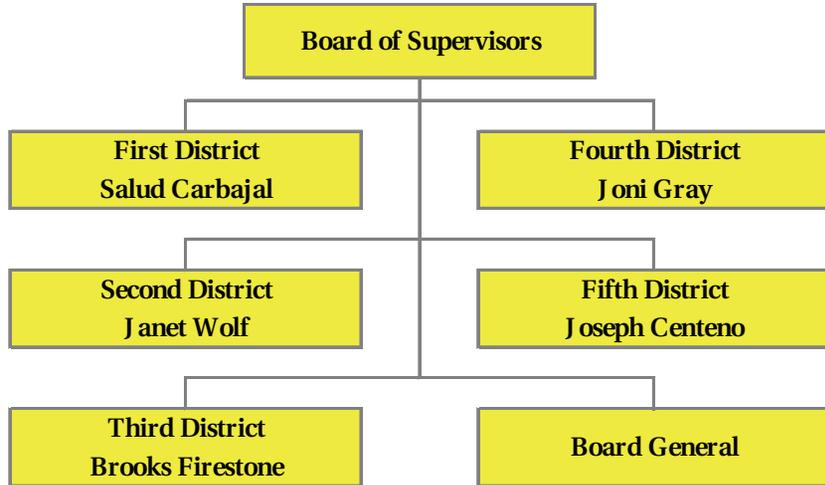
Use of Funds	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Operating Expenditures</b>				
Board of Supervisors	\$ 2,239,936	\$ 2,479,874	\$ 2,361,633	\$ 2,660,421
County Executive Office	2,857,014	2,951,501	2,851,414	3,019,469
County Counsel	2,078,046	3,314,105	2,601,141	3,356,093
Total	7,174,996	8,745,480	7,814,188	9,035,983
<b>Capital Equipment &amp; Improvements</b>				
Board of Supervisors	--	--	--	--
County Executive Office	--	--	--	--
County Counsel	--	--	--	--
Total	--	--	--	--
<b>Designated for Future Uses</b>				
Board of Supervisors	--	--	--	--
County Executive Office	--	--	--	--
County Counsel	--	--	--	--
Total	--	--	--	--
<b>Operating Transfers Out</b>				
Board of Supervisors	3,459	2,661	2,661	2,661
County Executive Office	3,918	3,852	3,851	3,852
County Counsel	15,975	45,944	45,944	5,944
Total	23,352	52,457	52,456	12,457
<b>Total Use of Funds</b>	<b>\$ 7,198,348</b>	<b>\$ 8,797,937</b>	<b>\$ 7,866,644</b>	<b>\$ 9,048,440</b>

Source of Funds	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Departmental Revenues</b>				
Board of Supervisors	\$ --	\$ --	\$ --	\$ --
County Executive Office	33,951	892	76,378	39,221
County Counsel	434,569	648,257	575,188	374,520
Total	468,520	649,149	651,566	413,741
<b>General Fund Contribution</b>				
Board of Supervisors	2,239,895	2,479,035	2,356,345	2,659,582
County Executive Office	2,737,222	2,954,461	2,772,504	2,984,100
County Counsel	1,583,793	2,211,792	1,863,305	2,387,517
Total	6,560,910	7,645,288	6,992,154	8,031,199
<b>Use of Designations/Prior Fund Balances</b>				
Board of Supervisors	--	--	--	--
County Executive Office	89,759	--	--	--
County Counsel	75,659	500,000	200,000	600,000
Total	165,418	500,000	200,000	600,000
<b>Operating Transfers In</b>				
Board of Supervisors	3,500	3,500	7,949	3,500
County Executive Office	--	--	6,383	--
County Counsel	--	--	8,592	--
Total	3,500	3,500	22,924	3,500
<b>Other Miscellaneous Financing Sources</b>				
Board of Supervisors	--	--	--	--
County Executive Office	--	--	--	--
County Counsel	--	--	--	--
Total	--	--	--	--
<b>Total Source of Funds</b>	<b>\$ 7,198,348</b>	<b>\$ 8,797,937</b>	<b>\$ 7,866,644</b>	<b>\$ 9,048,440</b>

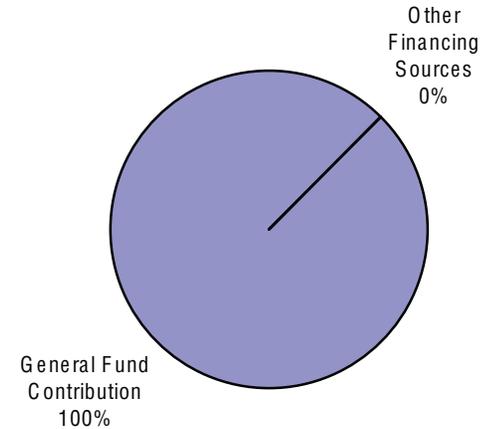
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# BOARD OF SUPERVISORS

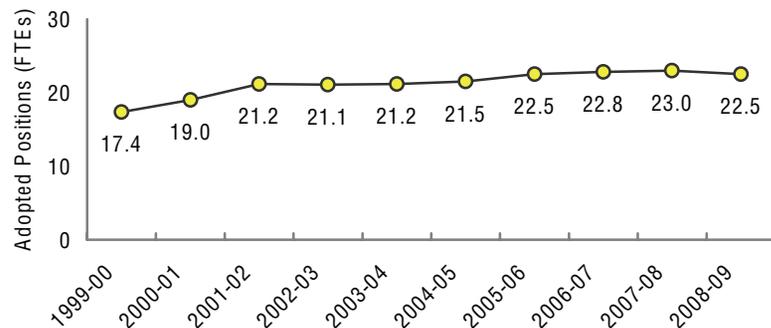
Budget & Positions (FTEs)	
Operating \$	2,660,421
Capital	-
Positions	22.5 FTEs



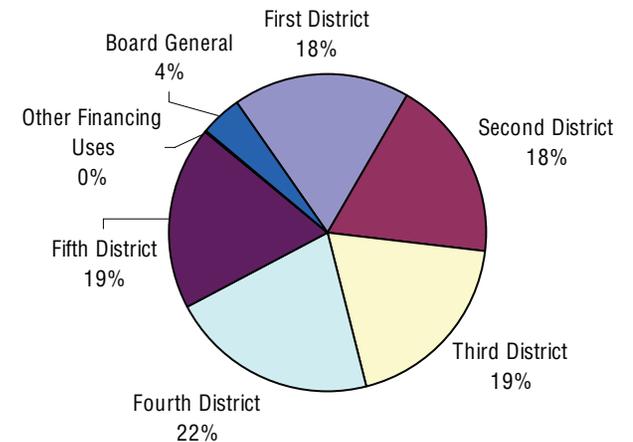
## SOURCE OF FUNDS



## STAFFING TREND



## USE OF FUNDS



**BOARD OF SUPERVISORS**  
**Department Summary**

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Use of Funds Summary</b>				
<i>Operating Expenditures</i>				
First District	\$ 429,424	\$ 462,212	\$ 453,353	\$ 490,944
Second District	440,536	454,462	450,617	488,433
Third District	426,854	486,699	455,726	503,508
Fourth District	469,645	497,918	495,322	555,250
Fifth District	390,585	478,299	408,616	510,146
Board General	82,892	100,284	97,999	112,140
Expenditure Total	<u>2,239,936</u>	<u>2,479,874</u>	<u>2,361,633</u>	<u>2,660,421</u>
<i>Other Financing Uses</i>				
Operating Transfers	3,459	2,661	2,661	2,661
Department Total	<u>\$ 2,243,395</u>	<u>\$ 2,482,535</u>	<u>\$ 2,364,294</u>	<u>\$ 2,663,082</u>

**Character of Expenditures**

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<i>Operating Expenditures</i>				
Regular Salaries	\$ 1,592,796	\$ 1,673,149	\$ 1,647,755	\$ 1,748,313
Overtime	8,161	--	543	--
Extra Help	2,145	--	--	--
Benefits	473,682	590,706	528,166	686,759
Salaries & Benefits Sub-Total	<u>2,076,784</u>	<u>2,263,855</u>	<u>2,176,464</u>	<u>2,435,072</u>
Services & Supplies	163,152	216,019	185,169	225,349
Expenditure Total	<u>\$ 2,239,936</u>	<u>\$ 2,479,874</u>	<u>\$ 2,361,633</u>	<u>\$ 2,660,421</u>

**Source of Funds Summary**

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<i>Departmental Revenues</i>				
Revenue Total	\$ --	\$ --	\$ --	\$ --
<i>General Fund Contribution</i>				
	2,239,895	2,479,035	2,356,345	2,659,582
<i>Other Financing Sources</i>				
Operating Transfers	3,500	3,500	7,949	3,500
Department Total	<u>\$ 2,243,395</u>	<u>\$ 2,482,535</u>	<u>\$ 2,364,294</u>	<u>\$ 2,663,082</u>

	Actual FY 06-07		Adopted FY 07-08		Est. Actual FY 07-08		Recommended FY 08-09	
	Pos.	FTE	Pos.	FTE	Pos.	FTE	Pos.	FTE
<b>Position Summary</b>								
<i>Permanent</i>								
First District	4.0	4.0	4.0	4.0	4.0	4.0	4.0	4.0
Second District	4.0	4.1	4.0	4.0	4.0	4.0	4.0	4.0
Third District	4.5	4.0	4.5	4.5	4.5	4.0	4.0	4.0
Fourth District	4.8	4.8	4.8	4.8	4.8	4.8	4.8	4.8
Fifth District	4.5	3.8	4.8	4.3	4.8	4.0	3.8	4.3
Board General	1.0	1.5	1.0	1.5	1.0	1.6	2.0	1.5
Total Positions	<u>22.8</u>	<u>22.2</u>	<u>23.0</u>	<u>23.0</u>	<u>23.0</u>	<u>22.4</u>	<u>22.5</u>	<u>22.5</u>

Note: FTE and position totals may not sum correctly due to rounding.

**Significant Changes (FY 2007-08 Adopted to FY 2007-08 Estimated Actual)**

The Fiscal Year 2007-08 Estimated Actual operating expenditures decreased by \$118,000, to \$2,362,000, from the Adopted Budget of \$2,480,000. This 4.8% decrease is the result of:

- -\$60,000 – Decreases in salaries and benefits due to staff vacancies;
- -\$32,000 – Decreased spending on Services and Supplies.
- -\$26,000 – Not filling a vacant part-time Office Assistant position in the Third District Office;

**Significant Changes (FY 2007-08 Estimated Actual to FY 2008-09 Recommended)**

The Fiscal Year 2008-09 Recommended Budget operating expenditures will increase by \$299,000, to \$2,661,000, from the Fiscal Year 2007-08 Estimated Actual of \$2,362,000. This 12.6% increase is the result of:

- +\$166,000 – Increases to Salaries and other Benefits for staff merit increases and COLAs;
- +\$119,000 – Increases to the Retirement contribution due to Countywide rate adjustments;
- +\$40,000 – Increases to Services and Supplies for costs of Utilities, Travel and Office Rent;
- -\$26,000 – Deleting a part-time Office Assistant position in the Third District Office.

## MISSION STATEMENT

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

### Budget Organization

A five-member Board of Supervisors governs County services for a population of 424,425 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 four Tuesdays each month. Two of these meetings are held in Santa Barbara and two in Santa Maria. The Board sets policy for County departments, oversees a budget of over \$792.8 million and adopts ordinances on local matters, as well as land use policies that affect unincorporated areas (areas outside of cities). The Board of Supervisors has a staff of 22.5 employees, inclusive of the Supervisors.

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, and Mission Canyon.

The second supervisorial district includes the unincorporated areas of the eastern Goleta Valley (and its foothills), and approximately 1/3 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 and Buellton, approximately 2/3 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, vast agricultural lands in the unincorporated portions of the Gaviota Coast, the Santa Ynez, Lompoc and Los Alamos Valleys, the communities of Santa Ynez, Ballard, Los Olivos, Los Alamos, Vandenberg Village and Vandenberg Air Force Base.

The fourth supervisorial district includes the City of Lompoc, the unincorporated communities of Mission Hills and Mesa Oaks, Casmalia, the City of Guadalupe and portions of the Santa Maria Valley, including most of the unincorporated community of Orcutt.

The fifth supervisorial district includes the City of Santa Maria and the Sisquoc and Cuyama Valleys.

### Departmental Priorities and Their Alignment With County Goals

#### FIRST DISTRICT

##### Constituent Services

- Be accessible and responsive to constituent phone calls, letters and e-mails with a prompt, efficient and effective system.
- Promote and facilitate constituent involvement in First District issues and access to County government.
- Encourage community dialogue and consensus building through informational meetings and forums.
- Encourage diversity and increase opportunities for interested residents to represent the First District on County Boards and Commissions.

## BOARD OF SUPERVISORS

### Department Summary (cont'd)

- Continue to operate and staff a part-time Carpinteria office.
- Continue outreach and communication with the Summerland, Montecito, and Mission Canyon communities.
- Continue relationships and partnerships with neighborhood and community associations.
- Foster active partnerships with Santa Barbara and Carpinteria cities to achieve mutual goals.

#### Current Year (FY 07-08) Accomplishments

- **Customer Service:** Continued implementation of an extensive restructuring of the County's culture to make customer service a major focus of County government. Accomplishments include the implementation of the first phase of the performance based leadership program for executives and managers, information technology improvements, and continued Planning and Development process improvement efforts.
- **Children's Health Initiative:** Funded and implemented the first phase of a multi-year effort to provide health insurance to all uninsured children in Santa Barbara County. In this fiscal year, at least 698 new children were enrolled in the Santa Barbara Healthy Kids Program.
- **Addressing Regional Transportation Issues:** Worked regionally to address our transportation challenges by working to implement and fund the 101 In Motion recommendations of "a lane and a train." Began construction on Highway 101 Milpas-Hot Springs Operation Improvements widening project and began environmental work on the remainder of the widening project. With the Santa Barbara Region Chamber of Commerce and City of Santa Barbara, created the "Curb Your Commute" program to provide commuters a range of Transportation Demand Management benefits and programs, and hosted a kick off event for the program with over 100 public and private employers. Partnered with stakeholders to draft a balanced transportation sales tax renewal expenditure plan.
- **Transportation Projects:**
  - Summerland Parking and Circulation Plan: Initiated and completed construction of Phase 1 and 2A of the project.
  - Santa Rosa Pedestrian Bridge: Completed construction of the permanent pedestrian bridge just down stream of the Santa Rosa Bridge that crosses the Oak Creek Tributary.
  - Gibraltar Road Storm Damage Repair: Completed construction of eight tie back walls to restore road to its condition prior to the 2005 storms.
  - Road Maintenance: Continued implementation of preventive road maintenance program for First District roads.
- **Mission Canyon Specific Plan Update:** The Mission Canyon Planning Area Advisory Committee prepared draft residential design guidelines, conducted outreach to Mission Canyon residents, and held regular monthly meetings and community workshops to update the 1984 Specific Plan.
- **Summerland Community Plan Update:** Secured funding to begin a limited update of the Summerland Community Plan. Formed and appointed members to the Summerland Planning Area Advisory Committee. Began work on the first phase of the update focused on formulating Commercial Design Guidelines for Lillie Avenue.

## BOARD OF SUPERVISORS

### Department Summary (cont'd)

- **Solid Waste:** Working with the City of Santa Barbara, hired a consultant to evaluate conversion technologies and identify the preferred technology for a conversion technology facility that potentially could be sited at Tajiguas Landfill.
- **Safe Routes to School:** Established a partnership, including County government, Montecito Union School District, Cold Springs School District, the Montecito Association, and parents, to work to ensure safe access for children walking to school in the Montecito community. This effort resulted in the completion of the Montecito Walk to School Report and the submittal of safe route to school grant applications for a footpath along San Ysidro Road and safety improvements to the area surrounding Cold Spring School. Worked with the administration and parents at Summerland School to construct a safe drop off/pick up area in front of the school.
- **Santa Claus Lane Beach Access:** Continued working with stakeholders to design a railroad crossing to facilitate safe and convenient beach access, as well as construction of parking and other amenities in the Santa Claus Lane area. Continued negotiations to acquire the parcel necessary for a crossing.
- **Public Safety:** Partnered in coordinated response to Zaca Fire and the contingency planning effort to prepare for a possible evacuation of portions of the South Coast. Recruited and appointed a Director of Emergency Services. Selected a site for a permanent emergency operations center and explored partnership with Forest Service to co-locate such a facility. Worked with the Mission Canyon community to evaluate the creation of a fire benefit assessment district in Mission Canyon. Assisted and collaborated with the Montecito Fire Protection District to conduct a voluntary emergency evacuation drill. Secured funding for the continuation of Community Emergency Response Team (C.E.R.T.) training efforts in Carpinteria.
- **Blue Ribbon Budget Task Force:** Continued to work to implement select recommendations of the Blue Ribbon Budget Task Force. Recommendations implemented during the fiscal year include information technology improvements, GIS stabilization and expansion, and enhancements to the purchasing division functions.
- **Water Quality/Watershed Planning:** Created the South Coast Watershed Task Force to collaborate with other South Coast jurisdictions to gather information on what work has been done within the watersheds and by whom. This data will be shared with other agencies to identify duplication of efforts and gaps within the watershed. As co-chair of the County Task Force for the Southern California Wetlands Recovery Project, attended a multi-county Public Advisory Committee meeting to discuss regional wetlands planning. Worked with Carpinteria Creek Watershed Coalition to facilitate permit processing for fish barrier removal projects.
- **Enhancement of County Services Provided in Carpinteria Community:** Worked with County departments, the City of Carpinteria, the Carpinteria School District, and the community to maintain, enhance and expand the services provided to the Carpinteria Valley. Projects included maintaining funding for the START program which provides school-based mental health services at all schools within the Carpinteria Unified School District and securing funding for the Carpinteria Fun In the Sun summer youth program.
- **Flood Control Improvements:** Completed construction of the West Side Storm Drain project in the City of Santa Barbara. In partnership with the City of Santa Barbara, completed final design and began construction of the Lower Mission Creek Flood Control Project.
- **Railroad Quiet Zones:** Completed diagnostic review of proposed railroad Quiet Zone from Padaro Lane through Montecito. Worked to identify funding to implement project.
- **Pesticide/Herbicide Use:** Convened quarterly Integrated Pest Management (IPM) Working Group comprised of representatives of the County, Cities, School Districts, and other interested stakeholders focused on collaborating and sharing IPM best practices and identifying potential opportunities for further reductions in the use of pesticides and herbicides.
- **Homeless Services:** Worked with the Courts, District Attorney, Public Defender, and community stakeholders to launch a Homeless Court in Santa Barbara County. Worked to secure funding for Ten Year Plan to End Chronic Homelessness (TYP) including funding for the Executive Director position. The Governing Board for the TYP was established and recruitment was initiated for Executive Director. Worked with stakeholders on strategies to maximize McKinney-Vento Federal Homeless Funding.
- **First 5, Children and Families Commission:** Continued the administration of three-year contracts through primary initiatives to address the comprehensive needs of children 0-5 years of age and their families. Increased the development and training around outcome-based evaluation.
- **Gaviota Coast:** Continued leadership of Transfer of Development Rights (TDR) Working Group by bringing together diverse stakeholders to examine the feasibility of a TDR program. Obtained support for the development and implementation of a TDR ordinance that could be used to reduce development at Naples.
- **Housing:** Advocated for local control of land use decisions. Successfully advocated for State legislation that would ensure a more equitable distribution of housing allocations during annexations. Continued participation in the Cities/County Affordable Housing Task Force. Continued implementation of the recommendations of the County Task Force's review of our Affordable and Inclusionary Housing programs. Convened community dialogue between diverse stakeholders that published a set of shared principles on how to balance the community priorities of housing, open space, and transportation.
- **Agriculture:** Completed an update of the County's Uniform Rules which govern Williamson Act contracts to help ensure that farming remains viable in our County.
- **Performance Based Program Budgeting:** Promoted a County organizational culture of performance based program budgeting to ensure an efficient delivery of high quality services to the public. Implemented a new Advanced Management of Performance and Projects (AMPP) system which will create improved reporting, work flow and graphic display of key departmental performance measures and allow for thorough tracking, prioritization and reporting of all major County projects.
- **National Association of Counties (NACo):** Represented Santa Barbara County in Washington D.C. at NACo and participated in the NACo Environment, Energy, and Land Use

Committee. Worked with the County's federal lobbyist to advocate for County legislative priorities in Washington. Federal advocacy efforts were successful in obtaining federal appropriations for a number of the County's legislative priorities, including the Santa Maria Levee, Mission Creek, and Lake Cachuma.

Proposed Key Projects (*Note: The projects and priorities listed below may be impacted by the state budget crisis and related legislative actions.*)

- **Customer Service:** Continue implementing an extensive restructuring of the County's culture to make customer service a major focus of County government. Next steps include the continued implementation of the leadership program for County executives and managers to promote enhanced accountability and performance. Continue Planning and Development Department process reforms including improved noticing, further integration between departments in the permitting process, and enhancement of information available to the public through the Department's website. Continue to pursue funding to provide translation and TDD services to the public at Board of Supervisors hearings.
- **Children's Health Initiative:** Maintain the current level of funding for the multi-year effort to provide health insurance to all uninsured children in Santa Barbara County. Advocate for additional funding for phase two of the program.
- **Addressing Regional Transportation Issues:** Continue to work regionally to address our transportation challenges by continuing to work to implement and fund the 101 In Motion recommendations of "a lane and a train." Continue construction on the first phase of Highway 101 widening and work to secure local, state, and federal funding for the next phases of the widening. Partner with the City of Santa Barbara to implement the On-Track commuter rail program. Continue working within County government, with the Santa Barbara Region Chamber of Commerce, and with other public and private employers, to implement the "Curb Your Commute" Transportation Demand Management program. Advocate for the extension of local transportation sales tax to fund a wide range of transportation priorities.
- **Transportation Projects:** Continue to work with SBCAG, Caltrans and First District municipalities to advance the planning and implementation of transportation projects that address road and highway safety, congestion and infrastructure needs.
  - Summerland Parking and Circulation Plan: Continue to seek additional funding for the design and construction of Phase 2B.
  - Greenwell Slide Repair Project: Begin design and environmental review of the project.
  - Road Maintenance: Continue implementation of corrective and preventive road maintenance program on First District roads.
- **Public Safety:** Continue working with the Sheriff's Department to focus front line law enforcement services on community concerns. Continue to develop community partnerships and increased disaster preparedness planning countywide, including the continuation of Community Emergency Response Team (C.E.R.T.) training, and the continued exploration of a benefit assessment district to promote enhanced wild land fire prevention efforts. Work with multiple

## BOARD OF SUPERVISORS

### Department Summary (cont'd)

jurisdictions and community stakeholders to address growing youth violence issues in our communities.

- **Mission Canyon Specific Plan Update:** Continue working with the Mission Canyon Planning Advisory Committee to update the 1984 Specific Plan. Complete environmental review on draft plan.
- **Summerland Community Plan Update:** Continue working with Summerland Planning Advisory Committee to develop Commercial Design Guidelines and update existing Residential Design Guidelines. Begin community wide traffic study to assist in updating the Traffic and Circulation Chapter of the Summerland Community Plan.
- **Solid Waste:** As the Co-Chair of the Multi-Jurisdictional Solid Waste Task Force, continue to work to develop a comprehensive solid waste strategy for Santa Barbara County. Continue partnership with the City of Santa Barbara to consider the recommendations included in the consultant's analysis of a potential conversion technology facility for the South Coast. Enhance our recycling efforts.
- **Water Quality/Watershed Planning:** Continue to convene the South Coast Watershed Task Force to review the data collected from various stakeholders and identify potential opportunities to enhance delivery of services, increase efficiency, and improve water quality. Continue to serve as co-chair of the Southern California Wetlands Recovery Project. Continue efforts to implement watershed plans in Carpinteria and Rincon Creeks and the development of Low Impact Development strategies. Work with stakeholders and County staff to meet the requirements of Storm Water Management Plan clean water standards.
- **Child Care:** Receive the results from the Downtown Santa Barbara Child Care Employee Survey designed to address working parents' child care concerns and give local employers the opportunity to learn more about the challenges their employees face in finding quality, affordable and accessible childcare along with the resulting impacts in the workplace. Complete a comprehensive, community-wide report detailing survey recommendations and reach consensus on next steps in addressing this issue.
- **Safe Routes to School:** Continue partnership between County government, Montecito Union School District, Cold Springs School District, the Montecito Association, and parents to work to ensure safe access for children walking to school in the Montecito community.
- **Promoting Sustainability:** Initiate efforts to streamline permitting process for the installation of solar systems. Work to incorporate sustainability and green building principles in our community plans and general plan.
- **Pesticide/Herbicide Use:** Continue leadership of Integrated Pest Management (IPM) Working Group as it works to identify ways that we can further reduce the use of pesticides and herbicides in County Parks, Roads, and Flood Control facilities and the South Coast as a whole.
- **Santa Claus Lane Beach Access:** Continue working with stakeholders to design a railroad crossing to facilitate safe and convenient beach access as well as construction of parking and other amenities in the Santa Claus Lane area.

## BOARD OF SUPERVISORS

### Department Summary (cont'd)

- **Senior Issues:** Convene a Santa Barbara County Senior Symposium with stakeholders focused on raising awareness on the unmet needs and challenges of a growing senior population. The symposium will bring together professionals and service providers along with representatives from government and philanthropic and business sectors to identify resources, gaps in services and funding, projected demographic changes, and explore opportunities for future partnerships.
- **Blue Ribbon Budget Task Force:** Continue to work to implement select recommendations of the Blue Ribbon Budget Task Force.
- **Flood Control Improvements:** Continue working with the Padaro Lane Association to identify the preferred approach to address the drainage problems along Padaro Lane and identify funding for the project. Continue construction and work to secure additional funding for the Lower Mission Creek Flood Control Project.
- **Pet Overpopulation:** Work with stakeholders to reduce the number of dogs and cats in our local animal shelters. Strategies include potentially implementing a spay/neuter ordinance to eliminate the need for euthanasia in our County shelters.
- **Meth Prevention Network:** Continue to serve as co-chair of this task force which is a collaborative of public and private organizations within the County focused on strategies to combat meth addiction including prevention and education efforts.
- **Railroad Quiet Zones:** Continue working with stakeholders to fund and implement a railroad Quiet Zone from Padaro Lane through Montecito.
- **Enhancement of County Services Provided in Carpinteria Community:** Continue to work with County departments, the City of Carpinteria, the Carpinteria School District, and the community to maintain, enhance and expand the services provided to the Carpinteria Valley, including maintaining funding for the Carpinteria Fun in the Sun summer program for at risk youth and the START program which provides school-based mental health services at all schools within the Carpinteria Unified School District and continue involvement in the partnership to create a community resource center at the Main School site.
- **Homeless Services:** Work to implement the Ten Year Plan to End Chronic Homelessness. Continue to administer the Housing and Urban Development (HUD) grant that funds the operations and support services at Casa Esperanza. Continue to engage stakeholders and County agencies to improve and enhance County services provided to the homeless.
- **First 5, Children and Families Commission:** Continue the administration of three-year contracts through primary initiatives to address the comprehensive needs of children 0-5 years of age and their families. Advocate for enhancement of services in the Carpinteria Valley.
- **Gaviota Coast:** Continue initiatives to secure the preservation of open space and agriculture on the Gaviota Coast. Continue implementation of a Transfer of Development Rights (TDR) program to be used as a means of preserving open space on the Gaviota Coast and potentially reducing the amount of development at Naples.
- **Housing:** Continue to advocate for local control of land use decisions. Continue to work with the City of Carpinteria to advance the Peoples' Self Help Housing Dahlia Court Apartment ex-

pansion proposal. Continue to participate in the Cities/County Affordable Housing Task Force. Continue implementation of the recommendations of the County Task Force's review of our Affordable and Inclusionary Housing programs. Continue to work to promote community dialogue on how to balance the community priorities of housing, open space, and transportation.

- **Agriculture:** Continue to explore opportunities to maintain agricultural viability throughout the county.
- **National Association of Counties (NACo):** Continue to represent Santa Barbara County in Washington, D.C. at NACo and participate in the NACo Environment, Energy, and Land Use Committee. Work to enhance our County's federal legislative program and priorities. Work with the County's federal lobbyist to advocate for County legislative priorities in Washington.

### SECOND DISTRICT

Supervisor Wolf is committed to serving her constituents in the Second District while fostering regional cooperation and collaboration throughout Santa Barbara County. The office works to bridge gaps among, and between, North and South County, environmentalists and agriculturalists, and to replace mistrust with understanding.

Supervisor Wolf's priorities during the 2008-2009 Fiscal Year are reflected in the accomplishments of the Second District office: to highlight issues of public safety, emergency preparedness, and environmental stewardship, foster collaboration between community and government leaders, enhance recreational opportunities for youth and address the needs of the most vulnerable members of the community.

#### Current Year (FY 07-08) Accomplishments

- Created constituent contact database to track concerns of, and responses to, constituents.
- Continued, and advanced, relationships and partnerships with neighborhood and community associations.
- Pursued improvements and expansion of public notification and education efforts on issues of disaster preparedness and public health and safety issues.
- Worked with the County Office of Emergency Services and the County Executive Officer (CEO) to create "Emergency Information" cards with phone numbers and radio stations to turn to in case of disaster.
- Listened to, and provided a voice for, mental health consumers and their advocates concerned about diminishing resources.
- Through leadership on LAFCO and input from Second District constituents, successfully argued against a City of Santa Barbara sphere of influence for the unincorporated Goleta Valley.
- Organized neighborhood safety meeting at Tucker's Grove with representatives from Sheriff, Fire, Parks, Public Works and neighborhood groups to discuss emergency evacuation procedures.

## BOARD OF SUPERVISORS

### Department Summary (cont'd)

- Second District staff participated in creek and beach clean up efforts in Goleta, Santa Barbara and unincorporated areas of the county.
- Led local efforts to hold oil companies accountable for oil spills that endanger our environment and public health. Insisted on a public hearing to inform county residents about impacts of major oil spills which have occurred recently as well as actions taken by county, state and federal agencies to prevent future spills.
- Advocated for funding and modifications to the San Jose Creek Flood Control project which will help prevent future flooding of Old Town Goleta while enhancing conditions for steelhead trout traveling through the creek.
- Advocated for funding a Transfer of Development Rights (TDR) program for the Gaviota Coast through use of federal Coastal Impact Assistance funds.
- Continued participation in Process Improvement Team meetings and workshops; advocated for expanded and strengthened noticing procedures.
- Helped secure funding for Casa del Mural, a supportive housing facility for consumers of mental health services located in the Second District, which had been targeted for closure due to budget cuts.
- During the Zaca Fire, worked closely with EOC, Fire and other departments to remain abreast of fire conditions and secure the Governor's assistance for a State of Emergency declaration.
- Secured funding through CSA 3 monies for ADA improvements to Goleta Valley South Little League, and worked closely with the CEO and Parks offices to ensure seamless processing of project requirements.
- Working with County Departments, including Public Works and Planning & Development, to facilitate meetings with constituents on issues ranging from tree removal to sidewalk repair.
- Worked with Social Services and CEO office to promote and welcome the La Morada Transitional Youth Home to the Second District, and provided funds for recreational and educational activities at La Morada.
- Worked with the First District and CEO's office to implement a multi-agency IPM [Integrated Pest Management] quarterly meeting to collaborate on issues of pesticide use reduction and related concerns.
- Held meetings with neighborhood, environmental, agricultural, educational and social justice groups on issues of importance in the Second District and throughout the County.
- Conducted outreach for, and filled, numerous Board and Commission vacancies.
- Worked with the CEO's office and the Hope Ranch Association to facilitate the Association's desire to increase road safety by contracting with the California Highway Patrol.
- Worked with the Agricultural Commissioner's office to increase notification to residents regarding issues of pesticide use.
- Extensive meetings with Comprehensive Planning staff to lay the groundwork for initiating the Eastern Goleta Community Plan Update [EGPAC], including setting geographic boundaries, status of rezones, etc.

- Advocated for continued and increased Project Clean Water funding, and a strengthened Stormwater Ordinance; staff participated in training and educational sessions on low-impact development.
- Ongoing participation in several local groups and projects focused on homelessness including: Co-chair of the South County Homeless Advisory Committee; member of the Governing Board of the Ten Year Plan to End Chronic Homelessness.
- Initiated a "student art display" in the Second District Office in collaboration with the Arts Commission members.

#### Proposed Key Projects

- **Goleta Beach:** Work closely with County Departments and Coastal Commission staff to ensure timely and thorough processing of Goleta Beach Coastal Access and Recreation Enhancement (CARE) plan.
- **General Plan Advisory Committee:** Begin recruitment, interviews, screening and outreach for appointments to EGPAC. Ensure staff attendance at EGPAC meetings and workshops, and regular community updates of the EGPAC process.
- **San Marcos Foothills:** Continue working with the Parks Director and community stakeholders, to ensure ongoing meetings of the stewardship committee to implement an initial plan for maintenance and use of the open space segments of the Preserve at San Marcos.
- **Transportation Projects:** Continue to work with SBCAG, CalTrans, Second District municipalities and alternative transportation stakeholders 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.
- **Improvements of Community Spaces:** Work with Public Works staff and neighborhood groups to secure funding and landscape expertise to improve appearance of medians and other public spaces within the unincorporated Second District.
- **Watershed Planning:** Continue to work toward developing a regional watershed planning effort.
- **Public Safety:** Work to enhance existing and to establish new partnerships for disaster preparedness planning among public agencies and within the community, including the expansion of Community Emergency Response Team (C.E.R.T.) training for Second District residents.
- **Gaviota Coast:** Continue initiatives to secure the preservation of open space and agriculture on the Gaviota Coast, including discussing the recommendations listed in the Gaviota Study Group report and exploring the feasibility of an open space district or benefit assessment district. Work on the establishment of a T.D.R. bank.
- **Youth and Educational issues:** 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.

## BOARD OF SUPERVISORS

### Department Summary (cont'd)

- **Agriculture:** Continue to explore opportunities to maintain agricultural viability and environmental stewardship throughout the County, particularly in the Second District.
- **Boards and Commissions:** Represent the constituents of the Second District on a variety of county boards and commissions, including:
  - Air Pollution Control District (APCD)
  - Beach Erosion Authority for Clean Oceans and Nourishment (BEACON)
  - Debt Advisory Committee
  - First Five, Children and Families Commission (alternate)
  - Juvenile Justice Coordination Council
  - Local Agency Formation Commission (alternate)
  - Library Advisory Committee
  - Mental Health Commission (alternate)
  - Santa Barbara County Association of Governments (SBCAG)
  - Santa Barbara/San Luis Obispo Counties Regional Health Authority-now known as "Cen-Cal"
  - South County Homeless Advisory Committee
  - Community Action Commission of Santa Barbara County (alternate)
  - Joint Cities-County Affordable Housing Task Force
  - Downtown Child Care Center Working Group
  - South Coast Recreational Task Force

### THIRD DISTRICT

#### Constituent Services

- Staff works closely with each local community in the District through regular communication and outreach, participating in local planning efforts, and responding to the special needs of each region.
- The Third District office receives hundreds of email and phone requests for information or assistance per week. The district goal is to respond to all phone and email messages within 24 hours. In addition, the office conducts numerous face-to-face meetings with staff and constituents each week. The office goal is to respond to each request for a meeting date within 24 hours of the request. Additionally, the district has the goal to calendar the meeting no later than 10 days from the date of the request unless intervening circumstances do not permit.
- Appoint Third District commissioners to the various commissions and boards that advise the Board of Supervisors. Continue making county government accessible to constituents.
- Maintain a regular presence and receive feedback from community meetings in Los Alamos,

Santa Ynez Valley, Isla Vista, Lompoc Valley, and other informational meetings as needed throughout the District.

- Encourage a collaborative relationship with the municipalities of Goleta, Buellton, and Solvang. The Supervisor and Third District staff will meet with the Mayors and Council members from the aforementioned cities to discuss cross jurisdictional issues such as infrastructure improvements, transportation issues, flood control, public safety, economic development, and other matters.
- Participate in countywide forums concerning regional health and safety issues, such as the Multi-Jurisdictional Solid Waste Task Force, Santa Barbara County Association of Governments, Local Agency Formation Commission, Santa Barbara County Air Pollution Control District Board, Adult and Aging Network, California Coastal Commission and others.

#### Current Year (FY 07-08) Accomplishments

- Supervisor Firestone served as Chair of the 2007 Board of Supervisors, working to prepare the agenda, manage departmental requests for Board action, mediate the weekly meetings, and represent the entire board on various occasions.
- Successfully facilitated the purchase of the Doty Parcel, adding more land to the Ellwood Preserve. Supervisor Firestone played a key role in expediting county action in the bidding process for the parcel, resulting in a mutually beneficial agreement.
- Installed six covered bus stop shelters in Isla Vista, with more covered shelters to follow.
- Worked with UCSB Associated Students Environmental Affairs Board, IVRPD, Marborg and Public Works to launch a recycling program on Earth Day 2007. The Third District helped to coordinate the event, delivered new blue recycling bins along Del Playa, and presented an educational program to help beautify the community.
- Working with the UCSB Cycling Team, Isla Vista Recreation and Parks District, Isla Vista Foot Patrol, Goleta West Sanitary District and the Isla Vista Business Association, Supervisor Firestone established the annual "Island View Classic Bike Race." The Third District initiated this event to promote the businesses in Isla Vista and encourage lively, healthy and fun community interaction.
- The Third District worked with the community, local organizations, and advisory boards to finalize the Isla Vista Master Plan, which was adopted by the Board of Supervisors in 2007. It is now pending approval of the California Coastal Commission.
- El Colegio Road (Phase I) improvements are underway due to a major joint effort by UCSB and the County. El Colegio will be a new four-lane boulevard, improved with a median, bike lanes, sidewalks, street trees, street lighting, and four vehicular lanes. Phase II is scheduled for December 2008.
- The Third District Office worked closely with Public Works to install new sidewalks along El Embarcadero and Sabado Tarde. Incorporating numerous trees along the path, the sidewalk provides for safer walking conditions through Isla Vista.
- Funding was secured to restore the beach access stairways in Isla Vista which had become dangerous and, in some cases, inoperable. Three beach access ways were completed before the 2007 storm season.

## BOARD OF SUPERVISORS

### Department Summary (cont'd)

- Ensured that a group of oak trees were planted on Flood Control Land in Los Alamos.
- Worked with Capital Pacific Homes and the Santa Barbara County Parks Department to create a vital and sustainable park in the Vandenberg Village/Providence Landing community which met the interest of the residents and provided for the community.
- Established a planning and advisory committee in Los Alamos to identify and address community issues related to growth and development, public health and safety, transportation, protection of agriculture, and environmental concerns.
- As Chair of the Board's Emergency Committee, Supervisor Firestone took the lead in organizing county employees and resources in order to assist the Fire Department during the Zaca Fire. A countywide emergency resolution was declared, state funding and resources were secured, and a series of townhall meetings were held in order to inform the community of the situation.
- Arranged for the acquisition of a fire truck for the Burton Mesa Volunteer Fire Department.
- Coordinated the Fire Department clearing at Burton Mesa through negotiation with the California Department of Fish and Game.
- The Third District office helped to facilitate the merging of the Solvang Fire Department with the Santa Barbara County Fire Department, greatly improving response efficiency and safety of the Santa Ynez Valley.
- Facilitated the process and installation of restroom facilities in Los Olivos.
- Assisted in the planning for the 2007 AMGEN Tour through Solvang, which was a very positive experience for the community. Revenue from the hospitality industry significantly increased while a healthy and exciting lifestyle was displayed to the community.
- Maintained an Internship Program, and to date have incorporated eight interns into the Third District office.
- Represented the constituents of the Third District on a variety of county boards and commissions such as:
  - Adult and Aging Network
  - Air Pollution Control District (APCD)
  - Goleta Valley Community Center Board of Directors
  - Juvenile Justice Coordination Council
  - Multi-Jurisdictional Solid Waste Task Force
  - Santa Barbara County Association of Governments (SBCAG)
  - Santa Barbara County Local Agency Formation Commission (LAFCO)
  - California Coastal Commission

#### Proposed Key Projects/Initiatives

- Continue to find solutions to alleviating the county's budgetary shortfalls.

- Third and First District offices have coordinated with city representatives to work towards a conversion technology program that would be cost effective and viable for the County. The County is now sharing expenses and working cooperatively with Santa Barbara City on this innovative waste disposal solution.
- The \$250 million dollar Pension Fund liability required that the Board address the current situation and take preventative steps to mitigate the problem. Supervisor Firestone is leading the effort to curb excess entitlements through preliminary discussions with the Retirement Board and County officials.
- Continue assessing, and restructuring when necessary, Santa Barbara County government to promote an efficient, constituent-oriented, and cost effective departmental process.
- Support and maintain agricultural viability.
- The Third District regularly attends the Central Board of Architectural Review while they are developing design guidelines for Santa Ynez Valley and the Gaviota Coast.
- Encourage county practices that promote a healthy business community.

#### ISLA VISTA

- The Façade Improvement Program for the Isla Vista commercial district is underway. Several façades are in redesign and are expected to be under construction this year.
- Isla Vista Redevelopment Agency worked with the Housing Authority of the County of Santa Barbara to purchase two apartment buildings using Housing Set-Aside funds. The units will be renovated and made available in early 2008, providing the community with 20 units of "low" and "low-low" income housing.
- The Isla Vista business district along Pardall Road is scheduled for sidewalk, street, tree, lighting, and roadway improvements through the Redevelopment Agency. A design team is working with the community and businesses.
- The Isla Vista Redevelopment Agency recognized the need for improved parking conditions in Isla Vista. With the purchase of the old Union 76 lot, the County now has land to build a parking lot on Pardall Road in Isla Vista. An offer is currently being considered.
- The new Walter Capps Park on the Isla Vista Bluffs is going through design review.
- Staff participates in public outreach with numerous community directed committees, programs and UCSB.
- The County Sheriff's Isla Vista Foot Patrol Building is scheduled for construction this year, and is to be completed in late 2008. UCSB is leasing the land for the project.

#### SANTA YNEZ VALLEY

- The Third District, in collaboration with County Comprehensive Planning staff and the Valley Planning Advisory Committee (VPAC), submitted the General Plan for the Valley in September 2006 for EIR review. Currently, the County is waiting for the EIR phase completion.

**BOARD OF SUPERVISORS**  
**Department Summary (cont'd)**

- The Third District, in collaboration with the County Public Works and Planning and Development Departments, will assist the business community to address transportation, parking, and other infrastructure issues associated with the commercial zone of the unincorporated townships of Los Olivos, Santa Ynez, and Ballard, thus improving economic vitality.
- In response to a request for traffic hazard mitigation, consideration was given to the installation of either a roundabout or stop sign on the 154 highway. A stop sign has been installed and the roundabout project is pending the CalTrans study.
- The Third District will continue to collaborate with the Agricultural Commissioner's office, the Agricultural Advisory Committee, the Cattlemen's Association, the Vintner's Association and various other agricultural groups to protect the viability of agriculture in Santa Barbara County.
- The Third District will continue to seek a fair and equitable relationship between the County of Santa Barbara and the tribal government.

**LOMPOC/VANDENBERG VILLAGE**

- The Third District works in collaboration with the Fourth District and the City of Lompoc on community issues, such as growth and development, public health and safety, transportation needs, protection of agriculture, and environmental concerns. The Supervisor is committed to protecting the rural nature of the lands surrounding the Lompoc Valley, while enhancing the public health, safety, and transportation infrastructure upon which this community depends.
- The Third District office is working with Vandenberg Air Force Base and County Public Works to secure public access to Point Sal Beach. Site visits/meetings have occurred.
- Alternative sources of energy are being considered in Lompoc via a wind turbine system. Staff has worked with the County's energy division to research the project and gather public input. Currently, the project is under environmental review.
- The Third District will continue to cooperate with the efforts of the Vandenberg Library Board of Directors and the constituents of the Lompoc Valley in exploring the development of new funding sources for library services.
- The Third District will continue to meet and confer with various public and private entities engaged in economic development. The Supervisor is committed to removing unnecessary governmental bureaucracy that impedes a healthy business community.
- Continue to build upon the strong relationship that has been established with Vandenberg Air Force Base on many issues including economic development, resource protection and management, solid waste disposal, and mutual aid during public safety emergencies.

**LOS ALAMOS**

- Through the Community Plan Update process, and working with County staff and the Los Alamos Planning Advisory Committee, the Supervisor is committed to protecting the rural nature of the lands surrounding the Los Alamos community, while enhancing the public health,

safety, and transportation infra-structure upon which this community depends. Bi-weekly meetings with Third District staff and Long-Range Planning continue.

- The Third District will continue to work with public and private entities, such as the Los Alamos Visitors and Vintners Association, to improve the aesthetics and safety of the roadways that serve as the gateway into Los Alamos. The Supervisor will continue to meet with business owners and community residents to plan and implement further improvements to the commercial zone of Los Alamos.
- Pursue the possibility of a property trade to establish a new cemetery for Los Alamos.

**WEST GOLETA**

- Continue communication and outreach through community forums and participation with neighborhood associations and business partners. The Third District will collaborate with the City of Goleta and Venoco to ensure the Oil and Gas Processing Facility is operating in an environmentally responsible manner. The District will continue to collaborate with UCSB, the City of Goleta, private landowners, and community interest groups to protect coastal bluffs and preserve coastal access.
- The Third District has taken the lead in potentially preserving a ten acre highway commercial parcel south of the Gaviota Tunnel by developing an Environmental Cemetery Plan. This would allow the County to both preserve open space and also use it in a practical manner as a cemetery.
- Numerous decommissioned and dilapidated telephone wires/poles on the rail line have dotted the coastline and created an eyesore for the community. The Third District has requested that Public Works investigate the possibility of removing the poles, as they no longer serve a purpose. Conversations have also been initiated with the owner.
- The Halloween event draws thousands of out-of-town guests and requires an enormous amount of safety, traffic, and community planning. The Third District continues to find ways to make Halloween safer and more enjoyable for the entire community.
- Continue to work towards solutions for the preservation of Goleta Beach.

**FOURTH DISTRICT**

**Constituent Services**

- **Community Relations:** Supervisor Gray and her staff will organize and participate in various meetings to assure continued strong governmental relations with the North County municipalities of Lompoc, Santa Maria, Guadalupe, Buellton, Solvang and Vandenberg Air Force Base.
- **Citizen Participation:** Supervisor Gray will attend, speak and meet with members of homeowners associations, property owners, business people, educational leaders, public health officials and others to assure there is open and continual communication between the citizens and the Board of Supervisors.
- **Constituent Inquiries:** The two district offices are located in Orcutt and Lompoc where prompt assistance is provided to all constituents.

- **Commissions, Boards and Committees:** Supervisor Gray appoints public members to serve on a wide variety of County advisory groups. This assures strong public involvement and communication between the public and the Board of Supervisors.

Areas of Interest

Supervisor Gray serves on the following Boards and Committees to better serve the people of the County:

- Board of Supervisors
- Santa Barbara County Association of Governments
- Air Pollution Control Board of Santa Barbara County
- Santa Barbara County Employee’s Retirement System Board of Directors
- California State Association of Counties – Executive Board
- California Dept of Corrections and Rehabilitation Facilities Program Advisory Committee

Proposed Key Projects & Priorities

The County of Santa Barbara has identified nine priority areas to monitor during the next few years. These areas have the potential to increase incomes, secure futures, assure health and ease transportation issues. Supervisor Gray continues to support these efforts during Fiscal Year 2008-09.

- **Financial Stability of the County:**
  - The County faces a period of decreasing property tax income
  - Keep the County spending within the adopted annual budget
  - Oppose efforts to authorize/spend money that is not within the pre-established Budget Plan
  - Set policies that welcome entrepreneurs, encourage the growth of local businesses and support the local economy
- **Sustainable Agriculture:**
  - Agriculture continues to be the County’s major producing industry
  - Gross production figures approach \$1 billion annually
  - The diversified crops continue to provide a strong base to the local economy
  - With the multiplier effect, the annual benefit is nearly \$2 billion per year
  - Set policies to assist the Agricultural community of Santa Barbara County
- **Highly Efficient Transportation System:**
  - Strive for funding and planning which will continue to help enhance and maintain our road infrastructure and city bus services
  - Set policies for a housing and transportation balance

**BOARD OF SUPERVISORS**  
Department Summary (cont'd)

- **Housing for All Segments of the Population:**
  - Work with neighborhoods, developers and planners to bring forth the best mix of housing variety for our county
- **Service Delivery:**
  - High quality personal service to constituents
  - Office open on a daily basis, answering and returning calls
  - Work with the CEO to assure the public is well served by all County Departments
- **Environmental/Open Space Preservation:**
  - Work toward opening up more public access to assure families can thoroughly enjoy the unique environment of this County
  - Focus on Point Sal Road, Surf and Ocean Beaches and Guadalupe Dunes
- **Health Care and Social Service Delivery:**
  - Continue to work closely with the leadership of the Lompoc District Hospital and the County Public Health Department to monitor seamless delivery of quality public health services to the citizens of the Fourth District
  - Set policies to ensure Alcohol, Drug and Mental Health Services are delivered to those in need
- **Accommodate Demographic Changes:**
  - Work at the State level through the California State Association of Counties, with fellow Board members and locally with city Mayors to provide leadership and guidance to help deliver meaningful and affordable services to the aging, young, and the workforce
  - Work with local investors and business owners so they can create new and expanded employment opportunities for local citizens
  - Work with local School Superintendents and Allan Hancock College to support efforts for appropriate training of the work force
- **Public Safety:**
  - Continue to support adequate public safety funding to carry out mandates by coordinating with the County Sheriff, Deputies, Firefighters, Courts, District Attorney and Probation Departments
  - Advocate on behalf of drug prevention and focus on methods to turn the tide of drug abuse
  - Continue to invite Sheriff’s Deputies to join Supervisor Gray at public meetings to educate citizens about crime prevention

**Local Goals**

- Orcutt Old Town businesses supported in efforts to expand and grow
- Lompoc Theater and Old Town Lompoc Renovation Projects
- Surf Beach public access increased from ½ mile to 5 miles

**BOARD OF SUPERVISORS**  
**Department Summary (cont'd)**

- Continued renovations of the Lompoc Veteran's Memorial Building
- Support the infrastructure expansion plans for the City of Guadalupe

**FIFTH DISTRICT**

Constituent Services

The highest priority of Supervisor Joseph Centeno's office is making sure that all constituency concerns are immediately responded to with the greatest degree of effectiveness that is humanly possible. Having dedicated over 54 years of public service to the people of his beloved Santa Maria Valley, Supervisor Centeno maintains an uncompromised principle for ensuring that constituents in the Fifth District, and all other County residents, are treated with the utmost respect, dignity and compassion when they need government assistance or intervention in dealing with their concerns. The guiding principle in addressing constituent services in Supervisor Centeno's office is that government should be a partner, not a hindrance, in people's lives when, or if, governmental assistance is requested and needed.

Current Year (FY 07-08) Accomplishments and Ongoing Key Projects

Supervisor Centeno has established key relationships with Board colleagues and departmental staff to ensure cooperation and consensus to develop a broader understanding of the issues that directly impact the Fifth District and North County. He has successfully brought many critical issues to the forefront including, but not limited to, the following areas of interest:

- Working in conjunction with the Santa Barbara County Association of Governments (SBCAG), City of Santa Maria officials, CalTrans staff and area State Legislators, the widening of Highway 101 from four lanes to six lanes between the Santa Maria Way and the North Broadway interchanges commenced and is scheduled to be completed by 2009.
- Spearheading a collaborative effort with First District Supervisor Salud Carbajal, the Children's Health Initiative was developed which will provide urgently needed health care insurance for children and families who earn too much to qualify for existing programs but earn too little to pay for health care (often out of an already stretched family budget).
- By developing a close working relationship with Santa Barbara County Executive Officer (CEO) Michael Brown, continued making improvements to the overall organizational functions. Beginning with changes stemming from the successful reorganization of County Government when the CEO was provided with increased authority over departmental activities, responsibilities and functions, the overarching objective continues to be the enhancement of public accountability and customer service responsiveness.
- Coordinating with a wide range of stakeholders affected by the California Tiger Salamander (CTS) issue, organized steering committee meetings for the development of balanced public policies in the determination of the size and scope of protecting the CTS habitat while maintaining the ability to preserve ongoing and future economic vitality activities in the Santa Maria Valley.

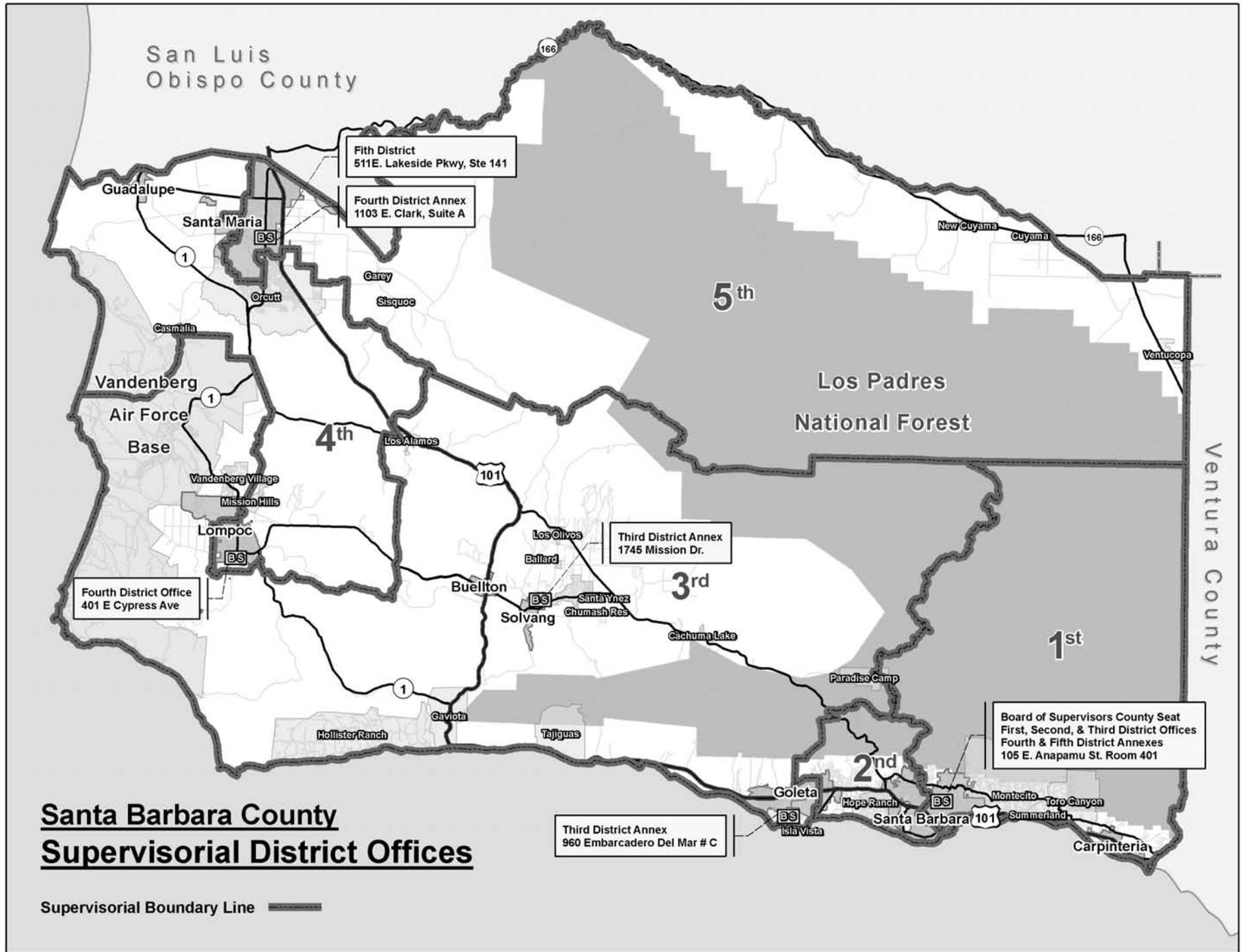
- Seeking pragmatic ways of enhancing Brown Act provisions for increased public participation and accountability, increased special district boards from three members to five members, which fosters higher interaction among Board members and the public.
- Facilitated improvements to numerous community projects in the Cuyama Valley that were deemed as priorities by the residents of the Cuyama Valley, such as the urgent need for funding a new community swimming pool as a result of the existing pool being condemned by the State due to structural damage following the December 2003 earthquake.
- By working closely with CalTrans staff, ensure that \$20 million in needed improvements and rehabilitation to Highway 166 is scheduled to commence and take place in the spring of 2008.
- Expanding upon input from residents from Cuyama and Ventucopa at community meetings in the Cuyama Valley, identify and address needs, such as assessing and addressing roads, bridges, social and human services, by holding several town hall meetings and attending regularly scheduled Cuyama Valley Planning Advisory Committee meetings.
- Met with Cuyama Valley residents on specific issues pertaining to proposed mining projects and air quality monitoring activities, and Valley-wide hydrology studies.
- Actively participated in the Highway 166 Task Force to identify feasible ways for making safety improvements on this critical transportation route between the Cuyama Valley and Highway 101, and extending west to Guadalupe.
- In concert with key County staff, awarded a contract for the environmental review and design phase, and secured funding for the construction of a permanent bridge in Tepusquet to resolve the annual washing out of the temporary crossing.
- Facilitating the completion of the rehabilitation of the remaining portion of Tepusquet Canyon Road to Highway 166.
- Working actively through the Local Agency Formation Commission (LAFCO) annexation process, ensure that the expressed interests of the City of Santa Maria are accommodated to best serve the people of the Valley in short- and long-term objectives.
- Implemented a North County Board of Architectural Review (NBAR) which provides residents of the Santa Maria and Cuyama Valleys a venue to have their projects reviewed, saving residents time/money from having to drive to Santa Barbara, as was previously the situation.
- Worked directly with project applicants confronted with problems in the review process to arrive at mutually satisfactory resolutions. In conjunction with these ongoing activities, maintained active participation in the County's permitting improvement process by attending regularly scheduled meetings.
- Established a timetable to complete zoning consistency by eliminating antiquated zoning regulations, such as Agricultural Ordinance 661, to ensure that property owners in these parcels have the same allowable zoning rights as everyone else in the County.
- Coordinated with a wide range of stakeholders, including the County's Housing & Community Development Department, to find workable solutions for providing affordable housing. This included the establishment of a Board sanctioned, seven-member Affordable Housing Advi-

sory Committee that meets regularly with broad community representation, as well as with active involvement from appropriate County staff.

- Worked on a proposal to hold one regularly scheduled Board of Supervisors meeting in Santa Maria that would start at 6 PM instead of the normal start time of 9 AM in order to better accommodate access to a Board public hearing by low- and very-low income level residents so they could have the opportunity to make their concerns known to the entire Board of Supervisors. Additionally, worked to hold evening meetings with affordable housing advocates to facilitate a time which is more accommodating of their work schedules to ensure ongoing input on housing solutions.
- Maintained regular communications with Marian Medical Center and the County Public Health Department on medical and health care issues, including contracts with doctors and other medical care providers.
- Worked closely with a wide range of stakeholders and community members in numerous youth, human, and social services committees, including serving as Chairman of the Kids Network, sponsoring meetings of the Homeless Coalition, attending monthly meetings of the Area Agency on Aging, assisting with the state-mandated Child Welfare Plan, attending regular meetings of the Juvenile Justice Coordinating Council and participating in the Santa Maria Valley Fighting Back program.
- Increased community participation on the Homeless Coalition by adding new committee members.
- Assisting with community Special Projects, such as Charlene's Closet (named in honor of the late Social Services Department Director Charlene Chase) which provides toys, food and clothing for low-income families.
- Helping to secure needed funding for nonprofit organizations like the Westgate Youth Center, which is operated by the Community Action Commission, and for a specially designed ocean sea life project at the Children's Discovery Museum.
- Represented the Fifth District and the Board of Supervisors on numerous County and regional agencies, and boards and commissions, such as the Santa Barbara County Association of Governments (SBCAG), the Santa Barbara County Air Pollution District and the Santa Barbara County Local Agency Formation Commission (LAFCO), among other like agencies.
- Working collaboratively with Fourth District Supervisor Joni Gray to ensure that all residents of the Santa Maria Valley, whether they live in Orcutt, Guadalupe, Santa Maria or Casmalia and other areas of the 4<sup>th</sup> and the 5<sup>th</sup> supervisorial districts, have the highest access to all staff to ensure their concerns are responded to in the most efficient manner possible.
- Working with Third District Supervisor Brooks Firestone on issues impacting or relating to the Gaviota coastal corridor, including the Naples development project.
- Working with First District Supervisor Salud Carbajal and second District Supervisor Janet Wolf on various land use issues directly impacting their constituencies in which their district residents made direct contact with Supervisor Centeno.

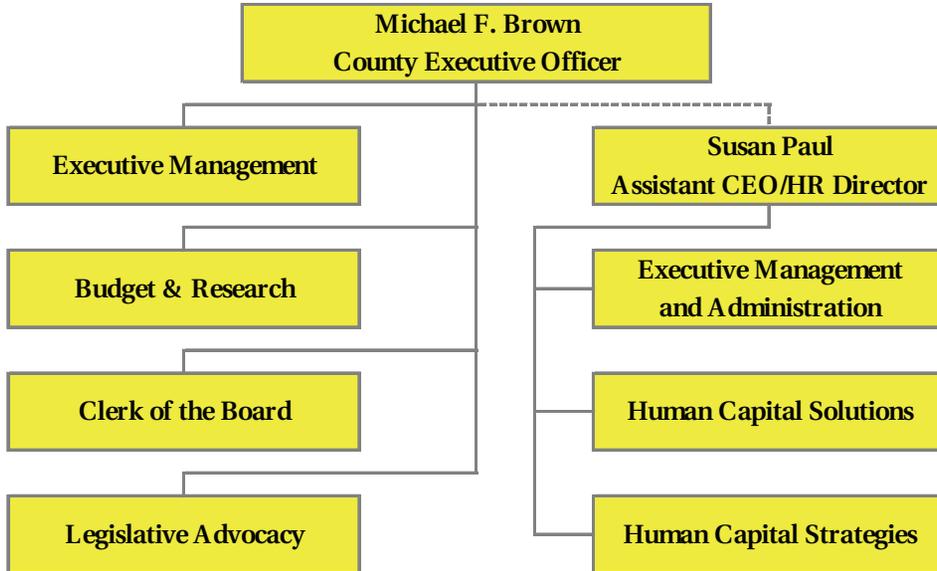
**BOARD OF SUPERVISORS**  
**Department Summary (cont'd)**

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
	<u>Pos.</u>	<u>Pos.</u>	<u>Pos.</u>	<u>Pos.</u>
<b>Position Detail</b>				
<b>First District</b>				
Supervisor	1.0	1.0	1.0	1.0
Executive Staff Assistant	1.0	1.0	1.0	1.0
BOS Administrative Assistant	<u>2.0</u>	<u>2.0</u>	<u>2.0</u>	<u>2.0</u>
Sub-Division Total	4.0	4.0	4.0	4.0
<b>Second District</b>				
Supervisor	1.0	1.0	1.0	1.0
Executive Staff Assistant	1.0	1.0	1.0	1.0
BOS Administrative Assistant	<u>2.0</u>	<u>2.0</u>	<u>2.0</u>	<u>2.0</u>
Sub-Division Total	4.0	4.0	4.0	4.0
<b>Third District</b>				
Supervisor	1.0	1.0	1.0	1.0
Executive Staff Assistant	2.0	2.0	2.0	2.0
BOS Administrative Assistant	1.0	1.0	1.0	1.0
Office Assistant I	<u>0.5</u>	<u>0.5</u>	<u>0.5</u>	<u>--</u>
Sub-Division Total	4.5	4.5	4.5	4.0
<b>Fourth District</b>				
Supervisor	1.0	1.0	1.0	1.0
Executive Staff Assistant	1.0	1.0	1.0	1.0
BOS Administrative Assistant	1.0	1.0	1.0	1.0
Administrative Secretary	<u>1.8</u>	<u>1.8</u>	<u>1.8</u>	<u>1.8</u>
Sub-Division Total	4.8	4.8	4.8	4.8
<b>Fifth District</b>				
Supervisor	1.0	1.0	1.0	1.0
Executive Staff Assistant	1.0	2.0	2.0	2.0
BOS Administrative Assistant	1.0	--	--	--
Administrative Secretary	1.0	1.8	1.8	1.8
Office Assistant I	<u>0.5</u>	<u>--</u>	<u>--</u>	<u>--</u>
Sub-Division Total	4.5	4.8	4.8	4.8
<b>Board General</b>				
Office Assistant Sr	<u>1.0</u>	<u>1.0</u>	<u>1.0</u>	<u>1.0</u>
Sub-Division Total	1.0	1.0	1.0	1.0
Division Total	<u>22.8</u>	<u>23.0</u>	<u>23.0</u>	<u>22.5</u>

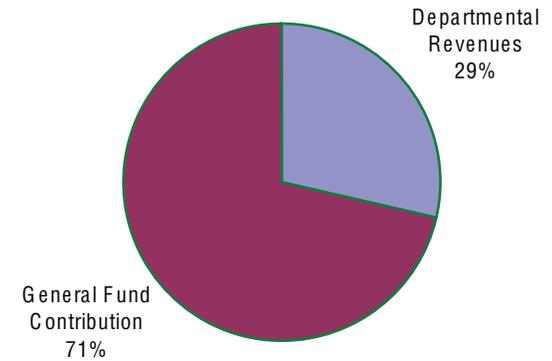


# COUNTY EXECUTIVE OFFICE

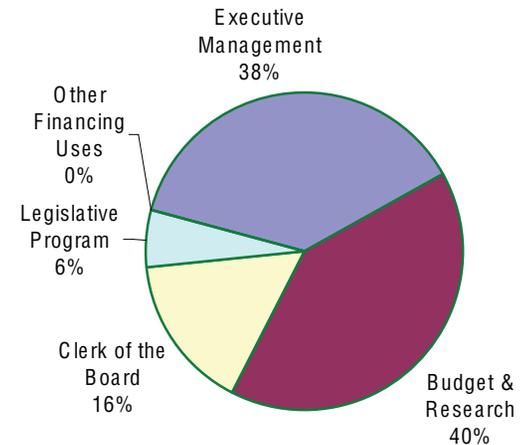
Budget & Positions (FTEs)	
Operating \$	3,019,469
Capital	-
Positions	22.8 FTEs



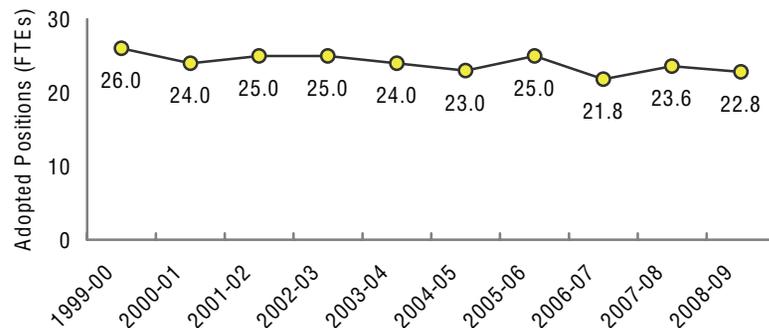
## SOURCE OF FUNDS



## USE OF FUNDS



## STAFFING TREND



**COUNTY EXECUTIVE OFFICE**

**Department Summary**

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Use of Funds Summary</b>				
<i>Operating Expenditures</i>				
Executive Management	\$ 1,434,597	\$ 1,573,931	\$ 1,417,471	\$ 1,579,058
Budget & Research	1,289,713	1,555,182	1,602,430	1,691,970
Clerk of the Board	543,256	621,215	620,868	671,073
Legislative Program	152,130	215,578	225,050	236,079
Operating Sub-Total	3,419,696	3,965,906	3,865,819	4,178,180
Less: Intra-County Revenues	(562,682)	(1,014,405)	(1,014,405)	(1,158,711)
Expenditure Total	2,857,014	2,951,501	2,851,414	3,019,469
<i>Other Financing Uses</i>				
Operating Transfers	3,918	3,852	3,851	3,852
Department Total	<u>\$ 2,860,932</u>	<u>\$ 2,955,353</u>	<u>\$ 2,855,265</u>	<u>\$ 3,023,321</u>

**Character of Expenditures**

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<i>Operating Expenditures</i>				
Regular Salaries	\$ 2,154,477	\$ 2,381,445	\$ 2,396,096	\$ 2,335,674
Overtime	--	--	8,517	--
Extra Help	13,715	--	46,142	25,000
Benefits	596,863	772,958	718,906	920,223
Salaries & Benefits Sub-Total	2,765,055	3,154,403	3,169,661	3,280,897
Services & Supplies	654,641	811,503	696,158	897,283
Operating Sub-Total	3,419,696	3,965,906	3,865,819	4,178,180
Less: Intra-County Revenues	(562,682)	(1,014,405)	(1,014,405)	(1,158,711)
Expenditure Total	<u>\$ 2,857,014</u>	<u>\$ 2,951,501</u>	<u>\$ 2,851,414</u>	<u>\$ 3,019,469</u>

*Note:* Presentation of the individual program amounts for fiscal years 2006-07 and 2007-08 have been adjusted to provide a consistent level of detail with the fiscal year 2008-09 budget, however, the totals for 2006-07 and 2007-08 have not been changed.

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Source of Funds Summary</b>				
<i>Departmental Revenues</i>				
Federal & State Revenues	(10,350)	\$ --	\$ --	\$ --
Other Charges for Services	592,218	1,014,297	1,038,297	1,196,932
Miscellaneous Revenue	14,765	1,000	52,486	1,000
Revenue Sub-Total	596,633	1,015,297	1,090,783	1,197,932
Less: Intra-County Revenues	(562,682)	(1,014,405)	(1,014,405)	(1,158,711)
Revenue Total	33,951	892	76,378	39,221
<i>General Fund Contribution</i>	2,737,222	2,954,461	2,772,504	2,984,100
<i>Other Financing Sources</i>				
Operating Transfers	--	--	6,383	--
Use of Prior Fund Balances	89,759	--	--	--
Department Total	<u>\$ 2,860,932</u>	<u>\$ 2,955,353</u>	<u>\$ 2,855,265</u>	<u>\$ 3,023,321</u>

	Actual FY 06-07		Adopted FY 07-08		Est. Actual FY 07-08		Recommended FY 08-09	
	Pos.	FTE	Pos.	FTE	Pos.	FTE	Pos.	FTE
<b>Position Summary</b>								
<i>Permanent</i>								
Executive Management	7.0	6.9	7.0	6.9	7.0	6.4	6.9	5.7
Budget & Research	10.0	9.0	11.0	10.5	11.0	10.7	11.0	10.7
Clerk of the Board	6.0	5.7	6.0	5.9	6.0	6.0	6.0	6.0
Legislative Program	--	0.2	--	0.3	--	0.4	--	0.4
Total Positions	<u>23.0</u>	<u>21.8</u>	<u>24.0</u>	<u>23.6</u>	<u>24.0</u>	<u>23.5</u>	<u>23.9</u>	<u>22.8</u>

*Note:* FTE and position totals may not sum correctly due to rounding.

## MISSION STATEMENT

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

### Budget Organization

The County Executive Office is a single division department organized into four program cost centers: Executive Management, Budget and Research, Clerk of the Board, and Legislative Advocacy, with a staff of 22.8.

In order to strengthen the County's organizational coordination, effectiveness and accountability, in March 2005, the Board of Supervisors adopted an Ordinance establishing a County Executive Officer (CEO). The CEO structure is designed to provide a clear, logical, well-managed organization that will be aware of and responsive to the people it serves. It ensures fiscal integrity, policy coordination and managerial accountability by clearly defining departmental roles and responsibilities. This model promotes private sector input and expertise as well as strategic partnerships to enhance customer service.

To strengthen the budget organization and with the Human Resources Department's key role as a strategic partner working with the Board of Supervisors, the CEO, County Departments and employees to increase organizational capacity and effectiveness, in FY 2006-07 Human Resources was restructured to become part of the CEO instead of being a stand alone department. Although operationally integrated, the budget is shown separately on page D-401, to clearly portray costs, staffing and performance.

In FY 2008-09, the administration of the County of Santa Barbara Television broadcasting services will be transferred from General Services to the CEO. This function will report to the Communications Director.

In July 2008, the administration of Geographical Information Systems (GIS) and Information Technology (IT) (both currently under the office of the CEO) will combine with the Technical Services branch of General Services to form a new department, Information Technology, to provide countywide Information Technology and Communication Services.

### Significant Changes (FY 2007-08 Adopted to FY 2007-08 Estimated Actual)

#### Expenditures

The Fiscal Year 2007-08 Estimated Actual operating expenditures decreased \$100,000, to \$3,866,000, from the Adopted Budget of \$3,966,000. This 2.5% decrease is the result of:

- +\$15,000 – Increases to salaries for Zaca Fire overtime and vacation pay outs;
- -\$62,000 – Miscellaneous decreases to Services and Supplies;
- -\$53,000 – Special Management Studies were not completed due to staffing vacancies.

## COUNTY EXECUTIVE OFFICE

### Department Summary (cont'd)

#### Revenues

The Fiscal Year 2007-08 Estimated Actual operating revenues increased \$76,000, to \$1,091,000, from the Fiscal Year 2007-08 Adopted budget of \$1,015,000. This 7.4% increase is the result of:

- +\$52,000 – Unanticipated receipt of Monumentation fees
- +\$24,000 – Anticipated receipt of Property Tax Administration Fees to reimburse Assessment Appeals costs;

#### Significant Changes (FY 2007-08 Estimated Actual to FY 2008-09 Recommended)

#### Expenditures

The Fiscal Year 2008-09 Recommended Budget operating expenditures will increase \$312,000, to \$4,178,000, from the Fiscal Year 2007-08 Estimated Actual of \$3,866,000. This 8.1% increase is the result of:

- +\$189,000 – Increased Liability Insurance costs;
- +\$130,000 – Increased Retirement costs due to countywide rate increase;
- +\$71,000 – Increased cost of other Benefits (including Health Insurance);
- -\$78,000 – Decreases to regular salaries, extra help and overtime by leaving various positions vacant and unfunded.

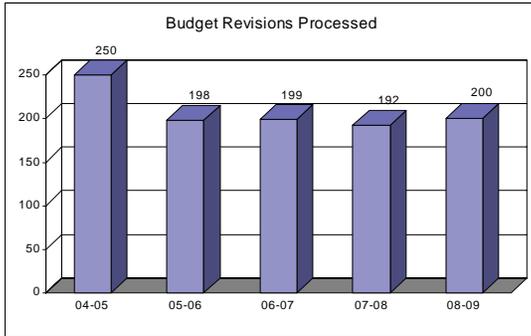
#### Revenues

The Fiscal Year 2008-09 Recommended Budget operating revenues will increase \$107,000, to \$1,198,000, from the Fiscal Year 2007-08 Estimated Actual of \$1,091,000. This 9.8% increase is the result of:

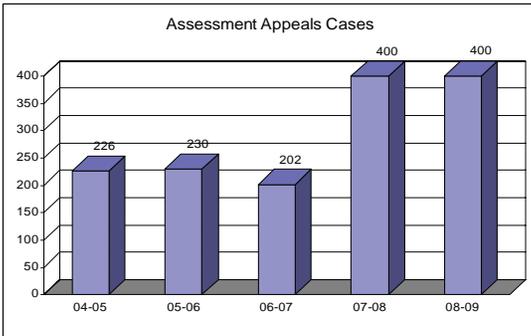
- +\$159,000 – Increases to Other Charges for Services in the form of Cost Allocation (overhead costs charged to direct cost departments);
- -\$52,000 – Decreases to Miscellaneous Revenue (Monumentation fees are not expected to be received).

**Fiscal Year 2008-2009 constraints require the County Executive Office to implement certain service level reductions.** The County Executive Office implemented the following reductions: Unfunded 1.12 Deputy CEO positions which will result in increased workloads for remaining staff and 30% of the funding for the Assistant CEO position shifted to the Isla Vista Redevelopment Agency which will more accurately reflect this position's time spent on RDA, Isla Vista and University projects. The end result will be that fewer staff are available to provide support to the Board of Supervisors, departments and the public. Some policy and operations improvement studies may take longer, and detection and response to problems and issues will be slower.

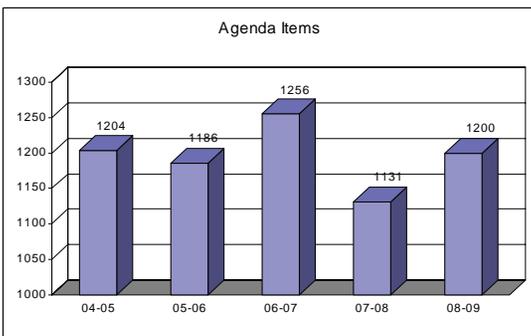
**Activity Indicators**



Number of department initiated budget revision requests reviewed and recommended within 3 working days of receipt.



Number of assessment appeals cases filed by November 30 of the current year scheduled to be heard within 2 years of filing.



Number of Agenda Items placed on the agenda.

**Departmental Priorities and Their Alignment With County Goals**

The County Executive Officer exercises overall responsibility for sound and effective management of County government pursuant to Board policy and the adopted budget. While the entirety of the Board of Supervisors' Strategic Plan drives the CEO's programs, the CEO's strategic actions align primarily with the following adopted General Goals and Principles: Goal 1: An Efficient Professionally Managed Government Able to anticipate and to Effectively Respond to the Needs of the Community; and Goal 5: A County Government that is Accessible, Open, and Citizen Friendly. Among the eight Strategic Plan's Critical Issues, the issues of "Financial Stability of the County" and "Service Delivery" will continue to be the CEO's priorities for FY 2008-09.

**Focus Area: Effective Leadership as measured by:**

Current Year (FY 07-08) Accomplishments

- Continuing to roll out the Board's high priority customer service initiative including a standardized performance-based executive and management evaluation system focused on demonstrated achievement that creates innovative customer-focused solutions, eliminates barriers to service delivery and/or efficiency, reduces costs and/or uses resources more efficiently, increases revenue, increases customer satisfaction with services provided, and improves agency/department accountability. The historic lock step COLA system was replaced with a classification system that collapsed hundreds of job classes and 77 separate pay ranges into 12 broadband ranges. Movement within the range is dependent on an annual evaluation that demonstrates achievement of a number of the criteria listed above. This system provides greater flexibility, higher career satisfaction, greater potential for professional growth, and assists groups, which have not traditionally had as great an access to management, to grow into the highest level management and executive positions.
- On June 9, 2006, the Board of Supervisors received a report from the Blue Ribbon Budget Task Force outlining key recommendations for improving overall accountability, customer focus and efficiencies throughout County government. An integral component of the recommendations involved information technology structure and services. Specifically, the Task Force recommended that the County clarify and strengthen its information technology governance to allow projects and processes to be implemented in a coordinated fashion and expand the use of technology to provide improved services both within the organization and to external customers. On February 12, 2008, the Board adopted the FY 2008-11 Information Technology Strategic Plan developed in response to the Blue Ribbon Task Force recommendations. Now in the implementation phase of the Plan, several key initiatives are underway: Data for Decision-Making, Geographic Information System Stabilization and Expansion, eGovernment and IT Governance.
- Completed successful recruitment and hiring of the Public Works Director, Housing and Community Development Director, Probation Chief and the Alcohol, Drug and Mental Health Services Director.

COUNTY EXECUTIVE OFFICE  
Department Summary (cont'd)

- Forestalled closure of Lake Cachuma due to Quagga Mussel scare.
- Received the Certificate of Distinction for exceeding standards established by the ICMA Center for Performance Measurement.
- Secured legislation to ensure equitable sharing of housing units among cities and counties via Assembly Bill 1019 (Blakeless).
- Secured over \$2 million in federal funding for priority capital projects including Santa Maria levee design, Lake Cachuma surcharge improvement, Mission Creek project study and design, as well as Goleta Beach Park sustainability.
- Mediated insurance company/health provider dispute which could have resulted in disruption of health services to County employees and retirees.

Proposed Strategic Actions

- Continue to enhance the County Disaster Preparedness Plan to ensure that the County is well prepared for any potential natural, civil, terrorist and/or any other emergencies and disasters.
- Influence State Housing to further County's adopted legislative platform and enhance quality of life, delivery of critical public safety, health and human services and parks and public works services.
- Upgraded County's web presence and provided for enhanced, on-line services including on-line payment processing.

Proposed Key Projects

- Conduct the 9th Countywide Strategic Scan to assess trends and evaluate impacts to prior critical issue areas during the 2008-09 fiscal year. The scan is an innovative long-term planning effort that examines trends within a series of driving forces including, but not limited to, critical issues identified throughout the scan process which become a key component of Countywide work plans.
- Secure enhanced federal funding for priority capital projects.
- Develop and manage a countywide budget that reflects lower levels of service resulting from decreasing revenues.
- Assist the Board in recruiting and hiring a County Counsel.

**Focus Area: Enhance Multi-Jurisdictional and Interdepartmental Relationships as measured by:**

Current Year (FY 07-08) Accomplishments

- Facilitated subcontracts between and among County Fire and the City of Solvang to enhance

fire protection services in the Santa Ynez Valley and between County Fire and the Orcutt Fire Protection District to enhance fire protection services in the Orcutt community.

- Served as a principle on the Leadership Council to develop the 10-Year Plan to end Chronic Homelessness which was adopted by the County Board of Supervisors and the cities within the County.
- Retained staff and secured software and equipment to install a Countywide GIS system and enhance management decision making capabilities via the use of technology.
- To address jail overcrowding, worked with the Sheriff's Department to conclude an analysis of jail space and funding options for Board review.
- Completed a countywide helicopter study.

Proposed Strategic Actions

- Facilitate quarterly city/county managers' meetings to discuss and coordinate regional issues.
- Facilitate quarterly Multi-Jurisdictional Solid Waste Task Group meetings to discuss and coordinate major solid waste issues.

Proposed Key Project

- Conduct comprehensive disaster preparedness and response exercises regarding major fire and natural disasters.

**Focus Area: Budget and Management Performance as measured by:**

Current Year (FY 07-08) Accomplishments

- For the eleventh consecutive year, received the Government Finance Officers Association's Distinguished Budget Presentation Award.
- Presented the Board of Supervisors with a proposed FY 2008-09 budget that was balanced without using the estimated FY 2007-08 fund balance in the General Fund for future-year operations.
- Completed the following:
  - Coordinated the analysis and presentation of fees charged for County services.
  - Assisted the Alcohol, Drug and Mental Health Services Department to come to terms with its fiscal situation which resulted in, among other things, a \$6.9 million transfer from the County Strategic Reserve.
  - Assisted the Sheriff's Department to manage its fiscal challenges, increased retirements, and overhire of new recruits which resulted in an appropriation of up to \$3.4 million from the County Strategic Reserve.

**COUNTY EXECUTIVE OFFICE**  
**Department Summary (cont'd)**

- Worked with the Auditor-Controller and the Public Works Department to develop financial policies for the County's Road Fund.
- Continued to provide the Board of Supervisors with quarterly updates on the County's financial status and status of budget-related State and Federal legislation.
- In addition to the General Fund, provided the Board with five-year financial forecasts for the Public Health, Alcohol, Drug and Mental Health Services, and Social Services special revenue funds, and the Fire fund. Based on the trends displayed in these forecasts, assisted departments to take steps in the FY 2008-09 budget to address projected future deficits.
- As a customer service, citizen friendly initiative, prepared a summary of the July 1, 2008 to June 30, 2009 (FY 2008-09) proposed budget called "Budget Facts and Figures."
- Developed a "Potential Financial Impact" report frequently presented to the Board of Supervisors that highlights significant fiscal issues that are in addition to those included in the adopted budget or are beyond the fiscal year horizon.

**Proposed Strategic Actions**

- Present the Board of Supervisors with a proposed FY 2009-10 budget that is balanced and reduces levels of services, as needed, to meet available revenue.
- Provide the Board of Supervisors with periodic updates on the County's financial status and status of budget-related State and Federal legislation.
- Continue the 5 year forecast review to identify and address potential future year deficits.
- Continue to review service delivery options that may provide more cost effective alternatives to current methods.

**Proposed Key Projects**

- In accordance with the legislative mandates of Senate Bill 1732 and the newly enacted Senate Bill 10 regarding liability for seismic deficiencies, continue to work with the General Services Department to conclude the transfer of court buildings from County to State ownership.
- To enhance performance measurement, continue implementation of AMPP Scorecards for all departments and develop an enhanced system for project tracking, reporting and prioritization.

**Programmatic Cost Centers and Ongoing Responsibilities:**

Executive Management (County Executive Officer):

The County Executive Officer exercises overall responsibility for sound and effective management of County government. The County Executive Office (CEO) acts as a key resource to the Board of Supervisors, providing administrative, fiscal, operational, and organizational policy recommendations to the Board, and is responsible to ensure that the entire organization faithfully implements Board's policies. It is the CEO's role to detect and report horizontal issues, opportunities and trends to the Board in time to take appropriate action, and to keep the Board informed of the socio-economic and political environment of the County through the strategic scan and the strategic planning process.

The County Executive's Office ensures adherence to County processes and procedures, and that best business practices are being applied by conducting quarterly Operations Review meetings with each department, tracking status of performance measures, and monitoring all key projects on a regular basis by holding Project Review meetings every six weeks.

Additionally, the CEO maintains oversight of County disaster preparedness ensuring that the County is prepared for potential natural, civil, terrorist, public health and other emergencies and disasters by coordinating County planning, training, and emergency operations drills.

	Actual FY 06-07	Adopted FY 07-08	Estimated FY 07-08	Recommended FY 08-09
<b>Recurring Performance Measures</b>				
<b>Executive Management</b>				
To ensure an efficient and responsive government, the County will maintain the rate of General Liability claims filed at no more than 90 - 100% of the previous year's actual claims filed.	0%	50%	0%	0%
	2	1	0	0
	0	2	2	0
As an efficient and responsive government, the County will maintain the cost of workers' compensation incident claims to \$1.17 per \$100 payroll (salaries including overtime).	\$0.00	\$0.00	\$0.00	\$0.00
	0	0	0	0
	21,441	24,873	24,508	23,607
To improve workers' safety, the County will conduct its operations in order to maintain the rate of Workers' Compensation incident claims to 12 or less per 100 FTE employees Countywide.	0.00	0.00	0.00	0.00
	0	0	0	0
	0.23	0.22	0.22	0.22

**COUNTY EXECUTIVE OFFICE**  
**Department Summary (cont'd)**

	Actual FY 06-07	Adopted FY 07-08	Estimated FY 07-08	Recommended FY 08-09
<b>Recurring Performance Measures</b>				
<b>Executive Management (Cont'd)</b>				
To ensure an efficient and responsive government, the County will maintain the rate of Workers' Compensation claims filed at no more than 90 - 100% of the previous year's actual claims filed.	0%	0%	0%	0%
	0	0	0	0
	0	0	0	0
As an efficient and responsive government, the County will maintain a productive workforce through a countywide Lost Time Rate of 5.9% or less with a departmental rate of 3.0% or less.	2.8%	3.0%	2.4%	3.0%
	1,261.0	1,464.0	1,191.0	1,365.0
	44,968.0	48,800.0	48,800.0	45,497.0
As an efficient and responsive government, the County will maintain a quality workforce through completing 95 -100% of departmental Employee Performance Reviews (EPRs) by the Anniversary Due Date.	20%	100%	55%	100%
	4	20	10	18
	20	20	18	18
To promote an economically vital and sustainable community, conduct project management reviews of projects in Project Reporting System approximately every four to six weeks in accordance with the Operating Plan.	100%	100%	100%	100%
	9	9	9	12
	9	9	9	12
To maintain a well educated and trained workforce delivering high-quality service, within four months of a vacancy occurring, appoint professional executives to fill Department Director positions in accordance with the Human Capital Plan.	4	3	3	3
To ensure execution of Board policy and forestall operational problems, the County Executive Office will complete quarterly operational reviews of 19 departments within the following quarter in accordance with the Operating Plan.	51%	100%	115%	100%
	39	76	88	76
	76	76	76	76

	Actual FY 06-07	Adopted FY 07-08	Estimated FY 07-08	Recommended FY 08-09
<b>Recurring Performance Measures</b>				
<b>Executive Management (Cont'd)</b>				
To promote an accessible, open, and citizen-friendly government, prepare and deliver presentations at civic group meetings throughout the County.	90%	100%	50%	100%
	18	20	10	10
	20	20	20	10
To promote an accountable government, complete 13 Department Director employee performance reviews prior to the annual due date of each executive in accordance with the Human Capital Plan.	76%	100%	100%	100%
	10	13	13	13
	13	13	13	13

**COUNTY EXECUTIVE OFFICE**  
**Department Summary (cont'd)**

**Budget and Research:**

Budget and Research is responsible for preparing and submitting a fiscally sound performance-based operating budget and a five-year capital budget annually to the Board of Supervisors for consideration and adoption. This group is part of the ICMA Consortium on Comparative Performance Measurement, and produces a state-of-the-art program performance based budget that is recognized nationally.

It has responsibility for establishing and maintaining budget control systems and ensuring adherence to budget principles and policies, as well as monitoring the fiscal condition of the County and assisting departments in meeting their budgets. This is accomplished by conducting periodic departmental financial status meetings, and providing budget updates to the Board of Supervisors through quarterly budget workshops.

In addition, Budget and Research coordinates responses to Grand Jury reports and makes appropriate recommendations to the Board of Supervisors, reviews action items on the Board of Supervisors weekly agenda, negotiates and completes annexations with cities and special districts, and conducts a myriad of special studies and projects as appropriate to meet Board and/or departmental requirements.

	<u>Actual FY 06-07</u>	<u>Adopted FY 07-08</u>	<u>Estimated FY 07-08</u>	<u>Recommended FY 08-09</u>
<b>Recurring Performance Measures</b>				
<b>Budget &amp; Research</b>				
To address the financial stability of the County and maintain a state-of-the-art budget, receive the Government Finance Officers Association's Distinguished Budget Presentation Award in accordance with the Operating Plan.	Yes	Yes	Yes	Yes
To promote an efficient and responsive government, receive the International County Management Association's Performance Measurement Standards Award in accordance with the Operating Plan.	Yes	Yes	Yes	Yes
To address the financial stability of the County, allocate up to \$2 million per year to reduce the current \$15 million backlog of deferred capital maintenance projects in accordance with the Capital Improvement Program.	115% 2,300,000 2,000,000	100% 2,000,000 2,000,000	100% 2,000,000 2,000,000	100% 1,500,000 1,500,000

	<u>Actual FY 06-07</u>	<u>Adopted FY 07-08</u>	<u>Estimated FY 07-08</u>	<u>Recommended FY 08-09</u>
<b>Recurring Performance Measures</b>				
<b>Budget &amp; Research</b>				
To promote an efficient and responsive government, CEO submits the 5 year Capital Improvement Program to the Board of Supervisors by its original due date.	No	Yes	Yes	Yes
To promote an efficient and responsive government, CEO submits the Annual Operating Plan to the Board of Supervisors by its original due date.	No	Yes	Yes	Yes
To promote an efficient and responsive government, 24 of 24 departments submit complete budget requests by their agreed upon due date.	69% 16 23	100% 23 23	91% 21 23	100% 24 24
To address the financial stability of the County, achieve an ending variance of Estimated Actual to Year-end Actual Revenues of not more than 3% for General Fund departments in accordance with the Revenue Plan.	0.98% 3,705,220 376,909,024	10.00% 40,482,644 404,826,432	0.98% 3,705,184 376,910,016	3.00% 12,101,982 403,399,424
To address the financial stability of the County, achieve an ending variance of Estimated Actual to Year-end Actual Expenditures of not more than 3% for General Fund departments in accordance with the Operating Plan.	0.74% 2,774,600 373,303,136	10.00% 41,166,720 411,667,200	0.74% 2,774,600 373,303,200	3.00% 12,121,447 404,048,256
To promote an efficient and responsive government, and address the financial stability of the County, present quarterly reports to the Board of Supervisors on the County's financial status within the following quarter in accordance with the Operating Plan.	4	4	4	4
To address the financial stability of the County, identify and review significant revenue and expenditure variances with 24 departments through 96 projection (MoPro) meetings within 30 days of the end of each quarter in accordance with the Operating Plan.	100% 92 92	100% 92 92	94% 113 119	100% 96 96

**COUNTY EXECUTIVE OFFICE**  
**Department Summary (cont'd)**

	<u>Actual FY 06-07</u>	<u>Adopted FY 07-08</u>	<u>Estimated FY 07-08</u>	<u>Recommended FY 08-09</u>
<b>Recurring Performance Measures</b>				
<b>Budget &amp; Research</b>				
To address the financial stability of the County, build the General Fund Strategic Reserve to at least \$30,000,000, by increasing it \$1,000,000 per year in accordance with the Operating Plan.	300% 3,000,000 1,000,000	100% 1,000,000 1,000,000	100% 1,000,000 1,000,000	0% 0 0
To ensure execution of Board policy and forestall operational problems, review and make recommendations on department initiated budget revision requests within 3 working days of receipt in accordance with the Operating Plan.	99% 199 200	100% 200 200	96% 192 200	100% 200 200

Clerk of the Board:

The Clerk of the Board (COB) serves as Clerk to the Board of Supervisors (BOS), Board of Directors of the Flood Control and Water Conservation District, Water Agency Board, Redevelopment Agency Board, and Assessment Appeals Board. The COB prepares and posts agendas consistent with the open meetings provisions of the Ralph M. Brown Act, records and maintains minutes, and acts as custodian of the BOS official record from 1850 to the present.

The COB information management system allows the department to prepare and publish BOS agendas and minutes and post them on the County website, providing 24-hour access to Board matters and decisions.

The Clerk of the Board provides service and disseminates information to all citizens, officials, and staff regarding BOS hearing matters, provides updated Board of Supervisors' agendas and minutes with supporting documentation as well as current status of filled and vacant positions of approximately 70 Board-appointed boards and commissions via internet access. In addition, the COB administers the Assessment Appeals Board Program, publishes updates to the Santa Barbara County Code and receives, files and distributes to appropriate County departments all claims filed against the County.

	<u>Actual FY 06-07</u>	<u>Adopted FY 07-08</u>	<u>Estimated FY 07-08</u>	<u>Recommended FY 08-09</u>
<b>Recurring Performance Measures</b>				
<b>Clerk of the Board</b>				
To promote an accessible, open, and citizen friendly government, ensure that action summaries for the Board of Supervisors' meetings are posted on the County website within 3 working days of the meeting in accordance with the Information Technology Plan.	100% 41 41	100% 44 44	90% 40 44	100% 44 44
To promote an efficient and responsive government, complete indexing and distribution of all claims filed against County within 2 working days of receipt.	100% 180 180	100% 200 200	103% 207 200	100% 250 250
To promote an efficient and responsive government, ensure that 100% of all assessment appeals cases filed as of November 30 of the current year are properly noticed and scheduled to be heard within 2 years of filing per R&T code (excluding waivers).	100% 202 202	100% 230 230	100% 400 400	100% 400 400

**COUNTY EXECUTIVE OFFICE**  
**Department Summary (cont'd)**

Legislative Advocacy:

Legislative Advocacy is responsible for maintaining a vigilant presence in Sacramento and Washington D.C., to ascertain which state and federal proposals are beneficial and which are damaging to the County or its citizens, make recommendations to the Board of Supervisors to support and/or oppose them as appropriate, and then advocate in accordance with the directions received. In FY 2006-07, the County re-enacted contracts with Federal Advocates to enhance its Washington presence and secure assistance for the County's Federal legislative platform including key flood control, transportation, resource protection and public safety projects.

In coordination with the California State Association of Counties, the National Association of Counties, County departments, and County Legislative Advocates, staff develops recommendations for consideration by the Board of Supervisors, and provides staff assistance to the Legislative Program Committee. Staff also works with its legislative advocates to obtain authors for the bills that the Board has sponsored and to support their passage, as well as maintain and enhance funding for local projects and services.

	<u>Actual</u> FY 06-07	<u>Adopted</u> FY 07-08	<u>Estimated</u> FY 07-08	<u>Recommended</u> FY 08-09
<b>Recurring Performance Measures</b>				
<b>Legislative Program</b>				
To seek legislative solutions for addressing the County's critical issues, receive State funding for projects identified as part of the County's legislative platform. -The County does not expect to receive funding from the State for specific projects. Rather, the County advocates' to maintain the existing funding it receives for providing mandated services.	0%	100%	0%	0%
	0	200,000	0	0
	200,000	200,000	200,000	0
To seek legislative solutions for addressing the County's critical issues, receive Federal funding for projects identified as part of the County's legislative platform. The County does not expect funding for all projects submitted for federal legislative consideration.	4%	44%	13%	103%
	500,000	2,000,000	1,462,000	18,365,000
	10,300,000	4,500,000	10,915,000	17,675,000
To seek legislative solutions for addressing the County's critical issues, obtain bill sponsors for legislation identified as part of the County's legislative platform.	100%	100%	100%	50%
	2	2	2	1
	2	2	2	2

	<u>Actual</u> FY 06-07	<u>Adopted</u> FY 07-08	<u>Est. Actual</u> FY 07-08	<u>Recommended</u> FY 08-09
	<u>Pos.</u>	<u>Pos.</u>	<u>Pos.</u>	<u>Pos.</u>

**Position Detail**

**Executive Management**

County Executive Officer	1.0	1.0	1.0	1.0
Deputy County Executive Officer	2.0	2.0	2.0	1.9
Assistant County Executive Officer	1.0	1.0	1.0	1.0
Executive Secretary	1.0	2.0	3.0	3.0
Administrative Secretary	2.0	1.0	--	--
Sub-Division Total	7.0	7.0	7.0	6.9

**Budget & Research**

Assistant County Executive Officer	1.0	1.0	1.0	1.0
Business Manager III	1.0	1.0	1.0	1.0
Fiscal & Policy Analyst (Enterprise)	--	--	6.0	6.0
Fiscal & Policy Analyst (Program)	--	--	1.0	1.0
Administrative Analyst	7.0	7.0	--	--
Project Manager	--	1.0	1.0	1.0
Administrative Secretary	1.0	1.0	1.0	1.0
Sub-Division Total	10.0	11.0	11.0	11.0

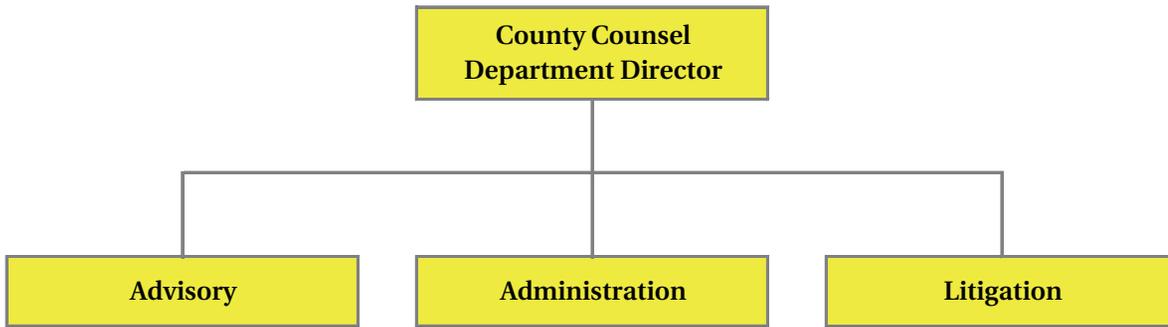
**Clerk of the Board**

Chief Deputy Clerk of the Board	1.0	1.0	1.0	1.0
Board Assistant Supervising	1.0	1.0	1.0	1.0
Board Assistant	3.0	3.0	3.0	3.0
Departmental Assistant Sr	1.0	1.0	1.0	1.0
Sub-Division Total	6.0	6.0	6.0	6.0

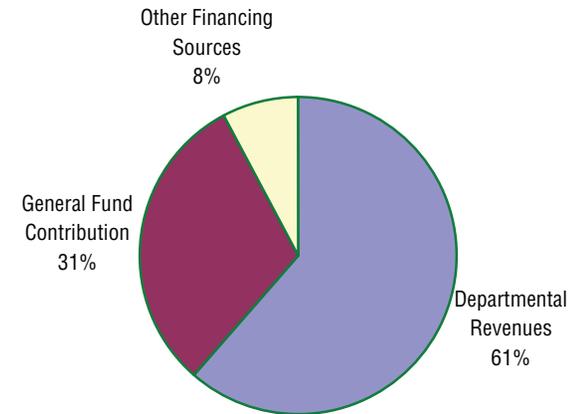
Division Total	23.0	24.0	24.0	23.9
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# COUNTY COUNSEL

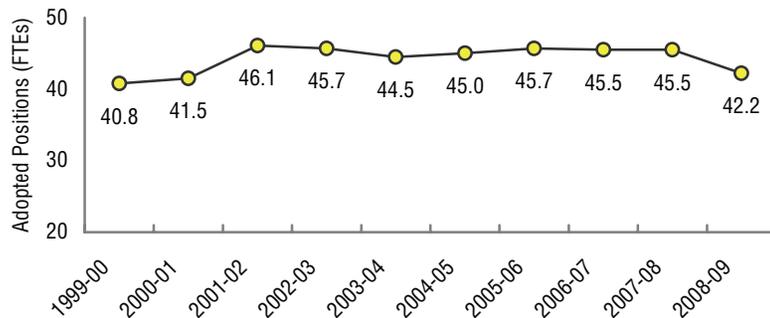
Budget & Positions (FTEs)	
Operating \$	3,356,093
Capital	-
Positions	42.2 FTEs



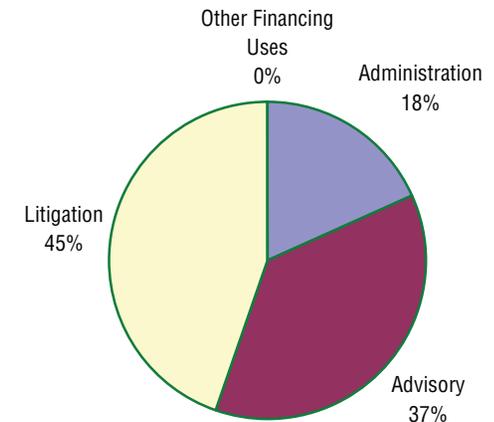
## SOURCE OF FUNDS



## STAFFING TREND



## USE OF FUNDS



**COUNTY COUNSEL**  
**Department Summary**

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Use of Funds Summary</b>				
<i>Operating Expenditures</i>				
Administration	\$ 1,046,914	\$ 1,381,714	\$ 1,111,232	\$ 1,411,302
Advisory	2,568,422	2,791,511	2,818,180	2,876,986
Litigation	2,660,649	3,078,236	3,078,038	3,446,225
Operating Sub-Total	6,275,985	7,251,461	7,007,450	7,734,513
Less: Intra-County Revenues	(4,197,939)	(3,937,356)	(4,406,309)	(4,378,420)
Expenditure Total	2,078,046	3,314,105	2,601,141	3,356,093
<i>Other Financing Uses</i>				
Operating Transfers	15,975	45,944	45,944	5,944
Department Total	\$ 2,094,021	\$ 3,360,049	\$ 2,647,085	\$ 3,362,037

**Character of Expenditures**

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<i>Operating Expenditures</i>				
Regular Salaries	\$ 4,337,892	\$ 4,578,697	\$ 4,705,866	\$ 4,744,976
Overtime	6,927	--	4,650	--
Extra Help	47,166	16,290	66,149	15,176
Benefits	1,321,636	1,615,403	1,527,847	1,978,263
Salaries & Benefits Sub-Total	5,713,621	6,210,390	6,304,512	6,738,415
Services & Supplies	562,364	1,041,071	702,938	996,098
Operating Sub-Total	6,275,985	7,251,461	7,007,450	7,734,513
Less: Intra-County Revenues	(4,197,939)	(3,937,356)	(4,406,309)	(4,378,420)
Expenditure Total	\$ 2,078,046	\$ 3,314,105	\$ 2,601,141	\$ 3,356,093

**Source of Funds Summary**

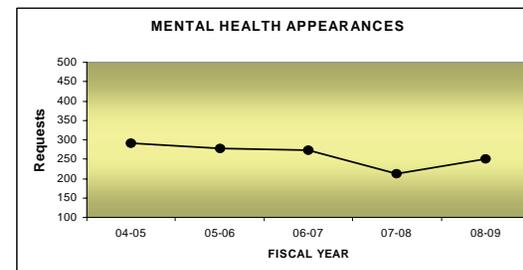
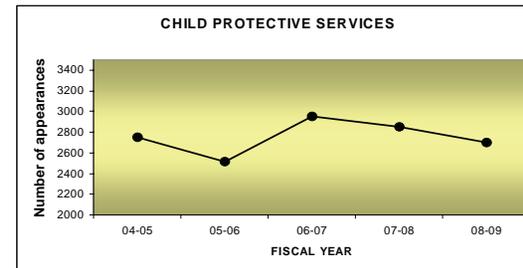
	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<i>Departmental Revenues</i>				
Other Charges for Services	\$ 4,632,311	\$ 4,585,113	\$ 4,980,997	\$ 4,752,440
Miscellaneous Revenue	197	500	500	500
Revenue Sub-Total	4,632,508	4,585,613	4,981,497	4,752,940
Less: Intra-County Revenues	(4,197,939)	(3,937,356)	(4,406,309)	(4,378,420)
Revenue Total	434,569	648,257	575,188	374,520
<i>General Fund Contribution</i>	1,583,793	2,211,792	1,863,305	2,387,517
<i>Other Financing Sources</i>				
Operating Transfers	--	--	8,592	--
Use of Prior Fund Balances	75,659	500,000	200,000	600,000
Department Total	\$ 2,094,021	\$ 3,360,049	\$ 2,647,085	\$ 3,362,037

Note: Presentation of the individual program amounts for fiscal years 2006-07 and 2007-08 have been adjusted to provide a consistent level of detail with the fiscal year 2008-09 budget, however, the totals for 2006-07 and 2007-08 have not been changed.

	Actual FY 06-07		Adopted FY 07-08		Est. Actual FY 07-08		Recommended FY 08-09	
	Pos.	FTE	Pos.	FTE	Pos.	FTE	Pos.	FTE
<b>Position Summary</b>								
<i>Permanent</i>								
Administration	2.8	4.4	3.8	3.1	3.8	3.6	2.8	3.2
Advisory	22.3	20.4	20.1	18.1	20.1	19.9	21.1	15.5
Litigation	20.4	21.0	21.6	23.4	21.6	21.7	21.6	22.7
Total Permanent	45.5	45.7	45.5	44.6	45.5	45.2	45.5	41.4
<i>Non-Permanent</i>								
Contract	--	0.3	--	0.4	--	0.3	--	0.4
Extra Help	--	--	--	0.5	--	--	--	0.5
Total Positions	45.5	45.9	45.5	45.5	45.5	45.5	45.5	42.2

**Budget Organization**

The sub-divisions of the County Counsel's Office are Advisory Services, Litigation Services, Employment and Administration. Clients include the County and its boards and commissions, courts and numerous special districts. The County Counsel's Office has a staff of 45.5 employees, including 31 attorneys (some part-time); except for an attorney located in the Santa Maria juvenile court complex, and an attorney stationed at the Sheriff's Department, all staff is housed within the Administration Building in Santa Barbara. Services and supplies costs for all three sub-divisions are budgeted in the Administration division.



## 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.

### **Significant Changes** (FY 2007-08 Adopted to FY 2007-08 Estimated Actual)

#### FY 2007-2008 Adopted to FY 2007-2008 Estimated Actual Expenditures

Estimated Actual operating expenditures decreased by \$244,000 to \$7,007,000 from the Adopted Budget of \$7,251,000. This overall 3% decrease is the result of:

- +\$94,000 - An increase in salaries and benefits due to increases in the rate of pay
- -\$300,000 - Lower than anticipated outside counsel expense
- -\$38,000 - Miscellaneous expenses

#### FY 2007-2008 Adopted to FY 2007-2008 Estimated Actual Revenues

Estimated Actual operating revenues increased by \$396,000 to \$4,981,000 from the Adopted Budget of \$4,585,000. The 9% increase is the result of:

- +\$301,453 - An increase in Risk Management revenues based on the need for services and full staffing resulting in more billable hours
- +\$98,000 - An increase in legal service to Mental Health
- -\$3,543 - Miscellaneous variations in other revenues

### **Significant Changes** (FY 2007-08 Estimated Actual to FY 2008-09 Recommended)

#### FY 2007-2008 Estimated Actual to FY 2008-2009 Recommended Expenditures

The Recommended Budget's operating expenditures will increase by \$727,000 to \$7,735,000 from the Estimated Actual Budget of \$7,007,450. The 10.3% increase is the result of:

- +\$300,000 - Variance between outside counsel actual costs in FY07-08 and yearly recommended amount for appropriation to be used for outside counsel on as needed basis
- +\$299,091 - Increase in retirement expenses
- +\$105,600 - Increase in workers compensation premium
- +\$41,218 - Increase in health benefits
- -\$18,909 - Decrease in miscellaneous expenses

#### FY 2007-2008 Estimated Actual to FY 2008-2009 Recommended Revenues

The Recommended Budget's operating revenue will decrease by \$229,000 to \$4,752,000 from the Estimated Actual Budget of \$4,981,000. This 5% decrease is the result of:

- +\$303,879 - Increase in Risk revenues based on the need for services and full staffing resulting in more billable hours
- -\$505,333 - Decrease in cost allocation
- -\$24,546 - Decrease in miscellaneous revenue accounts

## COUNTY COUNSEL

### Department Summary (cont'd)

#### **Fiscal Year 2008-2009 constraints require the Department to implement certain service level reductions:**

The service level reductions include unfunding 0.8 attorney position and two legal secretary positions. The 0.8 attorney position would otherwise be used for mandated Child Welfare Services cases and for general litigation. This results in increased workload for existing Child Welfare Service attorneys and may require use of outside counsel for some general litigation. Loss of the legal secretary positions results in County Counsel having only 4 secretaries for 28 attorneys [a ratio of 7:1]. With vacations, sick leave and other time off, coverage will be compromised and delays in filing legal documents may result.

In addition, the department deleted all training funds. In order to maintain the license to practice law, attorneys are required to attend annual continuing legal education. Without training funds available, the attorneys will have to obtain continuing legal education through out of pocket expenses; whereas, previously the department was able to pay for the training. Finally, the department has drastically reduced the computer budget and funding for furniture. Thus, there are no funds for replacements or ergonomic upgrades.

#### **Departmental Priorities and Their Alignment With County Goals**

The emphasis of the County Counsel's Office Fiscal Year 2008-09 budget is continued delivery of quality professional legal services – reliable, timely and useful advice; exemplary and effective advocacy. Basic services include attendance and advice at public meetings, communicating and collaborating with clients to solve legal problems, providing legal opinions, reviewing and drafting legal documents, facilitating dispute resolution, providing training to staff, county departments and public officials, and effectively advocating the positions of clients before courts and administrative agencies.

The office's strategy is to continue to improve services through better timing (the "early eye" in contracts, land use, and risk management), collaboration (internal and external) and communication (responsiveness and quality). The major challenge in 2008-2009 will be to continue to provide quality professional legal services with reduced staffing and funding levels.

The County Counsel's Office strategic actions align primarily with **Goal 1: Efficient and Responsive Government: An Efficient, Professionally Managed Government Able to Anticipate and to Effectively Respond to the Needs of the Community**. A substantial part of the work is required by law and business necessity.

The County Counsel's Office addresses the County's Strategic Plan by:

- Providing legal advice on policy initiatives and as a member of key project teams, including agricultural protection, endangered species, community planning, affordable housing, retirement law and a new County jail
- Resolving major land use, employment and civil rights litigation.
- Conducting ethics training programs for public officials

COUNTY COUNSEL  
Department Summary (cont'd)

**Focus area: Customer Service, as measured by:**

Current Year (FY 07-08) Accomplishments:

- Provided state mandated training for Public Official Ethics Training for newly appointed public officials and modified annual Public Service Training to comply with state law
- Implemented Office reorganization to form County Counsel's Employment Group
- Participated in County's Human Resources Restructuring Project
- Provided legal support for the successful negotiation of the following major software contracts that will enhance efficiency, operations and customer service:
  - Contract with Tiburon Inc. for an upgraded Reporting Management System for the Sheriff's Dept. (\$549,566)
  - Contract with Highline Corp. for a Human Resources Information system (\$769,297)
  - Contract with Accela Inc. for an upgraded Land Use and Permit Tracking Information System for the Planning & Development Department. (\$619,540)
  - Contract with Knowledge Computing Corp. for Crime Analysis and Information Sharing System for the Sheriff's Dept. funded by a Homeland Security grant (\$428,195)
- Continue to provide a dedicated attorney on site at the Sheriff's Department

Proposed Strategic Actions:

- Continue to improve County contracts by providing early involvement of County Counsel in negotiation and drafting of complex County contracts
- Ensure that all County officials required to receive ethics training are given an opportunity to do so; broaden training to departments, boards and commissions in financial interest, open government, and fair process laws, and public service ethics
- Make materials useful to departments and the public available on website, including form contracts, public service and legal training material, and information for community based organizations
- Improve constituent service to Supervisors and increase availability of public information to citizens, particularly in the North County

Proposed Key Projects:

- Continue County Counsel Contracts Core Service Project – process improvement in the administration and preparation of contracts
- Continue County Counsel Customer Service Core Service Project – process improvement in communications with internal customers and the community at large
- Continue County Executive-County Counsel Public Service Training/ Local Agency Ethics Training

- Develop county-wide email retention policy, best practices and staff training
- Protect County intellectual property
- Implementation of an Enterprise Content Management (ECM) technology to capture, store, manage, preserve and deliver content and documents related to County Counsel's organizational processes. This will allow for compliance, collaboration and continuity between County Counsel and its clients

**Focus area: Governance and Multi-jurisdictional Relationships, as measured by:**

Current Year (FY 07-08) Accomplishments:

- Successfully resolved numerous jail medical issues without litigation by working cooperatively with Public Defender, Jail staff and Prison Health Services, the County's jail medical service provider
- Participated on and provided legal support to the Sheriff's "Blue Ribbon" jail overcrowding committee
- Advised New Jail Project Team regarding California Environmental Quality Act (CEQA), eminent domain and facility planning
- Supported County's AB900 grant proposal for construction of a New County Jail
- Resolved litigation with City of Santa Barbara over election costs
- Supported County's adoption of Isla Vista Master Plan, including major zoning changes, a new community plan, coastal plan amendments and redevelopment plan amendments
- Continued legal support of community plan projects for Goleta, Summerland, Santa Ynez, Los Alamos and Mission Canyon
- Provided legal support for drafting Santa Barbara County Association of Governments' (SBCAG) Measure A
- Supported County's multi-agency efforts to improve environmental and safety compliance of onshore oil facilities
- Supported negotiation of El Colegio Road Widening Agreement and facilitated resolution of an appeal of the Planning Commission's approval of that joint effort between UCSB and County of Santa Barbara
- Supported the Housing and Community Development Department's evaluation and resolution of 26 alleged violations of affordable housing covenants
- Obtained introduction of an amendment to California Health & Safety Code § 9025 that would improve the governing efficiency of public cemetery districts
- Provided legal support and coordination for the inclusion of Measure S on the February ballot (Maddy Fund stream) in order to comply with County's obligation to the State Legislature to put such a measure on the ballot

## COUNTY COUNSEL

### Department Summary (cont'd)

- Provided advice to the Debt Advisory Committee
- Provided advice and staff support for the Santa Barbara County Finance Corporation
- Provided advice and document review related to the 2008 Certificates of Participation to fund the solid waste liner project and several Redevelopment Agency projects

#### Proposed Strategic Actions:

- Continue to participate in coordinated approach to legal issues related to State budget legislation, including health and social service cuts, housing, mandate relief and reimbursement
- Advise county officials regarding potential Santa Ynez Band of Chumash Indians gaming expansion and future development of Tribal lands
- Continue to participate in court facilities transfer negotiations
- Continue to participate in County Counsels' Association Cost Shift, Tribal Lands, Court Facilities, and Litigation Overview committees
- Provide coordination between and among County Departments on complex, multi-jurisdictional projects

#### Proposed Key Projects:

- Provide legal support for court facilities transfer
- Provide litigation support for covenant enforcement to Housing & Community Development Department
- Review University of California at Santa Barbara's (UCSB) Vision 2025 Long Range Development Plan, to ensure that UCSB avoids or mitigates if feasible any significant environmental effects of their project
- Support County's land acquisition, potential follow-on agreements with the State and construction contracting for construction of a New County Jail
- Negotiate regional agreements for the disposal of municipal solid waste, green waste and recyclables
- Represent County's Assessor in pending litigation involving tax assessments of over 300 mobile homes at Rancho Goleta

#### **Focus Area: Land Use Law, as measured by:**

##### Current Year (FY 07-08) Accomplishments:

- Off Road Vehicle ordinance adopted
- Successfully resolved Carpinteria Valley Farms litigation – no cost to County
- Successfully defended against California Environmental Quality Act (CEQA) challenge to County's Westmont approval

- Completed substantial update of County's Uniform Rules for Agricultural Preserves and Farmland Security Zones, to ensure ease of use and consistency with state law
- Successfully litigated dismissals in Gray (Subdivision Map Act), Saks (Americans with Disabilities Act) and Mautino (encroachment permit writ)
- Economically settled litigation involving "spot zoning" issue in Maxwell v. County
- Substantial, timely support to Planning & Development Department's processing of Miramar Hotel and Santa Barbara Ranch applications
- Initiated federal litigation for Air Pollution Control District that challenged Environmental Protection Act's (EPA) failure to regulate air pollution from marine vessels
- Supported County's submittal of its Goleta Beach Park Coastal Access and Recreation Enhancement application to the California Coastal Commission

#### Proposed Strategic Actions:

- Continue to identify and reduce liability risk through early case review and checklists for problem spotting
- Assist Planning & Development Department's reform of land use permitting and design review
- Participate in effort to influence housing legislation, to promote development of housing and alternative transportation while retaining local control of land use regulation
- Assist meeting housing needs through development of critical affordable and other housing programs and projects
- Assist in resolving federal lease extension and other energy policy issues, processing applications for offshore oil projects and related onshore facilities, and compliance with permit conditions and abandonment plans
- Continue to resolve pending civil rights cases in trial courts and on appeal to reduce litigation cost and liability and reliance on outside counsel
- Reduce land use processing costs and time by ensuring adequate CEQA review at the front end of projects

#### Proposed Key projects:

- Naples and Gaviota Coast development and conservation proposals
- Isla Vista Redevelopment Plan and Master Plan implementation
- Housing Element, Santa Ynez Community Plan, and Goleta Community Plan
- Support County's litigation defense and application processing for the Santa Barbara Ranch project along the Gaviota Coast
- Prevail in Petitioner's appeal of trial court's denial of Westmont writ

## COUNTY COUNSEL

### Department Summary (cont'd)

- Prevail in Nazari litigation, to defend ability of County's Affordable Housing Program to restrict follow-on sales of subsidized housing
- Support Planning and Development Department's processing of Miramar Hotel application
- Support Energy Division's processing of Tranquillon Ridge project and Lompoc Wind Energy projects
- Reduce litigation risk by providing additional CEQA training to supported County departments

#### **Focus area: Health and Human Services Law, as measured by:**

##### Current Year (07-08) Accomplishments:

- Assured compliance by First 5 Commission with state legislation requiring conflict of interest and contracting policies by providing training
- Provided conflict of interest training to Childcare Planning Council
- Completed work related to Legal Issues team of County's Pandemic Planning Task Force
- Provided legal support as part of specialized multi-County task force to make recommendations and propose considerations on the Governor's proposed health care reform package from a County perspective
- Provided training to child welfare workers on procedures relating to the Indian Child Welfare Act, an evolving area of dependency law responsible for numerous appeals to the appellate court
- Successfully handled numerous appeals before the appellate court relating to the Indian Child Welfare Act
- Assisted with Local Agency Formation Commission (LAFCO) annexation of the City of Solvang into the Santa Barbara County Fire Protection District
- Facilitated the restructuring of the Sexual Abuse Response Team (SART), transferring the program from the Public Health Department to the District Attorney and providing advice on related legal issues

##### Proposed Strategic Actions:

- Continue to track anticipated changes in state and federal legislation related to health, mental health and social services funding and requirements, resist unfunded mandates through cooperative effort, and assist departments in implementing necessary changes
- Assure that county legislative bodies receive continuing ethics training, with emphasis on contracting procedures and conflict of interest
- Continue training of new department contract coordinators

##### Proposed Key Projects

- Continue to advise County Departments on how to address legal ramifications of the potential bird flu pandemic
- Develop MOU with the City of Santa Barbara for addressing abandoned vessels
- Continue to resolve tax issues associated with the County's retiree health program, including working with outside tax counsel and draft Plan Document for SBCERS
- Continue ongoing training program for child welfare workers and new trainees in dependency law, including ongoing small-group training
- Test claim currently pending with the Commission on State Mandates to recover nearly \$1 million in costs incurred by the County in connection with the County split initiative
- Assist with the negotiations for the consolidation of Orcutt Fire District into the Santa Barbara County Fire Protection District
- Assist with the development of High Risk Offender ordinance for onshore petroleum operators
- Assist with the development of a Multiple Response ordinance for onshore petroleum operators
- Assist Fire Department with the amendment of Chapter 15 of the County Code, including amendment of Fees to allow for an hourly charge when extraordinary time is required for permit inspections
- Continue assisting the Workforce Investment Board with executive and operational issues
- Continue to assist Alcohol Drug Mental Health Services (ADMHS) in connection with improving their contracts and enforcing the terms of their contracts to control costs and maximize services

#### **Focus Area: Workers' Compensation, as measured by:**

##### Current Year (FY 07-08) Accomplishments:

- Provided highly specialized and effective legal representation to the County in more than 200 litigated cases with aggregate reserves of more than \$10 million, handling 35 new cases and successfully concluding 80 pending cases (including negotiating and obtaining Board of Supervisors approval for 18 major settlements, which together saved the County nearly \$2.3 million in potential liability)
- Reorganized to add an Employment Law Division, thereby maximizing coordination between the County's defense in workers' compensation cases and in interconnected or overlapping legal actions such as disciplinary or discrimination appeals; disability retirement claims; complaints of workplace discrimination, harassment, or retaliation; tort lawsuits), reducing costs and potential liability in those actions, and enhancing responsiveness to the goals and needs of client departments by providing comprehensive "one-stop" service for multi-faceted employment problems

## COUNTY COUNSEL

### Department Summary (cont'd)

- Reorganized the assignment of workers' compensation cases so that each department is partnered with one attorney for all its workers' compensation legal needs
- Reduced the County's workers' compensation costs and potential liability by providing leadership and essential support to the Committee for Advising on Reasonable accommodation in Employment (CARE) Project Team (see below), which managed 40 to 45 disability accommodation cases at a time (20-25 new cases annually)
- Further reduced the County's workers' compensation costs and potential liability by providing leadership and essential support to the four other interdepartmental project teams described in the following proposed projects section
- Promoted compliance with workers' compensation procedures, prevention of avoidable claims, and reduction of potential liability by providing education and training through the Employees' University to Risk Management and other County departments

#### Proposed Strategic Actions:

- Continue providing specialized and effective legal representation to the County in all new litigated workers' compensation cases
- Continue negotiating favorable settlements in cases where the chances of a more favorable outcome at trial are remote, and aggressively litigating all others through trial and, if necessary, appeal
- Continue providing leadership and essential support to the interdepartmental project teams described below
- Continue providing education and training to County departments on workers' compensation procedures
- Resolve workers' compensation tail claims with Administrative Office of the Courts

#### Proposed Key Projects:

- CARE Project Team: Continue to participate on and staff a multi-departmental team responsible for managing the County's legally-mandated interactive process for reasonably accommodating employees with disabilities
- Top 25+ Project: Continue joint project between County Counsel and Risk Management, through which the workers' compensation attorneys and their supervising Chief Deputy meet monthly with the Risk Management Workers' Compensation Program Administrator and Risk Analysts to review high-exposure cases
- Claim Review Project: Continue staffing a project between County Counsel, Risk Management, and departments, involving monthly meetings with each client department (or bimonthly or quarterly,) to review every workers' compensation claim, extended absence, and accommodation issue in the department

- Leave of Absence Project: Continue to team with Risk Management and the Human Resources Department to review all County employee leaves of absence, confirm that appropriate back to work efforts are being made, and identify cases where the County is legally obligated to begin the interactive process for reasonable accommodation, and where the department may lawfully separate long-absent employees who remain unable or unwilling to return to work
- Risk Management Evaluation Team (RMET): Continue to attend scheduled meetings of the RMET through which County Counsel helps enhance the County's financial security by providing counsel and direction to the team responsible for setting accurate claim reserves and improving reserve processes

#### **Focus area: Equal Employment Opportunity issues, as measured by:**

##### Current Year (FY 07-08) Accomplishments:

- Provided highly specialized and effective legal advice and representation to the County in response to 28 new Equal Employment Opportunity (EEO) complaints (4 tort claims, 6 complaints filed with the California Department of Fair Employment and Housing (DFEH) or the U.S. Equal Employment Opportunity Commission (EEOC), and 18 complaints filed with the County EEO Manager)
- Collaborated closely with the County EEO Manager in conducting investigations of the 18 new complaints filed with that office
- No lawsuits or enforcement agency actions have resulted from any complaint alleging EEO violations in 2007
- Reduced the number of disability-related EEO complaints and the County's potential liability
- Promoted compliance with EEO laws and policies, prevention of avoidable claims, and reduction of potential liability by providing education and training to individual client departments, and through the Employees' University

##### Proposed Strategic Actions:

- Continue providing specialized and effective legal advice and representation to the County in response to all new EEO complaints
- Continue collaborating closely with the County Equal Employment Opportunity Manager in investigating all new complaints filed with that office, and to timely prepare high-quality investigative reports for the Civil Service Commission
- Continue preparing confidential attorney-client reports advising directors of County departments affected by EEO complaints
- Continue representing and responding on behalf of the County in all investigations conducted by EEO enforcement agencies

## COUNTY COUNSEL

### Department Summary (cont'd)

- Continue providing leadership and essential support to the interdepartmental project teams listed below
- Continue providing education and training to client departments on compliance with EEO laws and policies

#### Proposed Key Projects:

- CARE Project Team, Claim Review Project; Leave of Absence Project (see Workers' Compensation focus area)

#### **Focus area: Employee Discipline and Personnel Management, as measured by:**

##### Current Year (FY 07-08) Accomplishments:

- Provided client departments with highly specialized and effective legal advice on employee discipline, including complex cases where an issue of poor job performance or misconduct was complicated by the employee's claims of disability or EEO violations
- Represented client departments before the Civil Service Commission in all disciplinary and discrimination appeals, and successfully petitioned the Superior Court for a writ compelling the Civil Service Commission to set aside a decision unfavorable to the County
- Reduced the number of disciplinary and discrimination appeals to the Civil Service Commission and related lawsuits
- Collaborated closely with the Human Resources Department in developing "Protocols For Coordinating Disciplinary Matters"
- Promoted compliance with employment laws and policies, prevention of avoidable claims, and reduction of potential liability by providing education and training to individual client departments, and to employees through the Employees' University

##### Proposed Strategic Actions:

- Continue representing client departments before the Civil Service Commission in all disciplinary and discrimination appeals
- Continue aggressively protecting the interests of client departments by seeking to overturn decisions by the Civil Service Commission that are unfavorable and legally unsound
- Continue providing client departments with high quality legal advice on employee discipline and performance management
- Continue collaborating closely with Human Resources in developing effective and legally defensible personnel policies
- Continue providing leadership and essential support to the interdepartmental project teams listed below as proposed key projects

- Continue providing education and training to client departments on best practices for employee discipline and performance management, compliance with employment laws and policies, prevention of avoidable claims, and reduction of potential liability

#### Proposed Key Projects:

- CARE Project Team; Claim Review Project; Leave of Absence Project (see Workers' Compensation focus area)

#### **Focus Area: Risk Management – Litigation, as measured by:**

##### Current Year (FY 07-08) Accomplishments:

- Successfully resolved the following cases through dismissal, trial, appeal and/or settlement below reserved amounts: Levitan [CivRts], Bishop [CivRts], Gilmore [DngCnd], Ewing [AppDngCnd], King [AppDn Cnd], Dunn [LU], Aiken [31725], Lucero [CivRts], Tieso [Emp], Aquaro [Emp], McNamee [Emp], Gatz-Seals [31725], Allstate [MV], VanArsdale [Emp], Beeman [Emp], Bauman [Emp], Gherini [AppCivRts], Gooch [(2) CivRts], Huerta [CivRts], Cruz [AppCivRts], Lee [CivRts], Matkins [DngCnd], McMahan [DngCnd]
- Recovered \$80,000 in costs in the Donovan case [inverse condemnation] County prevailed at trial and was awarded its costs by the Court.
- Participated on California State Association of Counties-Excess Insurance Authority's (CSAC-EIA) Legislative Committee to improve tort and workers' compensation laws affecting public agencies and served as Legal Counsel to CSAC-EIA Claims Review Committee advising County's excess insurer on claim matters
- Developed internal calendaring system to ensure timely compliance with all limitations periods
- Obtained reversal by California Court of Appeals of \$5.2M award of damages and \$841K of attorney's fees in Adam Brothers litigation
- Continued training on Litigation Support software applications which provide analytical review of cases using (CaseMap, TextMap, TimeMap), e-discovery software using (Concordance) to allow for data management, review, search, redactions and retrieval of data and trial presentation software (SanctionsII) which integrates with the analytical and e-discovery applications providing effective Trial presentation of evidence including synchronized video/transcript capabilities
- Implementation and training in Concordance and Microsoft Sharepoint as the office's records and document management applications providing staff with the tools necessary for collaboration, workflow and data management
- Implemented eDiscovery software tool for review and creation of privilege logs in ongoing litigation matters

## COUNTY COUNSEL

### Department Summary (cont'd)

- Trained staff on both scanning/Optical Character Recognition (OCR) document preparation for Litigation Records Management System and newly mandated Federal Electronic Case Filing process
- Creation of an electronically shared Flash Report with Risk Management providing increased access and updated information on currently litigated cases
- Implementation with Risk Management of bi-monthly Litigation Claim Review of all case reserves

#### Proposed Strategic Actions:

- Continue “writ avoidance” approach on Jail medical and other condition of confinement issues
- Provide County Departments with guidelines on record retention and maintenance of “electronic data” in response to “Notice of Preservation of Evidence” requests
- Provide staff training on litigation software and technology, mobile computer resources for remote litigation access and use of presentation technology
- Partner with Risk Management in “early eye” claims handling services, including early resolution of claims and lawsuits
- Assist Information Technology Services on litigation aspects of electronic records retention and destruction to prevent inadvertent spoliation
- Reorganize resources to advise frequently sued departments concerning litigation demands on resources and typical procedural milestones
- Continue developing a team workflow process beginning with the investigation of the initial claim filed against the County all the way through litigation and appeal

#### Proposed Key Projects:

- Comply with new Federal rules regarding maintaining and preserving electronic data
- Use electronic record retention/litigation software to organize and retain data
- Provide liability reduction and litigation survival training for County departments and employees
- Continue participation in Risk Management Evaluation Team (RMET) and Quarterly Accrual Meetings.
- Successfully defend pending cases: Patterson [CivRts], Middleton [CivRts], Bravo [CivRts], Harmon [CivRts], Simmons [CivRts], Lujano [CivRts], Payne [DngCnd], Chaudry [Emp], Cotton [AppCivRts], Dotter [CivRts], Bauman2 [Emp], Bauman1 [AppEmp], Egar [Emp], Harper [CivRts], Houston [CivRts], Hoffman [CivRts], Hernandez [CivRts], Barnes-Mohammed [CivRts]



**COUNTY COUNSEL**  
**Department Summary (cont'd)**

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Recurring Performance Measures</b>				
To ensure an efficient and responsive government, the County will maintain the rate of General Liability claims filed at no more than 90 - 100% of the previous year's actual claims filed.	100% 1 1	0% -- --	0% -- --	0% -- --
As an efficient and responsive government, the County will maintain the cost of workers' compensation incident claims to \$1.17 per \$100 payroll (salaries including overtime).	\$3.43 \$149,505 \$43,617	\$3.16 \$149,505 \$47,370	\$2.07 \$96,918 \$46,647	\$1.97 \$96,918 \$49,099
To improve workers' safety, the County will conduct its operations in order to maintain the rate of Workers' Compensation incident claims to 12 or less per 100 FTE employees Countywide.	2 1.00 0.45	0 -- 0	0 -- 0	0 -- 0
As an efficient and responsive government, the County will maintain the rate of Workers' Compensation claims filed between 90 - 100% of the previous year's actual claims filed.	20% 1 5	0% -- 1	0% -- --	0% -- --
As an efficient and responsive government, the County will maintain a productive workforce through a countywide Lost Time Rate of 5.9% or less.	6.55% 6,152.00 93,856.00	3.50% 3,284.96 93,856.00	3.30% 2,979.10 90,275.71	4.00% 3,611.03 90,275.71
As an efficient and responsive government, the County will maintain a quality workforce through completing 90 -100% of departmental Employee Performance Reviews (EPRs) by the Anniversary Due Date.	14% 6 42	62% 30 48	57% 24 42	100% 42 42

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Recurring Performance Measures</b>				
Use facilitation to reduce disputed issues for action by the Board of Supervisors in 58% of an estimated 12 third-party appeals per year of Planning Commission and Zoning Administrator decisions, in order to adhere to Land Use Policies.	50% 1 2	58% 7 12	58% 7 12	58% 7 12
Respond by negotiated target date to 86% of an estimated 800 written legal requests per year that require legal drafting or legal analysis, in order to achieve an Efficient and Responsive Government.	87% 730 839	86% 720 832	86% 720 832	86% 720 832
Provide 8 legal workshops per year to Boards, Commissions, and Client Departments in order to achieve a Well Educated and Trained Workforce Delivering High-Quality Service.	8	7	7	8
Respond to an estimated 1,900 e-mail requests per year that require legal drafting or legal analysis, in order to achieve an Efficient and Responsive Government.	1,821	1,930	1,930	1,900
Provide advice on an estimated 850 agenda items per year, among Board of Supervisors meetings and other County board and commission meetings, in order to achieve an Efficient and Responsive Government.	821	792	792	850
In workers' compensation cases requiring action by the Board of Supervisors, resolve those cases on average at 90% or less than the amount reported at risk, in order to achieve an Efficient and Responsive Government.	N/A -- --	91% 33 36	100% 36 36	91% 33 36

**COUNTY COUNSEL**  
**Department Summary (cont'd)**

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Recurring Performance Measures</b>				
Resolve 66% of litigation cases without any payment to plaintiff: through voluntary dismissal, motion practice, or trial, in order to achieve an Efficient and Responsive Government.	N/A	66%	66%	66%
	--	24	24	24
	--	36	36	36
Represent the County in an estimated 250 mental health appearances per year in order to achieve an Efficient and Responsive Government.	220	250	212	250
Represent the County in an estimated 2,700 Child Protective Services appearances per year in order to achieve an Efficient and Responsive Government.	3,094	2,700	2,853	2,700

	Actual FY 06-07 Pos.	Adopted FY 07-08 Pos.	Est. Actual FY 07-08 Pos.	Recommended FY 08-09 Pos.
<b>Position Detail</b>				
<b>Administration</b>				
Chief Assistant County Counsel	--	1.0	1.0	--
Business Manager	1.0	1.0	1.0	1.0
Computer Systems Spec I	0.8	0.8	0.8	0.8
Legal Secretary	1.0	1.0	1.0	1.0
Sub-Division Total	2.8	3.8	3.8	2.8
<b>Advisory</b>				
County Counsel	1.0	1.0	1.0	1.0
Chief Assistant County Counsel	1.0	--	--	1.0
Chief Deputy County Counsel	1.0	2.0	2.0	2.0
Deputy County Counsel	14.3	13.1	13.1	14.1
Legal Secretary	5.0	4.0	4.0	3.0
Sub-Division Total	22.3	20.1	20.1	21.1
<b>Litigation</b>				
Chief Assistant County Counsel	1.0	--	--	--
Chief Deputy County Counsel	--	1.0	1.0	2.0
Deputy County Counsel	11.8	12.0	12.0	10.0
Litigation Technology Spec	1.0	1.0	1.0	1.0
Paralegal	4.6	4.6	4.6	4.6
Legal Secretary	2.0	3.0	3.0	4.0
Sub-Division Total	20.4	21.6	21.6	21.6
Division Total	45.5	45.5	45.5	45.5

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# LAW & JUSTICE

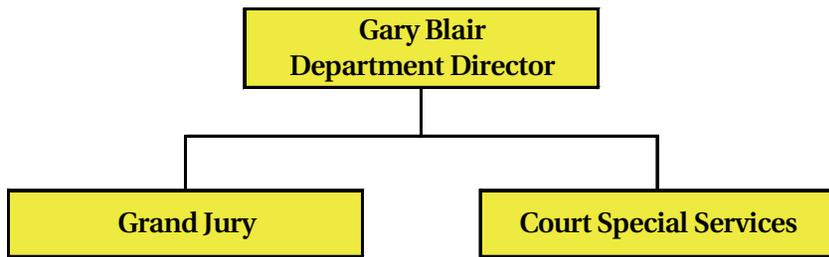
Use of Funds	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Operating Expenditures</b>				
Court Special Services	\$ 14,380,646	\$ 14,603,316	\$ 14,788,817	\$ 14,749,534
District Attorney	15,437,671	16,306,973	16,652,201	16,863,366
Public Defender	8,683,195	9,538,466	9,481,804	10,290,180
<b>Total</b>	<b>38,501,512</b>	<b>40,448,755</b>	<b>40,922,822</b>	<b>41,903,080</b>
<b>Capital Equipment &amp; Improvements</b>				
Court Special Services	22,646	--	25,000	--
District Attorney	--	25,000	50,000	--
Public Defender	--	--	--	--
<b>Total</b>	<b>22,646</b>	<b>25,000</b>	<b>75,000</b>	<b>--</b>
<b>Designated for Future Uses</b>				
Court Special Services	85,927	92,549	92,163	85,000
District Attorney	--	--	48,000	--
Public Defender	35,000	--	--	--
<b>Total</b>	<b>120,927</b>	<b>92,549</b>	<b>140,163</b>	<b>85,000</b>
<b>Operating Transfers Out</b>				
Court Special Services	--	--	--	--
District Attorney	29,642	29,489	29,490	29,489
Public Defender	6,909	6,874	6,874	6,874
<b>Total</b>	<b>36,551</b>	<b>36,363</b>	<b>36,364</b>	<b>36,363</b>
<b>Total Use of Funds</b>	<b>\$ 38,681,636</b>	<b>\$ 40,602,667</b>	<b>\$ 41,174,349</b>	<b>\$ 42,024,443</b>

Source of Funds	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Departmental Revenues</b>				
Court Special Services	\$ 6,301,527	\$ 7,012,218	\$ 7,221,716	\$ 7,158,434
District Attorney	6,349,968	6,218,041	6,062,748	5,996,402
Public Defender	3,072,565	3,149,378	2,925,855	2,944,522
<b>Total</b>	<b>15,724,060</b>	<b>16,379,637</b>	<b>16,210,319</b>	<b>16,099,358</b>
<b>General Fund Contribution</b>				
Court Special Services	7,887,991	7,606,100	7,606,100	7,606,100
District Attorney	9,072,188	10,040,900	10,545,240	10,751,853
Public Defender	5,652,539	6,329,978	6,484,668	6,571,899
<b>Total</b>	<b>22,612,718</b>	<b>23,976,978</b>	<b>24,636,008</b>	<b>24,929,852</b>
<b>Use of Designations/Prior Fund Balances</b>				
Court Special Services	173,356	77,547	77,549	70,000
District Attorney	45,157	102,521	150,521	70,600
Public Defender	--	65,984	65,984	353,633
<b>Total</b>	<b>218,513</b>	<b>246,052</b>	<b>294,054</b>	<b>494,233</b>
<b>Operating Transfers In</b>				
Court Special Services	126,345	--	615	--
District Attorney	--	--	21,182	74,000
Public Defender	--	--	12,171	427,000
<b>Total</b>	<b>126,345</b>	<b>--</b>	<b>33,968</b>	<b>501,000</b>
<b>Total Source of Funds</b>	<b>\$ 38,681,636</b>	<b>\$ 40,602,667</b>	<b>\$ 41,174,349</b>	<b>\$ 42,024,443</b>

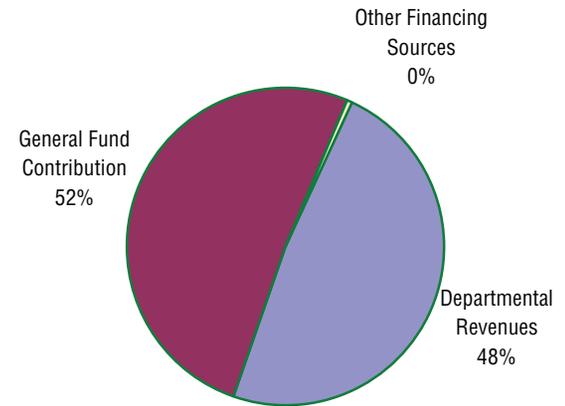
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# COURT SPECIAL SERVICES

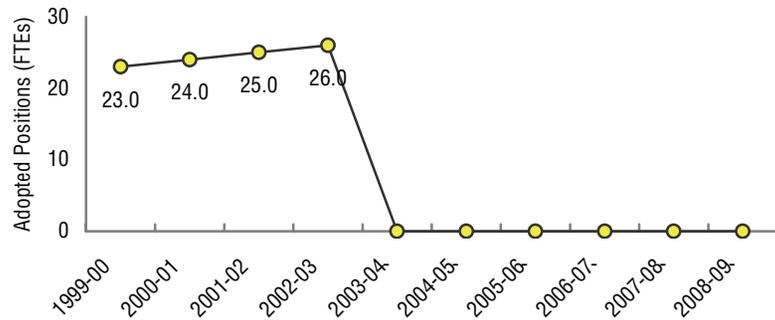
Budget & Positions (FTEs)	
Operating	\$ 14,749,534
Capital	-
Positions	- FTEs



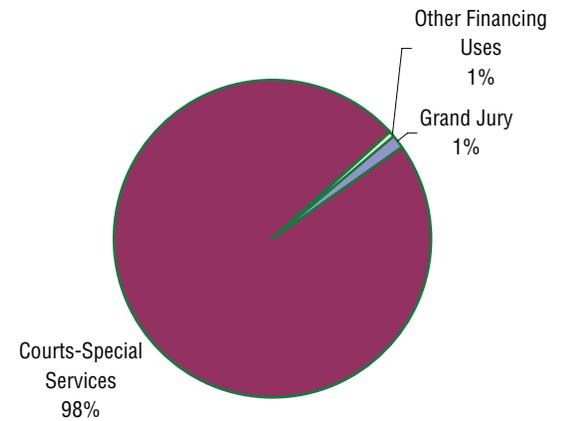
## SOURCE OF FUNDS



## STAFFING TREND



## USE OF FUNDS



## COURT SPECIAL SERVICES

### Department Summary

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Use of Funds Summary</b>				
<i>Operating Expenditures</i>				
Grand Jury	\$ 245,496	\$ 225,625	\$ 253,079	\$ 201,608
Courts-Special Services	14,135,150	14,377,691	14,591,738	14,603,926
Operating Sub-Total	14,380,646	14,603,316	14,844,817	14,805,534
Less: Intra-County Revenues	--	--	(56,000)	(56,000)
Operating Total	14,380,646	14,603,316	14,788,817	14,749,534
<i>Non-Operating Expenditures</i>				
Capital Assets	22,646	--	25,000	--
Expenditure Total	14,403,292	14,603,316	14,813,817	14,749,534
<i>Other Financing Uses</i>				
Designated for Future Uses	85,927	92,549	92,163	85,000
Department Total	<u>\$ 14,489,219</u>	<u>\$ 14,695,865</u>	<u>\$ 14,905,980</u>	<u>\$ 14,834,534</u>
<b>Character of Expenditures</b>				
<i>Operating Expenditures</i>				
Services & Supplies	\$ 3,930,831	\$ 4,039,968	\$ 4,243,643	\$ 4,204,370
Contributions	10,449,815	10,563,348	10,601,174	10,601,164
Operating Sub-Total	14,380,646	14,603,316	14,844,817	14,805,534
Less: Intra-County Revenues	--	--	(56,000)	(56,000)
Operating Total	14,380,646	14,603,316	14,788,817	14,749,534
<i>Non-Operating Expenditures</i>				
Capital Assets	22,646	--	25,000	--
Expenditure Total	<u>\$ 14,403,292</u>	<u>\$ 14,603,316</u>	<u>\$ 14,813,817</u>	<u>\$ 14,749,534</u>
<b>Source of Funds Summary</b>				
<i>Departmental Revenues</i>				
Interest	\$ 14,385	\$ 37,308	\$ 53,795	\$ 50,000
Fines, Forfeitures and Penalties	2,129,949	2,412,398	2,541,931	2,521,966
Federal & State Revenues	40,934	--	27,454	--
Other Charges for Services	3,177,059	3,508,024	3,588,579	3,601,368
Miscellaneous Revenue	939,200	1,054,488	1,065,957	1,041,100
Revenue Sub-Total	6,301,527	7,012,218	7,277,716	7,214,434
Less: Intra-County Revenues	--	--	(56,000)	(56,000)
Revenue Total	6,301,527	7,012,218	7,221,716	7,158,434
<i>General Fund Contribution</i>	7,887,991	7,606,100	7,606,100	7,606,100
<i>Other Financing Sources</i>				
Operating Transfers	126,345	--	615	--
Use of Prior Fund Balances	173,356	77,547	77,549	70,000
Department Total	<u>\$ 14,489,219</u>	<u>\$ 14,695,865</u>	<u>\$ 14,905,980</u>	<u>\$ 14,834,534</u>

## 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.

### Budget Organization

With the passage of the Lockyer-Isenberg Trial Court Funding Act of 1997 (AB233), the primary responsibility for funding court operations shifted to the State. As part of AB233, the County is required to make a financial contribution to the State for court funding, which is fixed by statute and determined using the County's Fiscal Year 1994-95 base year expenditures for court operations, and for fine and forfeiture revenue remitted to the State. In addition, the County now retains certain revenues previously remitted to the State. Along with the shift of financial responsibility, most of the Court's operating budget also shifted to the State. As a result, the budget presented here includes only the annual contribution to the State and Court-Special Services programs, which continue to be the responsibility of the County and are funded by the County.

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

In Fiscal Year 2002-03, County funded Court programs and various grants were removed from the Court-Special Services operating budget to the Court operating budget. The transfer resulted from Senate Bill 2140 defining "trial court employee" as any employee subject to the Court's right to control the manner and means of his/her work and is paid from the Court's budget regardless of the funding source. The County funded Court programs transferred include 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 Fiscal Year 2002-03 to zero for subsequent fiscal years.

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

## COURT SPECIAL SERVICES

### Department Summary (cont'd)

Similarly, in previous Fiscal Years, grant revenues and expenditures were budgeted and recorded within the Court-Special Services operating budget. In Fiscal Year 2003-04 and subsequent fiscal years, grant revenues and expenditures are being recorded within the Superior Court Operations – Non Trial Court Trust Fund (TCTF).

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

#### **Significant Changes** (FY 2007-08 Adopted to FY 2007-08 Estimated Actual)

Fiscal Year 2007-08 Estimated Actual revenues increased \$265,498 to \$7,277,716 from Fiscal Year 2007-08 Adopted Budget of \$7,012,218. This 4% increase is the result of several factors:

- +\$130,000 - an increase in fines, forfeitures and penalties due to increased collections of delinquent fines;
- +\$81,000 - an increase in charges for services due to increased administrative and collections fees, proof of correction fees and traffic school fees;
- +\$27,000 - increase in State reimbursed SB90 Grand Jury claims;
- +\$16,000 - an increase in interest income due to higher interest rates;
- +\$11,000 - an increase in miscellaneous revenue due to increased State reimbursement of the Enhanced Collections Program.

Fiscal Year 2007-08 Estimated Actual General Fund Contribution is the same as Fiscal Year 2007-08 Adopted Budget of \$7,606,100.

Fiscal Year 2007-08 Estimated Actual operating expenditures increased \$241,501 to \$14,844,817 from Fiscal Year 2007-08 Adopted Budget of \$14,603,316. This less than 2% increase is the result of several factors:

- +\$80,000 - increased conflict defense attorneys expense due to negotiated contract increases;
- +\$71,000 - an increase in County funded Court Operations due to increased commissions paid to outside collection agencies for the collection of delinquent fines;

- +\$38,000 - a increase in the County contribution to the State as part of the County's payment of 50% of AB233 revenues that are above the legislated annual Maintenance of Effort level of \$3,278,000;
- +\$28,000 - an increase in Civil Grand Jury publications;
- +\$26,000 - an increase in witness expense due to high profile criminal trials.

#### **Significant Changes** (FY 2007-08 Estimated Actual to FY 2008-09 Recommended)

Fiscal Year 2008-09 recommended revenues will decrease \$63,282 to \$7,214,434 from Fiscal Year 2007-08 Estimated Actuals of \$7,277,716. This less than 1% decrease is due to:

- + \$13,000 - increased administrative and collection fees, proof of correct fees and traffic school fees;
- -\$27,000 - decreased State reimbursed SB90 Grand Jury claims;
- -\$25,000 - a decrease in miscellaneous revenue due to decreased State victim restitution rebates;
- -\$20,000 - an anticipated decrease in fines, forfeitures and penalties revenue due to the reassignment of law enforcement personnel responsible for issuing citations to keeping the peace due to gang related violence;
- -\$4,000 decreased interest income due to lower interest rates.

Fiscal Year 2008-09 Recommended Budget operating expenditures decreased \$39,283 to \$14,805,534 from Fiscal Year 2007-08 Estimated Actuals of \$14,844,817. This less than 1% decrease is the result of several factors:

- +\$70,000 - a increase in expenditures in the Contractual Services due to the need for increased County staff time devoted to the transfer of facilities per SB 1732, billed through the County Cost Allocation plan;
- -\$32,000 - a decrease in conflict defense court attorney fees due to fewer court appointed attorneys for multiple defendant trials;
- -\$30,000 a decrease in civil grand jury publications;
- -\$26,000 - a decrease in witness expense in anticipation of the conclusion of certain high profile criminal cases;
- -\$21,000 - civil grand jury cost allocation.

Fiscal Year 2008-09 General Fund Contribution will remain the same as Fiscal Year 2007-08 General Fund Contribution of \$7,606,100.

**COURT SPECIAL SERVICES**  
Department Summary (cont'd)

**Departmental Priorities and Their Alignment With County Goals**

The emphasis of the Fiscal year 2008-09 Court Special Services operating budget is to maintain program service levels in the face of:

- Declining fine, forfeiture and penalty revenues due to the reassignment from law enforcement personnel responsible for issuing citations to keeping the peace due to gang related violence.
- Reduced State reimbursements, including victim restitution rebates and SB90 claims due to recent State budget cuts.
- Continue the strategic actions and key projects, which can be grouped into the following two County goals:

**Goal 1: Efficient and Responsive Government: An Efficient, Professionally Managed Government Able to Anticipate and Respond Effectively to the Needs of the Community.**

Current Year (FY 07-08) Accomplishment:

The Court has defined a three step process for the collection of delinquent fines.

- When a fine becomes delinquent the Collections Department uses every available tool for collecting the fine in house. Tools used are notices sent by mail, use of telephone contact, use of California Department of Motor Vehicle (DMV) for the correction of bad addresses and use of installment payment plans to assist the defendant in complying with the court ordered debt. The Court suspends the defendant's driver's license through the DMV and imposes a Civil Assessment Fee per PC 1214.1. In addition, on high level misdemeanors, the Court will issue warrants of arrest.
- When a fine has been delinquent for six months and the Collections Department has not been successful in either locating the defendant or getting the defendant to comply with the payment of their court ordered debt the case is placed with the Franchise Tax Board Court Ordered Debt Program (FTBCOD). In FY 05-06 a Memorandum of Understanding was established with the FTBCOD program. This program enhances the way the Court has collected delinquent court ordered debt by adding wage garnishments as well as liens on personal assets. The FTBCOD is able to locate defendants with delinquent fines through payroll reports supplied to the State by employers.
- All hard to collect cases such as defendants who reside outside of California, cases with a higher withholding status due to child support, cases older than 3 years are sent to Alliance One Collection Agency. In FY 06-07 the Court established a Memorandum of Understanding with Alliance One Collection Agency for hard to collect delinquent fines. Alliance One reports the delinquent fine on the defendant's credit report and uses skip tracing techniques. They have the ability to set up payment plans for defendants to pay delinquent fines.

The Court has developed a cost recovery process by which the County is able to implement PC 1463.007 "Deduction by Counties and Courts of Costs of Operating Program to Collect Delinquent Fees, Fines, Forfeitures, Penalties and Assessments." This code section allows the Court to deduct and deposit the cost of operating its collections program, excluding capital expenditures, from any delinquent revenues collected prior to making any distribution of revenues to other governmental entities. This deduction created a new revenue stream to the County General Fund accounting for \$832,221 in FY 2006-07 and estimated revenue of \$976,181 in FY 2007-08.

- The implementation of an OutDial Application using the existing telephone lines that are already in place for the Traffic and Criminal Interactive Voice Response (IVR) systems will be completed prior to the end of FY 2007-08. This OutDial upgrade features the ability to dial a defendant's telephone number and deliver to an answering machine or live party, the correct defendant information on delinquent cases such as case number, defendant name and the amount owed in court ordered fines. It will also allow the person on the telephone to transfer into the credit card payment module. The OutDial upgrade will create a campaign of phone numbers and case information from flagged records, call the associated numbers and mark the record as successful or unsuccessful, keep OutDial call records, redial and retry tracking for unsuccessful OutDials and produce OutDial campaign reports.
- Negotiated a new Conflict Defense contract to continue the provision of North and South County Alternate Public Defender/Conflict Defense services. This includes protection of the rights of indigent defendants by provision of alternate public defense when the Public Defender has a conflict of interest and is unable to represent such defendants.

Proposed Strategic Actions:

- Recruit and retain a Civil Grand Jury to review the operations of numerous government agencies, cities and districts throughout Santa Barbara County.

**Goal 2: Health and Safety: A Safe and Healthy Community in Which to Live, Work, and Visit.**

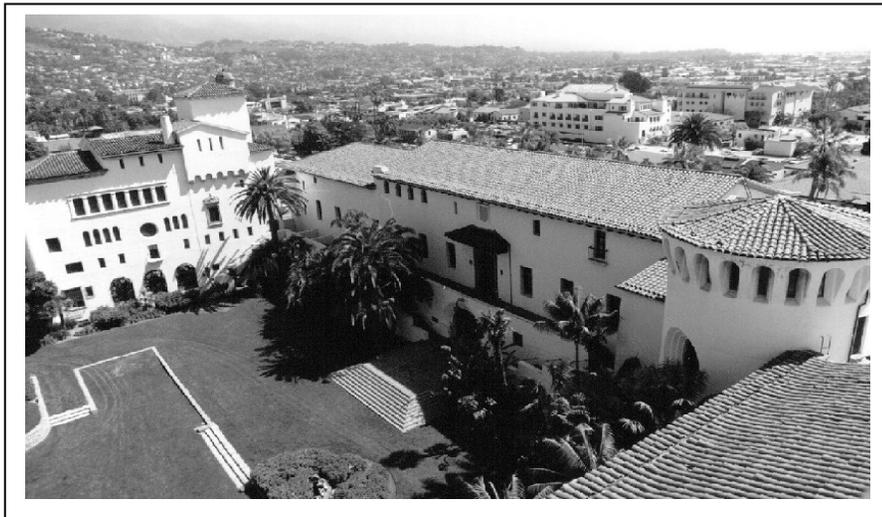
Proposed Strategic Actions:

In addition to County funded Court programs, the County continues to be responsible for providing suitable facilities to operate Court-Special Services and Superior Court programs. Proposed projects that further overall court related goals by providing facilities that are safe and accessible to the public and provide service efficiently and effectively are outlined in the County's Capital Improvement Program (CIP) Publication under Court-Special Services. The CIP projects also accommodate the reorganization of workflow processes as a result of the unification of the administrative and judicial functions of the Superior and Municipal Courts, which occurred in May 1998 and August 1998 respectively.

**COURT SPECIAL SERVICES**  
**Department Summary (cont'd)**

SB 1732 effective January 1, 2003 set the guidelines for the transfer of 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. On June 26, 2007 the Board of Supervisors approved the transfer of responsibility for the Jury Assembly Building and the Santa Barbara Juvenile Court to the Administrative Office of the Courts. SB 10, effective January 1, 2007, clarified seismic related issues that had impeded building transfers from the county to the State.

The Fiscal Year 2008-2013 CIP includes the following court project in the proposed Court Special Services operating budget within the County's Capital outlay fund: The Santa Maria Court Clerk's Office building (proposed budget \$4,650,000). The Fiscal Year 2008-2013 CIP also includes the following court project in the proposed General Services operating budget within the County's Capital outlay fund: The Garden Street Parking Structure in Santa Barbara (proposed budget of \$4,076,000). This latter project includes the addition of two decks to the Garden/Santa Barbara Street parking facility. However, a single deck dedicated to additional juror parking would substantially reduce the current estimated project cost. Discussions between the Courts, County and City to address juror parking are ongoing. Both projects have been put on hold due to issues related to the seismic ratings of the County owned court buildings. However, these issues appear to have been mitigated through the passage of SB10.



**SERVICE DESCRIPTION**

The Civil Grand Jury investigates and makes recommendations for improvements in the operations of numerous government agencies, cities and districts throughout Santa Barbara County. A separate Criminal Grand Jury is formed by random draw from trial jury lists, when necessary, to hear criminal indictments sought at the discretion of the District Attorney's Office.

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
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**Use of Funds Summary**

*Operating Expenditures*

Civil	\$ 245,850	\$ 197,625	\$ 225,079	\$ 173,608
Criminal	(354)	28,000	28,000	28,000
<b>Expenditure Total</b>	<b>245,496</b>	<b>225,625</b>	<b>253,079</b>	<b>201,608</b>

*Other Financing Uses*

Designated for Future Uses	--	--	615	--
<b>Division Total</b>	<b>\$ 245,496</b>	<b>\$ 225,625</b>	<b>\$ 253,694</b>	<b>\$ 201,608</b>

**Character of Expenditures**

*Operating Expenditures*

Services & Supplies	245,496	225,625	253,079	201,608
<b>Expenditure Total</b>	<b>\$ 245,496</b>	<b>\$ 225,625</b>	<b>\$ 253,079</b>	<b>\$ 201,608</b>

**Source of Funds Summary**

*Departmental Revenues*

Federal & State Revenues	\$ 40,934	\$ --	\$ 27,454	\$ --
<b>Revenue Total</b>	<b>40,934</b>	<b>--</b>	<b>27,454</b>	<b>--</b>

*Other Financing Sources*

Operating Transfers	--	--	615	--
Use of Prior Fund Balances	204,562	225,625	225,625	201,608
<b>Division Total</b>	<b>\$ 245,496</b>	<b>\$ 225,625</b>	<b>\$ 253,694</b>	<b>\$ 201,608</b>

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
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**Recurring Performance Measures**

**Civil**

Recruit and select a 30 member Civil Grand Jury Venire by June of each year.	30	30	29	29
--	----	----	----	----

**COURT SPECIAL SERVICES**

**Grand Jury**

**Significant Changes (FY 2007-08 Adopted to FY 2007-08 Estimated Actual)**

Fiscal Year 2007-08 Estimated Actual operating expenditures increased by \$27,454 to \$253,079 from the FY Year 2007-08 Adopted Budget of \$225,625. The 12% increase is due to:

- +27,454 - Civil grand jury increased publications costs

**Significant Changes (FY 2007-08 Estimated Actual to FY 2008-09 Recommended)**

Fiscal Year 2008-09 Recommended Budget operating expenditures will decrease \$51,471 to \$201,608 from Fiscal Year 2007-08 Estimated Actuals of \$253,079. This 20% decrease is due to:

- \$51,471 - decreased civil grand jury publication costs as well as decreased County Cost Allocations

**Grand Jury Reports**

**Fiscal Year 2006-07**

- Legal Services Update
- Certificates of Participation
- Selected Community Changes
- Los Prietos Boys Camp/Academy
- Health Care within Detention Facilities
- Illegal Immigration and the Detention System
- A New North County Jail?
- Detention Facilities Inspections
- Carpinteria Valley Water District
- 2004 School Bond Election
- Representation in Local Government
- Affordable Housing in Santa Barbara County
- Effects of Immigration in Santa Barbara County

**COURT SPECIAL SERVICES**

**Courts-Special Services**

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Use of Funds Summary</b>				
<i>Operating Expenditures</i>				
Conflict Defense	\$ 1,613,478	\$ 1,752,274	\$ 1,831,947	\$ 1,800,234
Witness Services	73,072	50,000	76,000	50,000
Juvenile Justice Commission	44,971	50,460	50,460	50,460
Appropriate Dispute Resolution	--	--	70,000	70,000
Trial Ct. Contrib. To State	10,752,320	10,563,348	10,601,174	10,601,164
County Funded Court Operations	1,638,305	1,946,609	1,947,157	2,017,068
Small Claims Advisor	13,004	15,000	15,000	15,000
Operating Sub-Total	14,135,150	14,377,691	14,591,738	14,603,926
Less: Intra-County Revenues	--	--	(56,000)	(56,000)
Operating Total	14,135,150	14,377,691	14,535,738	14,547,926
<i>Non-Operating Expenditures</i>				
Capital Assets	22,434	--	25,000	--
Expenditure Total	14,157,584	14,377,691	14,560,738	14,547,926
<i>Other Financing Uses</i>				
Designated for Future Uses	213,097	318,174	317,173	286,608
Division Total	\$ 14,370,681	\$ 14,695,865	\$ 14,877,911	\$ 14,834,534
<b>Character of Expenditures</b>				
<i>Operating Expenditures</i>				
Services & Supplies	3,685,335	3,814,343	3,990,564	4,002,762
Contributions	10,449,815	10,563,348	10,601,174	10,601,164
Operating Sub-Total	14,135,150	14,377,691	14,591,738	14,603,926
Less: Intra-County Revenues	--	--	(56,000)	(56,000)
Operating Total	14,135,150	14,377,691	14,535,738	14,547,926
<i>Non-Operating Expenditures</i>				
Capital Assets	22,434	--	25,000	--
Expenditure Total	\$ 14,157,584	\$ 14,377,691	\$ 14,560,738	\$ 14,547,926
<b>Source of Funds Summary</b>				
<i>Departmental Revenues</i>				
Interest	\$ 14,385	\$ 37,308	\$ 53,795	\$ 50,000
Fines, Forfeitures and Penalties	2,129,949	2,412,398	2,541,931	2,521,966
Other Charges for Services	3,177,059	3,508,024	3,588,579	3,601,368
Miscellaneous Revenue	939,200	1,054,488	1,065,957	1,041,100
Revenue Sub-Total	6,260,593	7,012,218	7,250,262	7,214,434
Less: Intra-County Revenues	--	--	(56,000)	(56,000)
Revenue Total	6,260,593	7,012,218	7,194,262	7,158,434
<i>General Fund Contribution</i>	7,887,991	7,606,100	7,606,100	7,606,100
<i>Other Financing Sources</i>				
Operating Transfers	126,345	--	--	--
Use of Prior Fund Balances	95,752	77,547	77,549	70,000
Division Total	\$ 14,370,681	\$ 14,695,865	\$ 14,877,911	\$ 14,834,534

**SERVICE DESCRIPTION**

The Court Special Services Division provides several functions: (1) protects the rights of indigent defendants by providing alternate public defense to them when the Public Defender has a conflict of interest and is unable to represent such defendants; (2) reviews backgrounds of arrestees to determine if they can be released on their own recognizance or must post bail while awaiting trial or other adjudication thereby mitigating jail overcrowding; and (3) provides a proactive collection process to collect the fines imposed by the courts as a deterrent to crime and to offset the costs of Courts Special Services and statewide court operations.

**Significant Changes (FY 2007-08 Adopted to FY 2007-08 Estimated Actual)**

Fiscal Year 2007-08 Estimated Actual operating expenditures increased \$214,047 to \$14,591,738 from Fiscal Year 2007-08 Adopted Budget of \$14,377,691. This less than 2% increase is the result of:

- +\$80,000 - conflict defense attorneys expense due to negotiated contract increases;
- +\$71,000 - an increase in County funded Court Operations due to increased commissions paid to outside collection agencies for the collection of delinquent fines;
- +\$38,000 - an increase in the County contribution to the State as part of the County's payment of 50% of AB233 revenues that are above the legislated annual Maintenance of Effort level of \$3,278,000.
- +\$26,000 - an increase in witness expense due to high profile criminal trials;

**Significant Changes (FY 2007-08 Estimated Actual to FY 2008-09 Recommended)**

Fiscal Year 2008-09, Recommended Budget operating expenditures will increase \$12,188 to \$14,603,926 from the Fiscal Year 2007-08 Estimated Actuals of \$14,591,738. This less than 1% increase is the result of several factors:

- +\$70,000 - an increase in expenditures in the contractual services due to the need for increased County staff time devoted to the transfer of facilities billed through the County cost allocation plan;
- -\$32,000 - a decrease in conflict defense court attorney fees due to less court appointed attorneys for multiple defendant trials;
- -\$26,000 - a decrease in witness expense in anticipation of the conclusion of certain high profile criminal cases.

**COURT SPECIAL SERVICES**

**Courts-Special Services (cont'd)**

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Recurring Performance Measures</b>				
<b>Civil</b>				
Recruit and select a 30 member Civil Grand Jury Venire by June of each year.	30	30	29	29
<b>Conflict Defense</b>				
South County Conflict Defense: Protect the rights of the public by contracting to provide alternate public defense to indigent defendants in up to 2 felony capital cases (punishable by death or life imprisonment without possibility of parole) when the Public Defender has a conflict of interest and is unable to represent the defendant.	3	2	1	2
South County Conflict Defense: Protect the rights of the public by contracting to provide alternate public defense to indigent defendants in approximately 1,100 felony (excluding capital), misdemeanor, misdemeanor appeal, probation violation, witness jeopardy, juvenile, other cases when the Public Defender has a conflict and is unable to represent the defendant.	992	1,100	1,400	1,400
North County Conflict Defense: Protect the rights of the public by contracting to provide alternate public defense to indigent defendants in 2 felony capital cases (punishable by death or life imprisonment without possibility of parole) when the Public Defender has a conflict of interest and is unable to represent the defendant.	--	2	1	2

**COURT SPECIAL SERVICES**  
**Courts-Special Services (cont'd)**

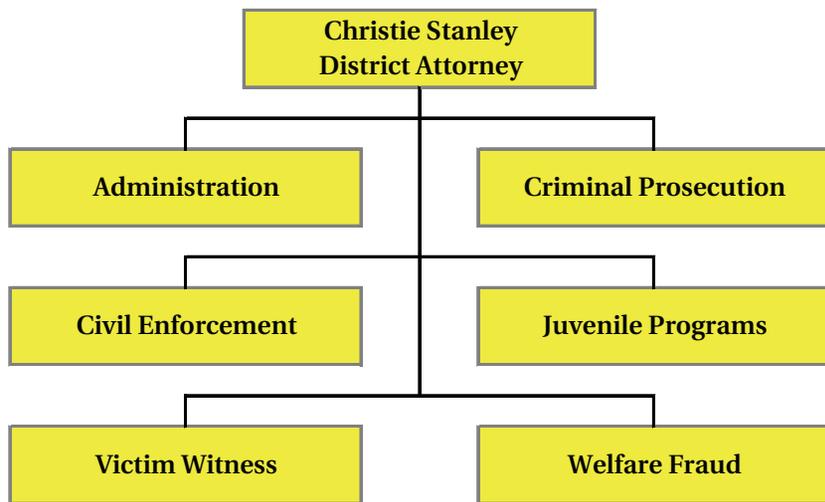
	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Recurring Performance Measures</b>				
North County Conflict Defense: Protect the rights of the public by contracting to provide alternate public defense to indigent defendants in approximately 1,100 felony (excluding capital), misdemeanor, misdemeanor appeal, probation violation, witness jeopardy, juvenile, and other cases when the Public Defender has a conflict of interest and is unable to represent the defendant.	884	1,100	1,100	1,100
<b>Appropriate Dispute Resolution</b>				
Dispose of at least 48% of all qualifying cases opting to have litigation resolved through a form of alternative dispute resolution made available through the Court Alternative Dispute Resolution (CADRe) Program.	55%	45%	48%	48%
	303	248	264	264
	550	550	550	550
<b>County Funded Court Operations</b>				
Receive at least 13,500 credit card payments through the Interactive Voice/Web Response System.	12,630	12,000	13,500	13,500
Collect at least \$3,000,000 in credit card payments processed by the Court's Interactive Voice/Web Response System.	2,727,016	2,500,000	3,000,000	3,000,000
Enforce judicial orders by collecting at least \$23,000,000 in fines, fees, forfeitures and penalties for the County, State and Cities.	23,083,408	25,000,000	22,400,000	23,000,000
Submit approximately 7,200 of eligible delinquent fine cases to Franchise Tax Board for intercept of any tax refund or lottery winnings.	5,792	6,000	7,258	7,200

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Recurring Performance Measures</b>				
<b>Pre-Trial Services</b>				
Within 24 hours of arrest and booking, determine eligibility for 100% of all pretrial detainees for Own Recognizance/Bail Reduction (OR/BR) consideration	100%	100%	88%	100%
	3,000	3,000	3,000	3,000
	3,000	3,000	3,400	3,000
Review, within 48 hours, 100% of total bookings in which pretrial detainees were arrested in the field without a warrant to ensure that they are in custody with probable cause, or effect their release.	100%	100%	97%	100%
	3,400	3,400	30,000	31,000
	3,400	3,400	31,000	31,000
Maintain a failure to appear rate of less than 2% for defendants released on their own recognizance and are required to appear at arraignment.	1%	2%	4%	2%
	13	21	24	21
	1,300	1,030	550	1,030
Submit 100% of requested written reports, within 48 hours of initial request, for detainee background information by a County agency.	100%	100%	100%	100%
	2,200	2,200	3,200	3,200
	2,200	2,200	3,200	3,200
Submit 100% of written Own Recognizance/Bail Reduction (OR/BR) reports within 48 hours of conclusion of interview where an OR/BR determination is made.	100%	100%	88%	100%
	3,000	3,400	3,000	3,000
	3,000	3,400	3,400	3,000

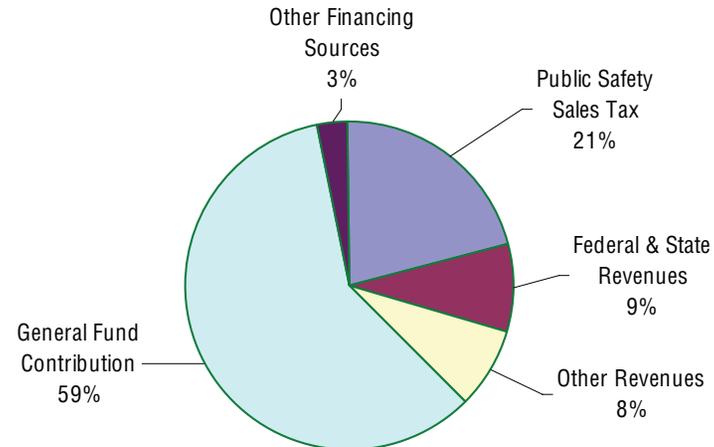
Program Name	Character of Expenditure		Program Total
	Salaries & Benefits	Services & Supplies	
Consortium for Appropriate Dispute Resolution	72,588	12,865	85,453
Own Recognizance Unit	755,855	57,370	813,225
Pretrial Detention Capacity	87,102	3,000	90,102
Collections	510,831	331,300	842,131
<b>Total Contractual Services</b>	<b>1,426,376</b>	<b>404,535</b>	<b>1,830,911</b>

# DISTRICT ATTORNEY

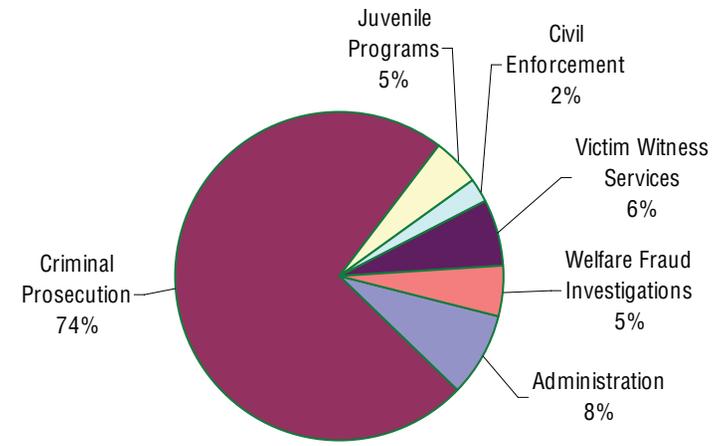
Budget & Positions (FTEs)	
Operating \$	16,863,366
Capital	-
Positions	127.2 FTEs



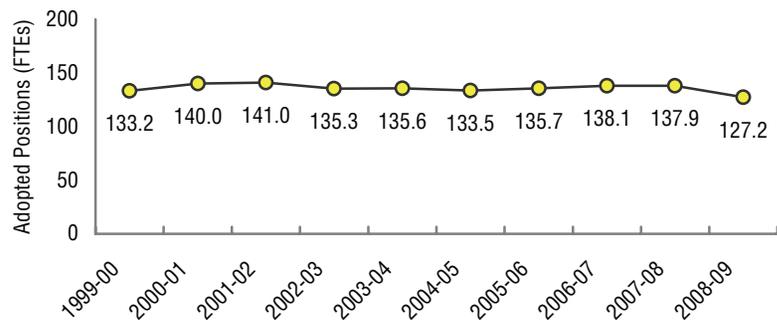
## SOURCE OF FUNDS



## USE OF FUNDS



## STAFFING TREND



**DISTRICT ATTORNEY**  
**Department Summary**

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Use of Funds Summary</b>				
<i>Operating Expenditures</i>				
Administration	\$ 1,425,181	\$ 1,433,255	\$ 1,403,609	\$ 1,469,295
Criminal Prosecution	11,764,857	12,321,362	13,072,308	13,313,398
Juvenile Programs	1,083,911	1,141,686	1,171,950	854,992
Civil Enforcement	385,603	445,994	397,412	444,905
Victim Witness Services	914,675	1,233,675	993,685	1,128,632
Welfare Fraud Investigations	804,282	998,525	886,055	927,810
Operating Sub-Total	16,378,509	17,574,497	17,925,019	18,139,032
Less: Intra-County Revenues	(940,838)	(1,267,524)	(1,272,818)	(1,275,666)
Operating Total	15,437,671	16,306,973	16,652,201	16,863,366
<i>Non-Operating Expenditures</i>				
Capital Assets	--	25,000	50,000	--
Expenditure Total	15,437,671	16,331,973	16,702,201	16,863,366
<i>Other Financing Uses</i>				
Operating Transfers	29,642	29,489	29,490	29,489
Designated for Future Uses	--	--	48,000	--
Department Total	<u>\$ 15,467,313</u>	<u>\$ 16,361,462</u>	<u>\$ 16,779,691</u>	<u>\$ 16,892,855</u>

**Character of Expenditures**

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<i>Operating Expenditures</i>				
Regular Salaries	\$ 11,071,586	\$ 11,390,777	\$ 11,904,142	\$ 11,661,624
Overtime	1,111	--	3,576	--
Extra Help	152,155	74,700	44,803	37,732
Benefits	3,550,471	4,157,948	3,995,370	4,649,842
Salaries & Benefits Sub-Total	14,775,323	15,623,425	15,947,891	16,349,198
Services & Supplies	1,603,186	1,951,072	1,977,128	1,789,834
Operating Sub-Total	16,378,509	17,574,497	17,925,019	18,139,032
Less: Intra-County Revenues	(940,838)	(1,267,524)	(1,272,818)	(1,275,666)
Operating Total	15,437,671	16,306,973	16,652,201	16,863,366
<i>Non-Operating Expenditures</i>				
Capital Assets	--	25,000	50,000	--
Expenditure Total	<u>\$ 15,437,671</u>	<u>\$ 16,331,973</u>	<u>\$ 16,702,201</u>	<u>\$ 16,863,366</u>

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Source of Funds Summary</b>				
<i>Departmental Revenues</i>				
Public Safety Sales Tax	\$ 3,953,071	\$ 4,180,152	\$ 3,814,643	\$ 3,828,347
Federal & State Revenues	1,675,170	1,509,889	1,511,855	1,543,055
Other Charges for Services	1,243,134	1,302,524	1,423,918	1,373,666
Miscellaneous Revenue	419,431	493,000	585,150	527,000
Revenue Sub-Total	7,290,806	7,485,565	7,335,566	7,272,068
Less: Intra-County Revenues	(940,838)	(1,267,524)	(1,272,818)	(1,275,666)
Revenue Total	6,349,968	6,218,041	6,062,748	5,996,402
<i>General Fund Contribution</i>	9,072,188	10,040,900	10,545,240	10,751,853
<i>Other Financing Sources</i>				
Operating Transfers	--	--	21,182	74,000
Use of Prior Fund Balances	45,157	102,521	150,521	70,600
Department Total	<u>\$ 15,467,313</u>	<u>\$ 16,361,462</u>	<u>\$ 16,779,691</u>	<u>\$ 16,892,855</u>

	Actual FY 06-07		Adopted FY 07-08		Est. Actual FY 07-08		Recommended FY 08-09	
	Pos.	FTE	Pos.	FTE	Pos.	FTE	Pos.	FTE
<b>Position Summary</b>								
<i>Permanent</i>								
Administration	10.0	10.1	10.0	9.9	10.0	9.6	10.0	9.8
Criminal Prosecution	92.0	95.3	93.5	91.0	93.5	96.0	99.1	87.1
Juvenile Programs	12.0	11.3	11.0	10.4	11.0	11.8	11.0	6.6
Civil Enforcement	3.0	2.5	3.0	3.0	3.0	2.4	2.0	2.3
Victim Witness Services	15.1	13.1	15.6	14.7	15.6	11.7	11.0	12.2
Welfare Fraud Investigations	10.0	7.8	10.0	9.1	10.0	8.9	9.0	7.8
Total Permanent	142.1	140.1	143.1	138.0	143.1	140.3	142.1	125.7
<i>Non-Permanent</i>								
Contract	--	--	--	--	--	--	--	1.0
Extra Help	--	--	--	--	--	--	--	0.5
Total Positions	<u>142.1</u>	<u>140.1</u>	<u>143.1</u>	<u>138.0</u>	<u>143.1</u>	<u>140.3</u>	<u>142.1</u>	<u>127.2</u>

## MISSION STATEMENT

The mission of the District Attorney's Office is to promote prevention, protect the rights and ensure the safety of the citizens of California within the County of Santa Barbara through criminal and civil prosecution and enforcement remedies.

### **Budget Organization**

The District Attorney's Office is primarily responsible for prosecution of adult and juvenile offenders for felony and serious misdemeanor crimes or civil violations countywide. A team of 147 deputy district attorneys, criminal investigators, victim advocates and legal support staff housed in three branch offices are organized to review, file and prepare cases for prosecution, while assisting victims to recover from their losses, also participating in proactive efforts to deter crime. The District Attorney's Office encompasses six cost centers, as described below.

#### Administration:

Under the leadership of District Attorney Christie Stanley, the office is engaged in numerous community and multi-agency collaborative initiatives to protect and enhance public safety. Executive and management staff provide overall policy development, program management, fiscal and personnel administration, technology management and community relations. Automation staff manage the department's PC network in three branch locations and administer the DAMION case management system.

#### Criminal Prosecution:

Criminal Prosecution is comprised of multiple programs dedicated to prosecution of adult criminal violations. Deputy District Attorneys are assigned to felony and misdemeanor prosecution teams that prosecute cases through the Courts, from arraignment through adjudication and sentencing. Several vertical units consisting of an attorney, investigator and victim advocate are assigned to provide a coordinated focus on domestic violence, elder abuse and sexual assault cases. A Deputy District Attorney in each branch office reviews cases referred by law enforcement to ensure appropriate and consistent charging decisions. Attorneys staff the Arraignment Court in Santa Barbara and Santa Maria, resolving over 50% of the filed cases at the initial court hearing stage. An automated case management system assists Legal Secretaries to expedite production of criminal complaints with the Courts, subpoena issuance for court appearances and case tracking from filing through disposition and sentencing.

The Bureau of Investigation, the law enforcement division of the District Attorney's Office, is staffed with sworn peace officers and investigative assistants. Their principal mission is to provide investigative enhancement to cases filed such as locating and interviewing witnesses, evidence analysis and preparation of exhibits required for trials. They also conduct detailed investigations into matters such as consumer fraud, environmental crimes, elections violations, official misconduct and investigations into the abuse of judicial process such as perjury, witness intimidation, falsification of evidence and conspiracy to obstruct justice.

## DISTRICT ATTORNEY

### Department Summary (cont'd)

#### Juvenile Programs:

Juvenile prosecution is staffed by 2.5 attorneys who are assigned to review cases referred by law enforcement agencies or Probation staff, filing petitions and appearing in the Juvenile Courts in Santa Barbara and Santa Maria to adjudicate the cases. Their focus includes prosecution and diversion of juvenile offenders who commit felony and misdemeanor criminal offenses. The District Attorney's Office has also participated in the Truancy Intervention and Parent Accountability Program, with Truancy Supervisors and Social Workers housed in each branch office leading the collaborative effort among school, law enforcement and social service agencies to reduce juvenile crime and gang involvement related to school truancy. This county wide program is subject to elimination due to budget reductions.

#### Victim Witness Services:

The Victim Witness Assistance Program provides support to victims through the court process, refers victims for services needed to recover from crimes and assists victims of violent crimes to file claims for state reimbursement of losses experienced. This program receives core funding from the State Office of Emergency Services as well as federal Victim of Crime Act (VOCA) funds for victim services and has secured additional grants to provide services to domestic violence, and elder victims and their families. By contract with the State Victims Compensation Board, claims specialists locally verify and recommend reimbursement levels for claims submitted by victims, expediting recovery to victims and local service providers.

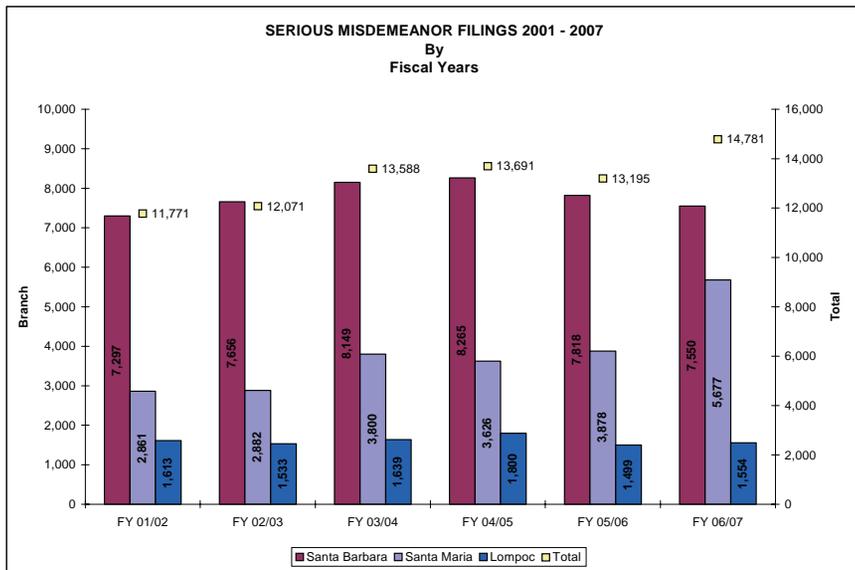
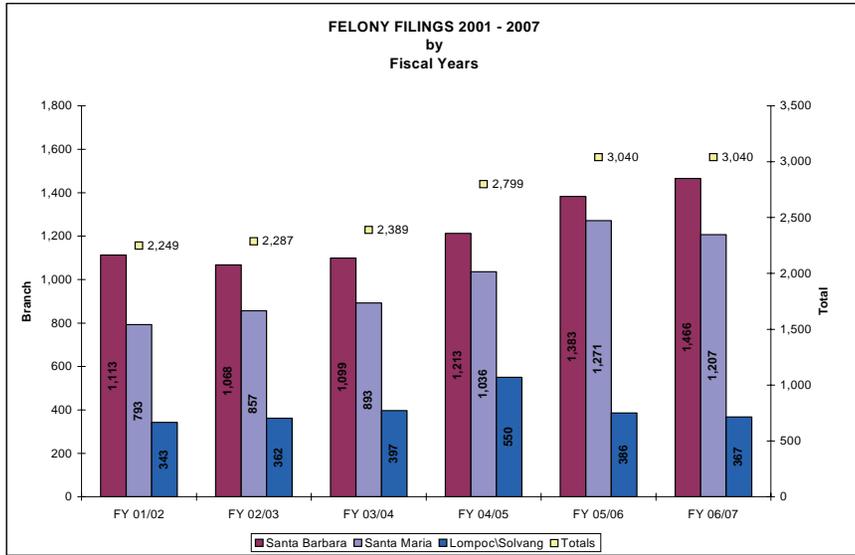
#### Civil Enforcement:

The Civil Enforcement program reviews complaints involving consumer fraud, environmental and zoning violations, filing civil complaints and obtaining penalties, injunctions or other legal remedies to resolve consumer or environmental complaints. They often involve multiple agencies or counties and require extensive coordination to evaluate losses and negotiate settlements that maximize recovery to agencies. Experienced prosecutors have successfully negotiated settlements in diverse cases involving technical statutory violations that have not only resulted in substantial civil penalties, but also have included important safeguards for public safety and protection of our community and property countywide.

#### Welfare Fraud Investigations:

Welfare Fraud Investigations is a contract program with the Department of Social Services (DSS) that investigates fraudulent receipt of aid and secures cost recovery or criminal penalties where appropriate. The unit investigates suspected violations of statutory law or DSS regulations, taking appropriate action when fraud is identified to recover funds. Enforcement remedies include Agreement to Reimburse Notes, small claims actions, Disqualification Consent Agreements and criminal prosecution case referrals. The Welfare Fraud Investigations unit is also instrumental in preventing fraud at the initial stage of the process.

**Activity Indicators:**



**Departmental Priorities and Their Alignment with County Goals**

In Fiscal Year 2008-09 the District Attorney's Office will sustain efforts to aggressively investigate and prosecute criminal and civil violations while participating in collaborative efforts to deter crime. These actions are primarily aligned with these adopted County Goals and Principles:

- Goal 1: Efficient and Responsive Government: An Efficient, Professionally Managed Government Able to Anticipate and to Effectively Respond to the Needs of the Community.**
- Goal 2: Health and Safety: A Safe and Healthy Community in which to Live, Work and Visit**
- Goal 4: Quality of Life: A High Quality of Life for All Residents**
- Goal 6: Families and Children: A Community that Fosters the Safety and Well-Being of Families and Children**

**Current Year (FY 07-08) Accomplishments**

Under the direction of the elected District Attorney for Santa Barbara County, Christie Stanley, the following significant accomplishments were achieved:

- Led a number of initiatives and participated in several multi-agency efforts to enhance public protection. Centralized administrative responsibility for coordination of Sexual Assault Response Team (SART) program countywide, designed to provide services locally in SART facilities newly opened in Lompoc and Santa Maria. The SART committee composed of departments, hospitals, law enforcement and community organizations recommended these measures to improve services provided to adult and child victims designed to facilitate their recovery and effectively resolve criminal cases. Health Care Services improved the service delivery model to ensure that fully trained staff can respond promptly to provide mandated medical exams, which will be coordinated by the new contract position added in the DA Victim Witness Program, financed jointly by the local law enforcement agencies.
- Actively engaged as a steering committee member of the Prisoner Re-entry program. This project is operational now and striving to re-integrate Santa Barbara County parolees (returning prisoners) into the law abiding, productive segment of our community.
- Enhanced the automated case management system with installation of a 'discovery' module that enables materials to be scanned, attached to cases, then packaged for defense discovery on CD vs. hard copy. This module supports interfaces with other law enforcement systems for the electronic transfer of materials that will be developed to further automate the District Attorney's Office. This effort advances the District Attorney's goal to become as "paperless" an office as possible. That in turn will increase our performance across the board in all of the District Attorney's goals and the County's core values.
- Civilly prosecuted PEP Boys retail store and service center in North County. In conjunction with the California Department of Consumer Affairs, Bureau of Automotive Repair, who conducted an extensive under cover investigation, it was revealed that vehicle smog checks

**DISTRICT ATTORNEY**  
**Department Summary (cont'd)**

were falsified by using the smog check analyzer on clean cars to fraudulently pass vehicles that were supposed to be tested. The civil suit was settled for \$180,000, while the owner/used car dealer and smog technician were criminally prosecuted for over 350 violations over a two year period, pleading to numerous felony charges and subjected to custody time and felony probation.

- In a continuing effort to address the problem of scanner overcharges a multi-county prosecution effort was undertaken to address the state wide pattern of violations committed by Walgreens Drug Stores. Injunctive relief requiring the Defendant to initiate and administer pricing accuracy programs in all California stores was ordered as well as a price guarantee policy entitling consumers to immediate refunds in the case of overcharging. Civil penalties, costs and restitution in the Walgreens case totaled \$698,108, including \$174,527 in civil penalties and costs to Santa Barbara County District Attorney's office, \$1,800 cost reimbursement to the Agricultural Commissioner Department of Weights and Measures and \$67,092 to the California Department of Food and Agriculture's Department of Measurement Standards.
- The Santa Barbara and Marin County District Attorney Offices joined in a statewide prosecution effort to enforce California's slack fill packaging rules that resulted in a significant redesign of the packaging in which blank cd/dvd disks are sold. In addition, a total of \$127,000 in civil penalties, costs and restitution was assessed. The Santa Barbara District Attorney's Office was reimbursed \$5,000 in costs and received \$63,500 in civil penalties. The Agricultural Commissioner Department of Weights and Measures costs of \$1,500 were reimbursed as well as \$7,275 to the California Department of Food and Agriculture's Department of Measurement Standards. Finally \$50,000 in restitution for consumers was included in the settlement.
- Began implementation of a Real Estate Fraud Awareness and Prosecution Task Force to identify, deter, investigate and prosecute, civilly or criminally, incidents of real estate fraud and predatory lending. The District Attorney's Office began outreach efforts and received numerous complaints for investigation. After adoption of a new real estate transaction fee, the County Clerk-Recorder began collecting revenue to finance the program, though the downturn in the real estate market has reduced revenue by roughly 50%. As a result, a part-time Criminal Investigator is being hired extra help to focus on fraud against individuals whose residences are in danger of, or are in, foreclosure, and assist real estate professionals and lenders to educate the public regarding the various methods of real estate fraud and predatory lending practices that occur.

**Proposed Strategic Actions**

The District Attorney's Office will also target efforts on the "Health, Safety and Human Services" Critical Issues area in the following focus areas:

1. Sustain a low crime rate.
  - Continue to staff specialized felony vertical prosecution units for Serious and Violent Crimes:
    - Sexual Assault
    - Gangs
    - Domestic Violence
    - Elder Abuse

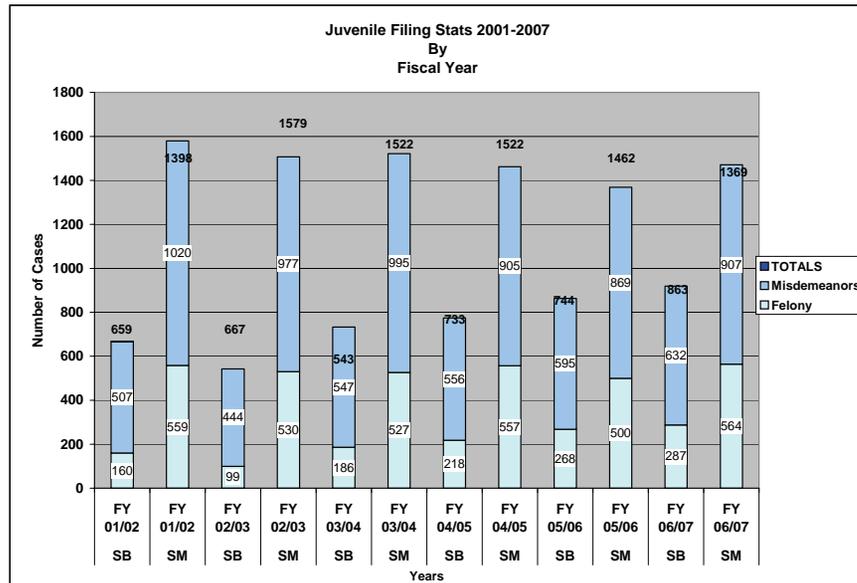
- Maintain a strong and effective Victim Witness Unit countywide. The Unit's goals are to educate and assist victims and witnesses so they will participate and support prosecution efforts, ensure that victims obtain appropriate treatment and assist them to obtain restitution.
  - In April 2008 the District Attorney is hosting the first annual awards luncheon in honor of "Victims' Rights Week" to recognize the courage and commitment of exceptional victims as well as law enforcement and other providers who serve them. This is held in conjunction with a training seminar regarding victim issues with various expert speakers.
2. Decrease the abuse of drugs and alcohol.
    - Sustain specialized, vertical units to prosecute manufacturers, sellers and repeat serious offenders.
    - To the extent possible, participate in criminal justice system prevention efforts.
    - Participate in community drug and alcohol prevention, treatment and education efforts.
      - Santa Barbara and Santa Maria Fighting Back Steering Committee
      - Council on Alcohol & Drug Abuse
      - Co-Sponsorship of Annual Calendar / Poster Contest
  3. Protect the local environment and ensure protection of local consumers from fraud.
    - Maintain specialized environmental and consumer units to protect consumers and the environment.
    - Keep close working relationships with local and state environmental and consumer agencies to enhance investigations promote detection and ensure appropriate enforcement and remedial actions are taken.
    - Work with local and county agencies to draft and promote county solutions to environmental issues.
    - Maintain all-volunteer Consumer Mediation Unit to arbitrate consumer/merchant disputes.
  4. Protect our growing elderly population.
    - Continue specialized Elder Abuse Units in Santa Barbara and Santa Maria for felony cases.
    - Santa Barbara County Elder Death Review Team has been established with the purpose of determining whether abuse of any kind contributed to the death.
    - Sustain partnerships with community organizations, working collaboratively to reduce incidents, enhance referral and reporting systems, while continuing efforts to promote community awareness.
    - Work with state and local law enforcement agencies on training, improved referral and investigation process and promote team approach to elder abuse prevention.

**DISTRICT ATTORNEY**  
**Department Summary (cont'd)**

5. Emphasize and develop early intervention and prevention strategies to assist youths.
  - Develop, promote and participate in community partnerships to address youth-related issues.
    - Parent Project
    - Teen Court

**Proposed Key Projects**

- Expand connectivity with law enforcement agencies through development of direct interfaces with law enforcement data bases to enable electronic case filings.
- Participate in development of regional law enforcement linkages for data sharing.
- Attend regular meetings held between gang prosecutors and Santa Barbara law enforcement to enhance the manner in which gang cases are handled. Prevention and intervention strategies are also discussed and organized.



**Significant Changes (FY 2007-08 Adopted to FY 2007-08 Estimated Actual)**

The Estimated Actual operating expenditures increased by \$351,000 to \$17,925,000 from the Adopted Budget of \$17,575,000. This 2% increase is the result of:

- +\$273,000 - reflects the cost of equity adjustments adopted in May 2007 for attorney classes not included in the adopted budget, along with equity adjustments adopted in November 2007 for Criminal Investigators. This was somewhat offset by long term investigator vacancies held because their salaries were non-competitive until the adjustments occurred.
- +\$51,000 - in estimated salary expenses for the Contractor on Payroll added in January 2008 to coordinate the Sexual Assault Response Team (SART) exams and the Real Estate Fraud Investigator position added in August 2007. Given financing restrictions, this position is being filled half time on an extra help basis in April 2008.
- +\$25,000 - reflect cost to replace both network servers simultaneously to expedite the effort required to build the servers with enhanced back up capability.
- +\$24,000 - for case-related expenditures over the adopted budget, which couldn't be absorbed as this account has not increased for several years due to budget restrictions.
- +\$8,000 - in one-time funds were invested to train DA Investigators to conduct SART forensic interviews and to provide intensive training to the Domestic Violence vertical prosecution team.
- +\$10,000 - in start-up funds were used for materials related to the Real Estate Fraud Unit.
- -\$40,000 - due to various expenditure reductions made to balance the service & supplies accounts.

The Estimated Actual revenues decreased by \$150,000 to \$7,336,000 from the Adopted Budget of \$7,485,000. This 2% decrease is the result of:

- -\$366,000 - Continued slow performance of the Public Safety Sales Tax revenue.
- +\$53,000 - new SART revenue.
- +\$48,000 - increase in Real Estate Fraud fees.
- +\$48,000 - increase in civil penalties and fines due to several large civil settlements.
- +\$40,000 - in transfers from DA trust accounts to finance one time needs.
- +\$26,000 - in federal claims reimbursement.
- +\$19,000 - one-time increase in funds for drug suppression efforts.
- -\$25,000 - in unrealized SB90 reimbursement due to State deferral of this revenue to the future.
- -\$8,000 - in unclaimed child support revenue to lower referral rates for criminal prosecution.
- +\$15,000 - due to slight increases in several miscellaneous revenues.

## DISTRICT ATTORNEY

### Department Summary (cont'd)

The performance of the operating revenues required utilization of the \$151,000 DA Proposition 172 designation budgeted for use this fiscal year and \$21,000 refunded from the ITS budget.

**Significant Changes** (FY 2007-08 Estimated Actual to FY 2008-09 Recommended) The Recommended Budget operating expenditures will increase \$214,000 to \$18,139,000 from the prior year's Estimated Actual of \$17,925,000. This 1% increase is the result of:

- +\$552,000 - A 16% increase is calculated for the cost of retirement benefits, per budget policies required that which was exacerbated by the growth in salaries tied to equity adjustments.
- -\$151,000 - Reduction of overall salaries & benefits, including 1.5% in salary savings. The full year equity adjustments, coupled with negotiated MOU salary adjustments, requires the reduction of fifteen positions to meet the target budget.
- -\$66,000 - Decrease in liability insurance charges previously budgeted in general county programs consistent with lower claims estimates.
- -\$29,000 - Reduction in training & travel due to position reductions.
- -\$24,000 - Office expenses are reduced based on target budget restrictions.
- -\$20,000 - Professional services are budgeted at historical spending level, which is lower than estimated expenses in FY 07-08.
- -\$13,000 - Reduction in data processing charges due to position reductions.
- -\$14,000 - Non-recurring one time expenses related to start up expenses for real estate fraud and SART programs.
- -\$8,000 - Reduced level of financing for technology enhancements and pc replacements.
- -\$8,000 - Lower motor pool charges, due to the reduction of one vehicle in the fleet.
- -\$5,000 - Other miscellaneous account reductions.

Capital Assets are also reduced by \$50,000 based on the one time replacement cost of both network servers in FY 07-08.

The Recommended Budget operating revenues will decrease by \$63,000 to \$7,272,000 from the prior year's Estimated Actual of \$7,336,000. This amount has been re-budgeted from Other Charges to an operating transfer, a net increase from \$53,500 to \$74,000, so overall revenue shows a slight increase.

- +19,000 - for full year financing of the DA SART Coordinator, based on shared law enforcement agency contributions to sustain the Public Health and District Attorney SART services.
- +\$14,000 - slight increase estimated in the Public Safety Sales Tax.

- + \$25,000 - in state SB 90 revenue is estimated to be restored.
- -\$29,000 - reduction in consumer/environmental fines and penalties.
- -\$29,000 - reduction in asset forfeiture trust revenue due to one time expenditures in the current fiscal year.

Overall financing constraints require that the remaining balance of \$71,000 in the DA 172 Public Safety designation is budgeted to meet core operating expenses.

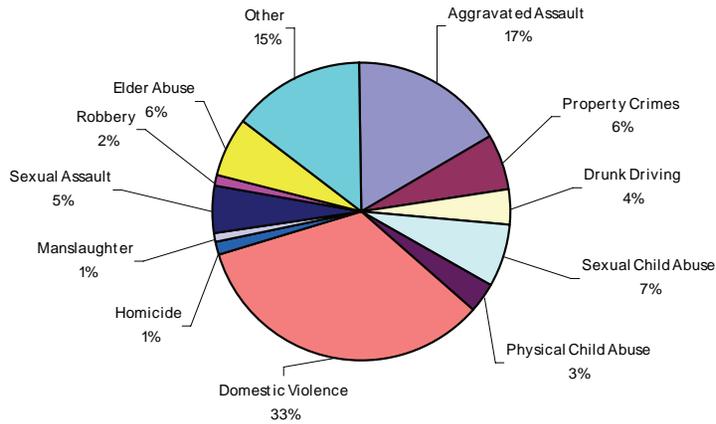
### **Fiscal Year 2008-09 constraints require the Department to implement certain service level reductions, unless funding is restored.**

The District Attorney's target budget represents a \$1,330,000 decrease in operations, which requires significant service level reductions. Core criminal prosecution functions will be seriously impacted, leaving the District Attorney's Office unable to sustain staff needed to accomplish our statutory obligations. The 11% reduction of Deputy District Attorneys will compromise the ability to prosecute cases by restricting community protection efforts to the most serious misdemeanor violations and felonies. Reduced coverage of the Superior Court calendars will increase case continuances, causing longer periods of incarceration in county jail to occur and requiring victims to endure greater harm due the extended time they must wait before cases are adjudicated. Our representation of vulnerable victims of sexual assault, elder abuse and domestic violence will be diminished, as the special units assigned to vertically prosecute these cases will be collapsed and misdemeanor cases reassigned to general caseloads. Attorneys will no longer attend the therapeutic courts focused on criminal justice system prevention and treatment initiatives. Participation in other community collaborative efforts to address issues such as gangs, drugs or alcohol will decline.

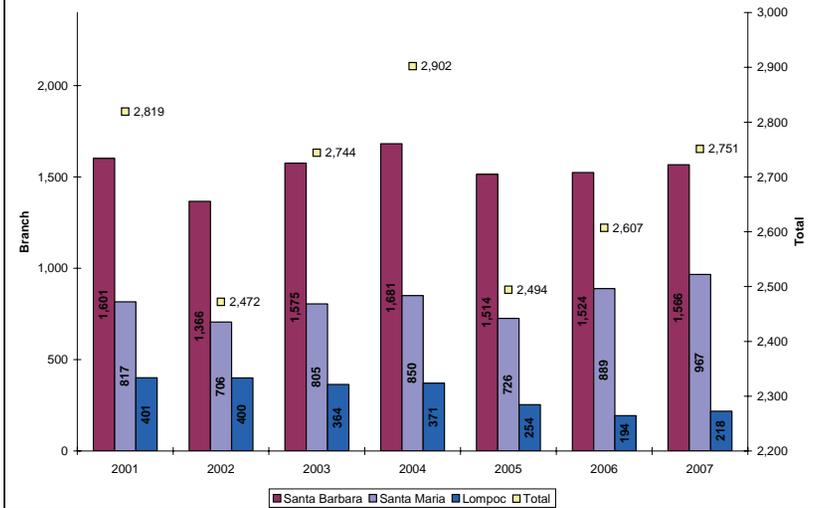
The Truancy Intervention Program is reduced from a staff of three to two Truancy Program Supervisors financed with Juvenile Justice Crime Prevention Act (JJCPA) funding with no Social Worker positions retained. This will require substantive changes in our collaborative efforts with the junior and senior high schools countywide. As five of the seven positions face elimination, our proactive efforts to reduce juvenile crime and gang activity through improved attendance in school will be significantly diminished. Our role will be limited to organizing the initial stages of the program and assisting the schools to engage students with significant absences and their parents in more focused efforts to elicit school attendance. Loss of the three Social Workers will curtail our efforts to work individually with students and their families to promote school attendance.

**DISTRICT ATTORNEY**  
**Department Summary (cont'd)**

**Victim Witness Services - 2007 Crime Categories**



**DRIVING UNDER THE INFLUENCE CASES**



	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
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**Department-wide Effectiveness Measures**

Enhance public safety by making a minimum of 300 community presentations that educate public awareness of District Attorney programs and services.

314	300	300	300
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Maximize efficient use of Criminal Justice System (CJS) resources by resolving 55% of felony cases before filing Informations in Superior Court. Early dispositions reduce jail population, minimize civilian & law enforcement court appearances and allow CJS agencies to prioritize resources on unresolved cases.

69%	55%	70%	55%
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Obtain felony convictions in 82% of cases not resolved by the preliminary hearing stage making effective use of judicial proceeding to successfully prosecute cases.

82%	85%	80%	82%
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**Administration**

To ensure an efficient and responsive government, the County will maintain rate of General Liability claims filed to no more than 90 - 100% of the previous year's actual claims filed.

500%	80%	40%	100%
5	4	2	2
1	5	5	2

As an efficient and responsive government, the County will maintain the cost of workers' compensation incident claims to \$1.17 per \$100 payroll (salaries including overtime).

\$0.69	\$0.00	\$0.49	\$0.56
\$76,676	\$0	\$58,738	\$65,419
\$111,723	\$0	\$119,525	\$116,994

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Recurring Performance Measures</b>				
To improve workers' safety, the County will conduct its operations in order to maintain the rate of Workers' Compensation incident claims to 12 or less per 100 FTE employees Countywide.	1.42 2 1.40	0.73 1 1.38	1.42 2 1.40	1.57 2 1.27
As an efficient and responsive government, the County will maintain the rate of Workers' Compensation claims filed between 90 - 100% of the previous year's actual claims filed.	100% 2 2	50% 1 2	100% 2 2	100% 2 2
As an efficient and responsive government, the County will maintain a productive workforce through a countywide Lost Time Rate of 5.9% or less.	4.9% 14,109 282,873	5.2% 14,992 282,873	4.7% 14,796 310,464	5.2% 14,992 282,873
Process 100% of an estimated 1,300 vendor claims within 10 days of receipt to establish and maintain effective working relationships with vendors.	100% 1,200 1,200	100% 1,300 1,300	100% 1,300 1,300	100% 1,300 1,300
<b>Criminal Prosecution</b>				
Vertically prosecute 20% of 50 worker compensation cases investigated in North County.	18%	20%	40%	20%
Obtain restitution orders in 90% of the cases with a named defendant when a Victims of Crime claim has been filed.	92%	85%	85%	90%

**DISTRICT ATTORNEY**  
**Department Summary (cont'd)**

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Recurring Performance Measures</b>				
Complete 95% of criminal investigative assignments by the due date to ensure cases are well prepared in advance of court hearing dates.	100%	95%	95%	95%
Dispose of 60% of newly filed misdemeanor cases at the arraignment stage to maximize court and criminal justice agency resources.	61%	55%	60%	60%
<b>Juvenile Programs</b>				
Improve high school student attendance through the Truancy Prevention & Parental Accountability Program, reflected by a 50% reduction in number of students required to attend a School Attendance Review Board after participation in the Truancy Mediation Team Program.	69%	50%	50%	50%
Improve high school student attendance through the Truancy Prevention & Parental Accountability Program, reflected by an 80% reduction in number of students required to attend a Truancy Mediation Team meeting after attending an After School Meeting.	59%	80%	80%	80%
<b>Civil Enforcement</b>				
Complete 90% of investigations referrals to the Consumer & Environmental Units within 90 days as these areas involve important community interest and public protection issues. Timely handling is essential to accumulate evidence and protect the public.	100%	90%	90%	90%

**DISTRICT ATTORNEY**  
**Department Summary (cont'd)**

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Recurring Performance Measures</b>				
<b>Victim Witness Services</b>				
Assist victims to recover from the aftermath of crimes, by providing direct services or referrals to an estimated 3,100 victims of crime referred to District Attorney's Office.	3,090	3,100	3,100	3,100
Verify and file 98% of new Victims of Violent Crime claims for state reimbursement of financial losses within 90 days of receiving application to expedite reimbursement to victims and providers.	100%	98%	98%	98%
<b>Welfare Fraud Investigations</b>				
Obtain a reduction, withdrawal, or denial of aid in 30% of cases investigated at application. Early detection prevents monetary losses, promotes system integrity and enhances resources for the truly needy.	28%	30%	30%	30%
Complete 95% of welfare fraud investigations within 12 months of referral. Timely handling ensures better cases, fresher information and earlier recovery of funds.	95%	95%	95%	95%

	Actual FY 06-07 Pos.	Adopted FY 07-08 Pos.	Est. Actual FY 07-08 Pos.	Recommended FY 08-09 Pos.
<b>Position Detail</b>				
<b>Administration</b>				
District Attorney	1.0	1.0	1.0	1.0
Assistant District Attorney	2.0	2.0	2.0	2.0
Assistant Director	1.0	1.0	1.0	1.0
DP Manager Dept	1.0	1.0	1.0	1.0
EDP Sys & Prog Anlst Sr	--	--	--	1.0
Business Manager	1.0	1.0	1.0	1.0
Computer Systems Specialist	2.0	2.0	2.0	1.0
Executive Secretary	1.0	1.0	1.0	1.0
Administrative Services Clerk	1.0	1.0	1.0	1.0
Sub-Division Total	10.0	10.0	10.0	10.0
<b>Criminal Prosecution</b>				
Chief Trial Deputy	1.0	1.0	1.0	2.0
Chief Criminal Investigator	1.0	1.0	1.0	1.0
DA Investigator Supv	--	--	--	3.5
Deputy District Attorney	41.0	43.0	43.0	38.0
DA Investigator	15.0	15.0	15.0	13.0
Departmental Assistant Senior	1.0	1.0	1.0	1.0
Legal Process Supervisor	2.0	2.0	2.0	2.0
Paralegal	1.0	1.0	1.0	1.0
Investigative Assistant	5.0	5.0	5.0	4.0
Legal Secretary	19.0	21.0	21.0	20.0
Office Assistant	6.0	3.5	3.5	4.0
Sub-Division Total	92.0	93.5	93.5	89.5
<b>Juvenile Programs</b>				
Deputy District Attorney	2.0	2.0	2.0	2.0
Truancy Program Supervisor	3.0	3.0	3.0	2.0
Truancy Program Social Worker	3.0	3.0	3.0	--
Legal Secretary	3.0	3.0	3.0	2.0
Sub-Division Total	11.0	11.0	11.0	6.0

**DISTRICT ATTORNEY**  
**Department Summary (cont'd)**

**Civil Enforcement**

Deputy District Attorney	2.0	2.0	2.0	2.0
Legal Secretary	1.0	1.0	1.0	1.0
Sub-Division Total	3.0	3.0	3.0	3.0

**Victim Witness Services**

Victim Witness Program Manager	1.0	1.0	1.0	1.0
Victim/Witness Program Supervisor	1.0	1.0	1.0	1.0
Departmental Assistant	2.0	2.0	2.0	2.0
Victim Witness Program Assistant	8.1	8.1	8.1	8.1
Legal Secretary	2.0	2.0	2.0	2.0
Office Assistant	1.0	1.5	1.5	1.5
Sub-Division Total	15.1	15.6	15.6	15.6

**Welfare Fraud Investigations**

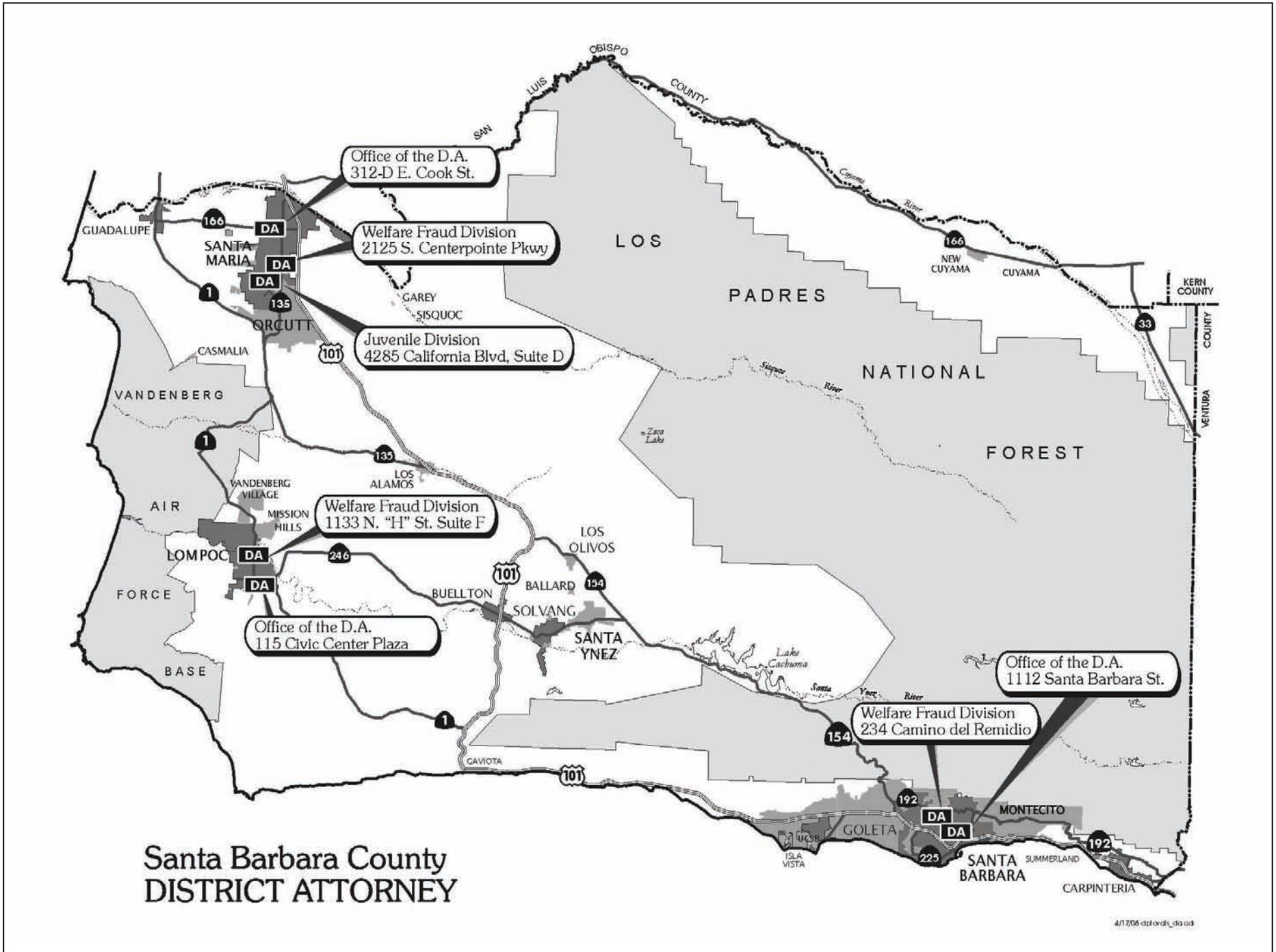
Deputy District Attorney	1.0	1.0	1.0	1.0
Criminal Investigator	--	--	--	6.5
DA Investigator	8.0	8.0	8.0	--
Investigative Assistant	--	1.0	1.0	1.0
Legal Secretary	1.0	--	--	--
Sub-Division Total	10.0	10.0	10.0	8.5
Division Total	142.1	143.1	143.1	132.6



Senior Deputy District Attorney Jim Kreyger and Chief Trial Deputy Eric Hanson receive award for 30 years of service.

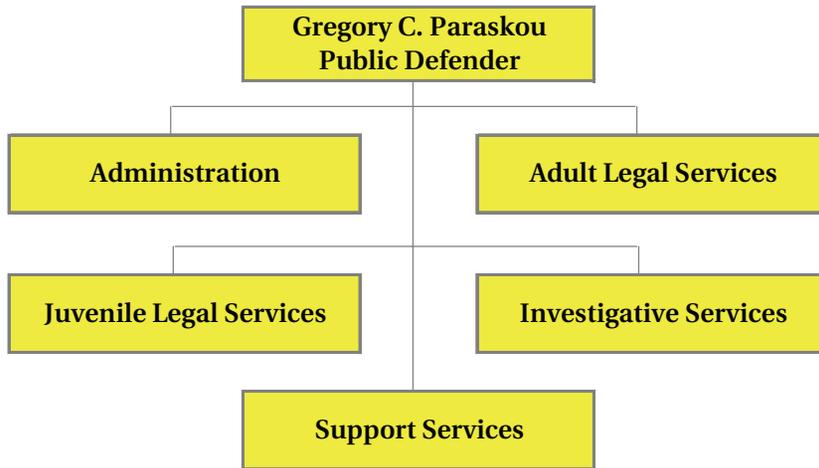


The District Attorney State Street Mile is an annual event held in June and supports emergency funding for victims and witnesses of crime.

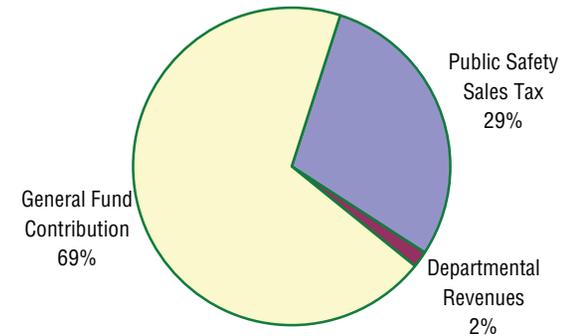


# PUBLIC DEFENDER

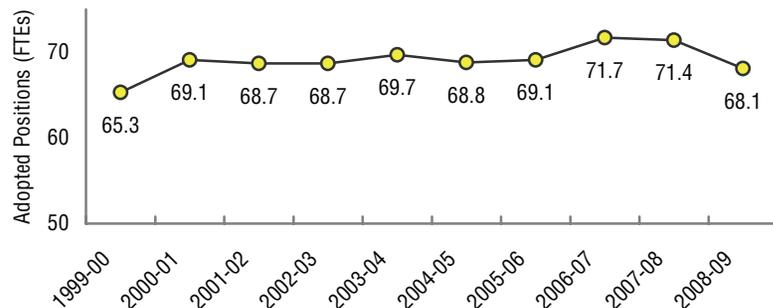
Budget & Positions (FTEs)	
Operating \$	10,290,180
Capital	-
Positions	68.1 FTEs



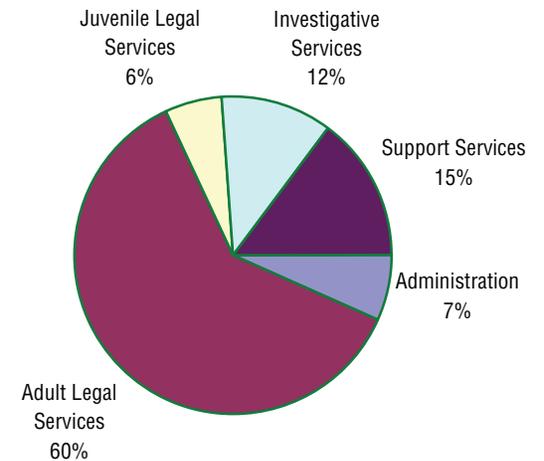
## SOURCE OF FUNDS



## STAFFING TREND



## USE OF FUNDS



**PUBLIC DEFENDER**  
**Department Summary**

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Use of Funds Summary</b>				
<i>Operating Expenditures</i>				
Administration	\$ 535,884	\$ 914,933	\$ 614,195	\$ 683,088
Adult Legal Services	5,536,391	5,477,801	6,073,753	6,318,781
Juvenile Legal Services	569,350	597,033	390,906	596,380
Investigative Services	1,020,373	1,160,595	1,003,528	1,187,100
Support Services	1,021,197	1,388,104	1,399,422	1,504,831
Expenditure Total	8,683,195	9,538,466	9,481,804	10,290,180
<i>Other Financing Uses</i>				
Operating Transfers	6,909	6,874	6,874	6,874
Designated for Future Uses	35,000	--	--	--
Department Total	<u>\$ 8,725,104</u>	<u>\$ 9,545,340</u>	<u>\$ 9,488,678</u>	<u>\$ 10,297,054</u>

**Character of Expenditures**

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<i>Operating Expenditures</i>				
Regular Salaries	\$ 5,833,068	\$ 6,352,659	\$ 6,168,705	\$ 6,645,202
Overtime	72	--	919	--
Extra Help	248,459	13,907	321,213	--
Benefits	1,868,379	2,257,582	2,084,067	2,662,488
Salaries & Benefits Sub-Total	7,949,978	8,624,148	8,574,904	9,307,690
Services & Supplies	733,217	914,318	906,900	982,490
Expenditure Total	<u>\$ 8,683,195</u>	<u>\$ 9,538,466</u>	<u>\$ 9,481,804</u>	<u>\$ 10,290,180</u>

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Source of Funds Summary</b>				
<i>Departmental Revenues</i>				
Public Safety Sales Tax	\$ 2,876,622	\$ 3,042,378	\$ 2,776,355	\$ 2,786,329
Federal & State Revenues	127,537	--	--	--
Other Charges for Services	68,406	107,000	149,500	158,193
Revenue Total	3,072,565	3,149,378	2,925,855	2,944,522
<i>General Fund Contribution</i>	5,652,539	6,329,978	6,484,668	6,571,899
<i>Other Financing Sources</i>				
Operating Transfers	--	--	12,171	427,000
Use of Prior Fund Balances	--	65,984	65,984	353,633
Department Total	<u>\$ 8,725,104</u>	<u>\$ 9,545,340</u>	<u>\$ 9,488,678</u>	<u>\$ 10,297,054</u>

	Actual FY 06-07		Adopted FY 07-08		Est. Actual FY 07-08		Recommended FY 08-09	
	Pos.	FTE	Pos.	FTE	Pos.	FTE	Pos.	FTE
<b>Position Summary</b>								
<i>Permanent</i>								
Administration	6.0	6.5	8.0	6.9	8.0	5.8	6.0	4.9
Adult Legal Services	32.0	32.5	30.0	30.4	30.0	32.9	33.0	30.3
Juvenile Legal Services	6.0	5.0	4.0	3.9	4.0	3.1	3.0	2.9
Investigative Services	12.0	11.9	12.0	11.8	12.0	11.9	12.0	11.7
Support Services	16.8	17.4	18.8	18.1	18.8	18.8	18.8	18.3
Total Permanent	72.8	73.3	72.8	71.1	72.8	72.5	72.8	68.1
<i>Non-Permanent</i>								
Extra Help	--	--	--	0.4	--	3.8	--	--
Total Positions	<u>72.8</u>	<u>73.3</u>	<u>72.8</u>	<u>71.4</u>	<u>72.8</u>	<u>76.3</u>	<u>72.8</u>	<u>68.1</u>

Note: FTE and position totals may not sum correctly due to rounding.

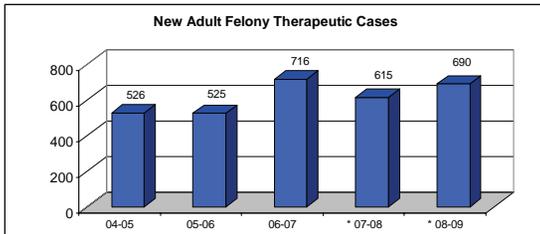
## MISSION STATEMENT

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

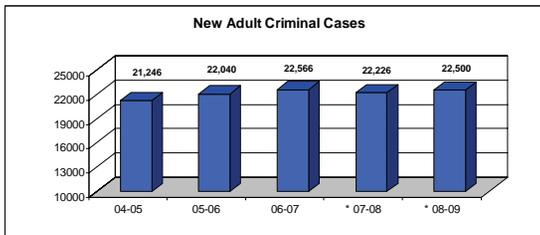
## Budget Organization

The cost centers of the Law Office of the Public Defender are Administration, Adult Legal Services, Juvenile Legal Services, Investigative Services, and Support Services. All employees are located in offices adjacent to Court facilities in Santa Maria (Superior Court and Juvenile), Lompoc (Superior Court), and Santa Barbara (Superior Court and Juvenile). The Law Office employs thirty-five attorneys including the Public Defender and two Assistant Public Defenders (one manages the North County Office and the other manages the South County Office) and a support staff of thirty-seven including a business manager, departmental analyst, information systems administrator, investigators, social service practitioners, a paralegal, legal secretaries, accounting assistant, and data entry operators. Four of these positions will remain unfunded in Fiscal Year 2008-09 including one attorney, a paralegal, a legal secretary and a departmental analyst. If the number of cases exceeds the Public Defender staff's ability to provide adequate legal representation then cases will have to be assigned to private counsel by the Courts. It is not known how the Courts would deal with the appointment of counsel in these cases, but the County could lose the ability to control these costs and the quality of representation.

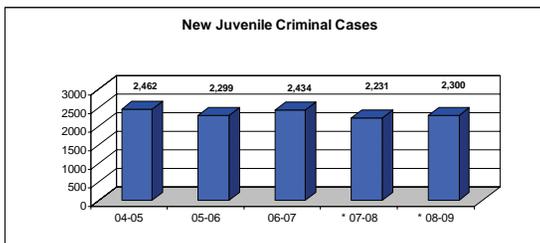
## Activity Indicators



Adult therapeutic court cases include Clean & Sober, Domestic Violence Review, Proposition 36 and Substance Abuse Treatment Court. These cases place Public Defender clients in treatment programs thus relieving jail overcrowding.



Adult criminal cases have increased approximately 6% in the last five years.



The juvenile criminal caseload has decreased by 6% over the last five years.

\*Projected

## PUBLIC DEFENDER

### Department Summary (cont'd)

#### Significant Changes (FY 2007-08 Adopted to FY 2007-08 Estimated Actual)

Estimated Actual operating expenditures decreased by \$57,000, to \$9,489,000, from the Adopted Budget of \$9,545,000. This 0.6% decrease is the result of:

- +\$307,000 – Additional extra help costs to fill in behind leaves of absence and to meet caseload demands;
- +\$285,000 – Accrued salaries;
- -\$469,000 – Salary expense lower than anticipated due to leaves of absence and vacancies;
- -\$85,000 – Retirement contribution less than anticipated due to leaves of absence and vacancies;
- -\$57,000 – Health insurance contribution less than anticipated due to leaves of absence and vacancies;
- -\$38,000 – FICA contribution less than anticipated due to leaves of absence and vacancies.

Estimated Actual operating revenues decreased by \$223,000, to \$2,926,000, from the Adopted Budget of \$3,149,000. This 7.6% decrease is the result of:

- +\$43,000 – Greater than anticipated Public Defender fee revenue;
- -\$266,000 – Lower than anticipated Public Safety Sales Tax revenue.

#### Significant Changes (FY 2007-08 Estimated Actual to FY 2008-09 Recommended)

The Recommended Budget's operating expenditures increased by \$808,000 to \$10,297,000 from the prior year's Estimated Actual of \$9,489,000. This 8.5% increase is the result of:

- +\$479,000 – Increases in retirement contribution expense;
- +\$476,000 – Increased salaries due to COLA and benefit increases;
- +\$68,000 – Increased health insurance contribution;
- +\$65,000 – Increased expert witness costs for psychological evaluations formerly paid for by the Courts;
- +\$17,000 – Increased worker's compensation expense;
- -\$321,000 – Reduced extra help attorney staff.

The Recommended Budget's operating revenues increased by \$19,000, to \$2,945,000 from the prior year's Estimated Actual of \$2,926,000. This 0.6% increase is the result of:

- +\$10,000 – Greater than anticipated Public Safety Sales Tax revenue;
- +\$9,000 – Greater than anticipated Public Defender fee revenue.

**PUBLIC DEFENDER**  
**Department Summary (cont'd)**

Additionally, the Department released \$427,000 from the capital projects designation and \$354,000 from public safety designation, accumulated capital projects designation and designated-various to fund ongoing operations for Fiscal Year 2008-09.

Capital Asset Expenditures: Public Defender Capital Asset expenditures for FY 2008-09 is \$0 as the Department's Santa Barbara office remodel project is budgeted in the General Services Department for \$3,067,000 pending action on the issuance of Certificates of Participation.

**The Fiscal Year 2008-2009 constraints require the Public Defender to implement certain service level reductions.** The Department implemented staffing reductions while maintaining the Department's ability to provide constitutionally mandated legal representation in over 25,000 cases per year. The Public Defender budget includes a reduction of 3.3 FTE and two extra help positions over last year's staffing levels. The Technology Initiative has been postponed and designated funds (\$75,000) were used to meet ongoing expenses in the FY 2008-09 budget. As caseloads increase, there will be a loss in the efficiency of the criminal justice system; cases will not be handled as efficiently, delays may ensue, and persons incarcerated may remain in custody for a longer period of time with impact on the jail overcrowding situation and early releases. An additional concern is the ability of the three Department executives to effectively manage the office since they will be required to assume regular court appearances and handle cases.

**Departmental Priorities and Their Alignment With County Goals**

The Law Office of the Public Defender's strategic actions are primarily aligned with the following adopted County Strategic Goals:

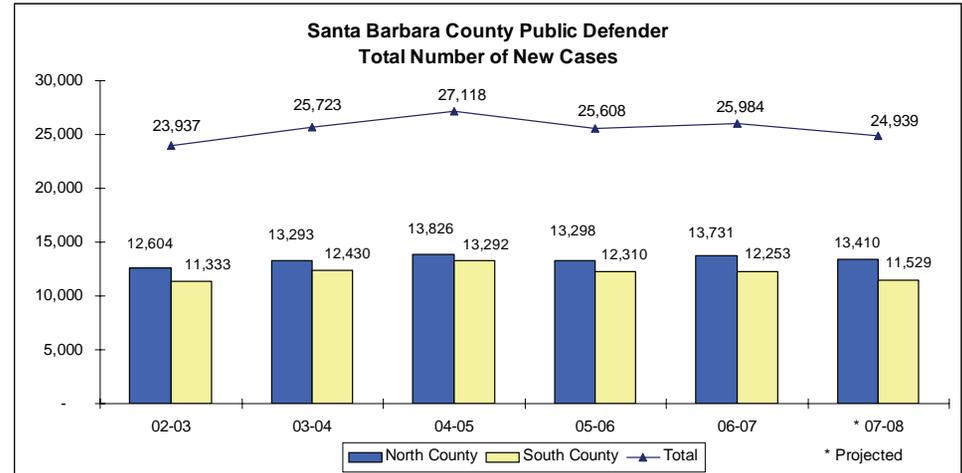
- Goal 1: Efficient and Responsive Government: An Efficient, Professionally Managed Government Able to Anticipate and to Effectively Respond to the Needs of the Community.**
- Goal 2: Health and Safety: A Safe and Healthy Community in Which to Live, Work and Visit.**
- Goal 6: Families and Children: A Community that Fosters the Safety and Well-Being of Families and Children.**

Among the eight Critical Issues, the issue of "Health Care & Social Services Delivery" will take priority for FY 2008-09 in the form of continued development of therapy court's alternative sentencing and continued zealous representation of adult and juvenile clients. The Office of the Public Defender continues providing effective leadership and promoting collaborative partnerships to deliver the highest quality of service to our clients.

**Focus Area: Litigation**

**Current Year (FY 07-08) Accomplishments**

- Initiated a collaborative process with other County departments and the Courts to increase the collection of court ordered attorney fees from clients with the ability to pay for the legal services of the Public Defender's Office. Collections increased from \$68,406 in FY 2006-07 to a projected \$149,500 for FY 2007-08, a 219% increase.
- Embarked on an office-wide strategy to increase the number of attorney fees assessed by the Courts in adult criminal cases, resulting in the amount of fees ordered increasing from \$34,780 in FY 2006-07, to a projected \$129,013 in FY 2007-08, a 370% increase.
- Initiated an office-wide project designed to enhance the efficiency and effectiveness of office staff through better utilization of technology. Legal staff has been equipped with laptop computers, thus eliminating the need for additional desktop computers while providing portability. Collaborating with the Courts and other Law and Justice departments, wireless access points were established in the courtrooms to allow attorneys to access case management data and their email to more efficiently and effectively exchange information. Another aspect of the technology initiative included the purchase, installation, and training for new software which allows attorneys to effectively and efficiently organize their case files, prepare their cases and make multimedia trial presentations.



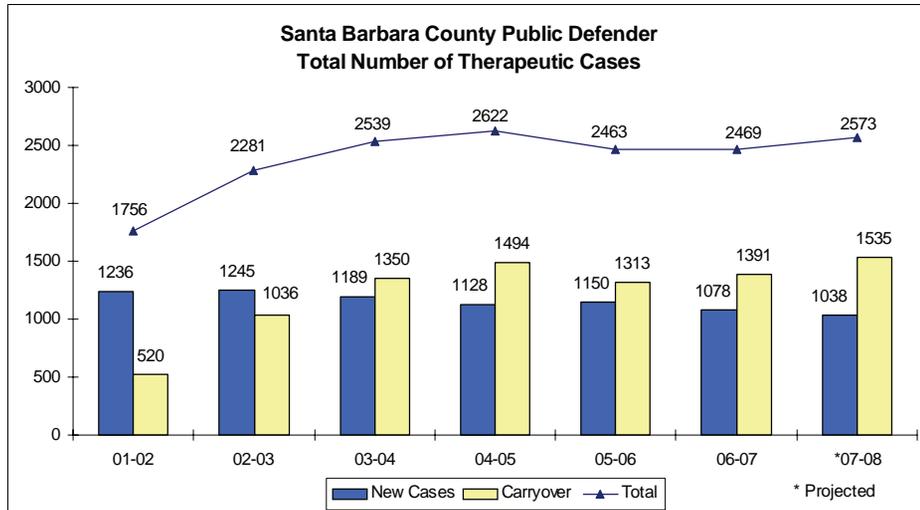
**PUBLIC DEFENDER**  
**Department Summary (cont'd)**

**Proposed Strategic Actions**

- Increase the Department’s ability to more effectively and efficiently move cases through the criminal justice system while maintaining a high quality of representation, which would help reduce the jail overcrowding issues.
- Begin the remodel/update of the Santa Barbara office space in the Courthouse Annex to provide a safe and secure facility for employees, increase client and public access (including disabled access), and improve efficiency and workflow.
- Redesign the Department's web page to make it more user-friendly, informative and professional.
- Enhance support staff effectiveness at minimal cost to the County.

**Proposed Key Projects**

- Continue to coordinate with Courts and with other County departments involved in the criminal justice system to decrease repetitive data entry by sharing electronic information and thus decrease data processing costs.



**Focus Area: Therapeutic Courts**

**Current Year (FY07-08) Accomplishments**

- Collaborated with the Courts, Mental Health, Probation, District Attorney and community organizations on the implementation of a Dual Diagnosis/Mental Health Court in Santa Barbara.
- Assisted 1,038 (projected) clients to enter into alcohol and drug treatment programs instead of incarceration, saving the County money and helping to reduce the jail overcrowding problem.
- Continued to represent 1,535 clients in ongoing Therapeutic Court review appearances in Drug Court, Proposition 36, Clean & Sober, and Domestic Violence Review. These Court programs have been successful at enhancing public safety, reducing jail time and recidivism, and helping individuals to become productive members of the community.

**Proposed Strategic Actions**

- Improve and increase the Department’s ability to more quickly transition in-custody clients out of the jail and into treatment programs. This would have a positive impact on helping to reduce the jail overcrowding.

**Proposed Key Project**

Since the Department added two Social Services Practitioner positions in 1997, there has been a large increase in the number of clients benefiting from the various Therapeutic Justice Courts that have been developed over the past 10 years. From FY 2001-02 to 2006-07 there has been a 146% increase in the number of clients enrolled in the Therapeutic Courts. The Public Defender’s Office has taken on the increased responsibility of assuring that clients are successfully placed in treatment programs instead of being incarcerated in the County jail. As funds become available, the Department will seek an additional staff person to do more of the time-consuming, yet less complex tasks such as contacting treatment programs regarding bed availability, paperwork, and transportation. This will free up the Social Service Practitioners to better use their time and expertise to provide more client assessments in less time thus providing better customer service.

**PUBLIC DEFENDER**  
**Department Summary (cont'd)**

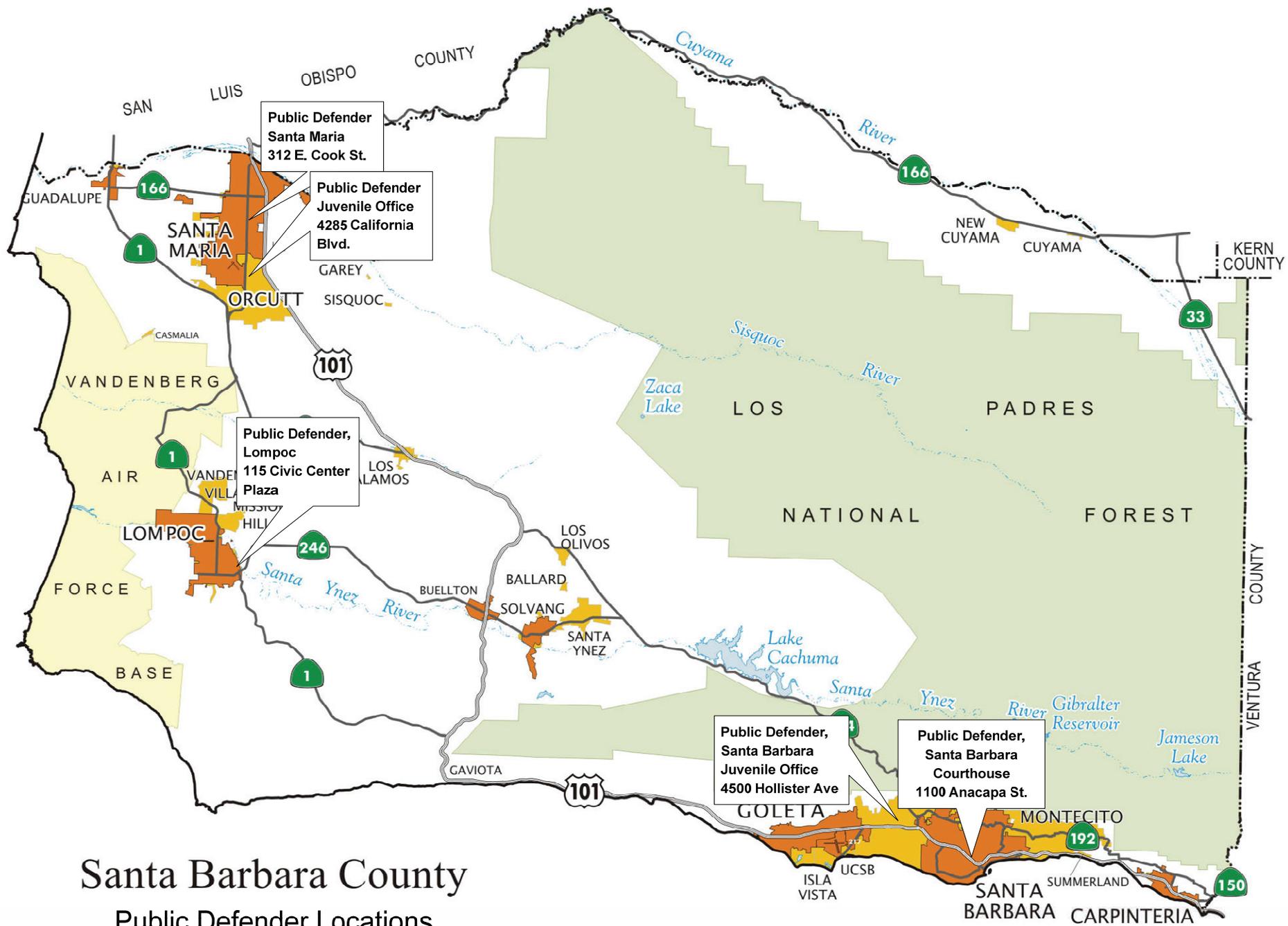
	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
	Pos.	Pos.	Pos.	Pos.
<b>Position Detail</b>				
<b>Administration</b>				
Public Defender	1.0	1.0	1.0	1.0
Assistant Public Defender	2.0	2.0	2.0	2.0
Business Manager	1.0	1.0	1.0	1.0
Data Processing Specialist	1.0	1.0	1.0	1.0
Departmental Analyst Program	1.0	1.0	1.0	1.0
Executive Secretary	1.0	1.0	1.0	1.0
Accounting Assistant	1.0	1.0	1.0	1.0
Sub-Division Total	8.0	8.0	8.0	8.0
<b>Adult Legal Services</b>				
Deputy Public Defender	29.0	29.0	29.0	29.0
Paralegal	1.0	1.0	1.0	1.0
Sub-Division Total	30.0	30.0	30.0	30.0
<b>Juvenile Legal Services</b>				
Deputy Public Defender	4.0	4.0	4.0	4.0
Legal Secretary	2.0	2.0	2.0	2.0
Sub-Division Total	6.0	6.0	6.0	6.0
<b>Investigative Services</b>				
Chief Investigator	1.0	1.0	1.0	1.0
Investigator	6.0	6.0	6.0	6.0
Social Services Practitioner	2.0	2.0	2.0	2.0
Investigative Assistant	3.0	3.0	3.0	3.0
Sub-Division Total	12.0	12.0	12.0	12.0
<b>Support Services</b>				
Legal Interpreter	1.8	1.8	1.8	1.8
Legal Secretary	11.0	11.0	11.0	11.0
Data Entry Operator	2.0	2.0	2.0	2.0
Office Assistant	2.0	2.0	2.0	2.0
Sub-Division Total	16.8	16.8	16.8	16.8
Division Total	72.8	72.8	72.8	72.8



**PUBLIC DEFENDER**  
**Department Summary (cont'd)**

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Recurring Performance Measures</b>				
<b>Administration</b>				
To ensure an efficient and responsive government, the County will maintain the rate of General Liability claims filed at no more than 90 - 100% of the previous year's actual claims filed.	25%	0%	0%	0%
	1	--	--	--
	4	1	1	--
As an efficient and responsive government, the County will maintain the cost of workers' compensation incident claims to \$1.17 per \$100 payroll (salaries including overtime), and a Public Defender department cost of \$1.85 or less.	\$1.73	\$1.80	\$1.90	\$1.85
	\$104,788	\$119,723	\$123,195	\$122,936
	\$60,702	\$66,513	\$64,908	\$66,452
To improve workers' safety, the County will conduct its operations in order to maintain the rate of Workers' Compensation incident claims to 12 or less per 100 FTE employees Countywide.	4.11	4.23	1.37	1.47
	3.00	3.00	1.00	1.00
	0.73	0.71	0.73	0.68
As an efficient and responsive government, the County will maintain the rate of Workers' Compensation claims filed between 90 - 100% of the previous year's actual claims filed.	42%	100%	33%	100%
	3	3	1	1
	7	3	3	1
As an efficient and responsive government, the County will maintain a productive workforce through a countywide Lost Time Rate of 5.9% or less, and a Public Defender department rate of 7.5% or less.	7.6%	5.8%	8.0%	7.5%
	11,113	8,762	12,064	10,624
	145,926	148,512	150,800	141,648
As an efficient and responsive government, the County will maintain a quality workforce through completing 95 -100% of departmental Employee Performance Reviews (EPRs) by the Anniversary Due Date.	50%	100%	51%	100%
	37	74	37	74
	74	74	72	74

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Recurring Performance Measures</b>				
<b>Adult Legal Services</b>				
100% of 33 attorneys will attend at least three criminal law and education programs annually.	100%	100%	100%	100%
Public Defender will meet annually with 14 Superior Court adult and juvenile criminal law judges to assess quality, representation, and service to the Court.	14	14	14	14
Collaborate with Criminal Justice and County government partners on 6 projects annually to accomplish systemic improvements.	6	6	6	6
<b>Investigative Services</b>				
100% of twelve investigators/social workers will attend at least two specialized criminal law/investigation programs annually.	100%	100%	100%	100%
	24	24	24	24
	24	24	24	24
Investigative staff will personally contact 100% of an estimated 220 clients who are deemed unable to care for themselves or a threat to themselves or others within 48 hours of receiving such notices to determine if an appeal is requested	100%	100%	100%	100%
<b>Support Services</b>				
100% of 18 secretarial/clerical employees will attend at least one job-related class taught by a qualified instructor/organization or the County's Employee University	100%	100%	100%	100%
	18	18	18	18
	18	18	18	18
Complete appropriate file documentation within 10 working days for 100% of an estimated 25,500 cases closed.	93%	100%	94%	100%
	25,984	25,500	24,939	24,900
	27,939	25,500	26,530	24,900



**Santa Barbara County**  
Public Defender Locations

# PUBLIC SAFETY

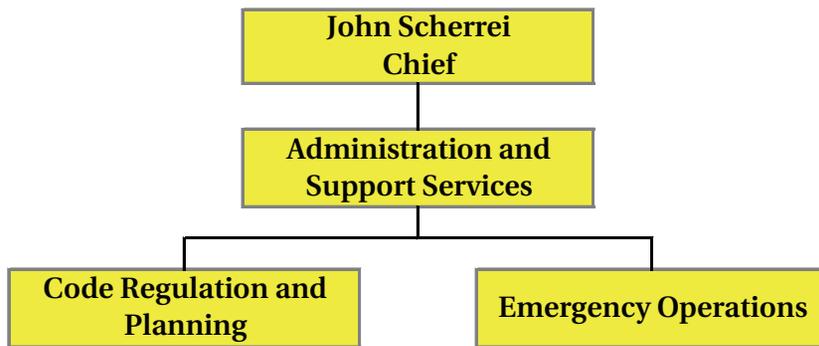
Use of Funds	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Operating Expenditures</b>				
Fire	\$ 44,151,322	\$ 46,106,133	\$ 48,920,069	\$ 50,316,229
Probation	39,393,573	41,378,324	41,555,988	43,717,092
Sheriff	89,462,179	93,943,827	98,446,983	98,543,188
<b>Total</b>	<b>173,007,074</b>	<b>181,428,284</b>	<b>188,923,040</b>	<b>192,576,509</b>
<b>Capital Equipment &amp; Improvements</b>				
Fire	1,727,220	207,500	382,500	2,752,190
Probation	14,068	63,952	33,909	13,952
Sheriff	2,097,934	2,742,000	6,053,344	688,000
<b>Total</b>	<b>3,839,222</b>	<b>3,013,452</b>	<b>6,469,753</b>	<b>3,454,142</b>
<b>Designated for Future Uses</b>				
Fire	3,096,487	1,998,293	3,207,672	1,370,000
Probation	404,890	380,238	297,555	38,928
Sheriff	3,524,589	877,024	959,957	511,000
<b>Total</b>	<b>7,025,966</b>	<b>3,255,555</b>	<b>4,465,184</b>	<b>1,919,928</b>
<b>Operating Transfers Out</b>				
Fire	1,204,442	2,928,788	3,490,056	1,052,970
Probation	478,750	27,607	27,607	27,607
Sheriff	2,903,842	4,356,827	6,073,489	1,779,329
<b>Total</b>	<b>4,587,034</b>	<b>7,313,222</b>	<b>9,591,152</b>	<b>2,859,906</b>
<b>Total Use of Funds</b>	<b>\$188,459,296</b>	<b>\$195,010,513</b>	<b>\$209,449,129</b>	<b>\$200,810,485</b>

Source of Funds	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Departmental Revenues</b>				
Fire	\$ 45,599,799	\$ 43,386,024	\$ 48,555,893	\$ 48,540,150
Probation	19,594,404	19,432,913	18,963,891	20,119,068
Sheriff	41,335,115	38,770,579	39,803,912	39,712,305
<b>Total</b>	<b>106,529,318</b>	<b>101,589,516</b>	<b>107,323,696</b>	<b>108,371,523</b>
<b>General Fund Contribution</b>				
Fire	3,008,783	2,577,101	2,577,100	1,865,200
Probation	17,714,103	19,321,554	19,246,437	21,531,947
Sheriff	50,291,018	56,181,704	59,189,324	59,596,682
<b>Total</b>	<b>71,013,904</b>	<b>78,080,359</b>	<b>81,012,861</b>	<b>82,993,829</b>
<b>Use of Designations/Prior Fund Balances</b>				
Fire	1,570,889	5,277,589	4,849,565	5,086,039
Probation	1,050,233	1,163,614	1,562,674	59,242
Sheriff	4,461,643	4,848,395	9,009,610	1,358,130
<b>Total</b>	<b>7,082,765</b>	<b>11,289,598</b>	<b>15,421,849</b>	<b>6,503,411</b>
<b>Operating Transfers In</b>				
Fire	--	--	7,439	--
Probation	1,931,191	1,932,040	2,142,057	2,087,322
Sheriff	1,879,268	2,119,000	3,529,527	854,400
<b>Total</b>	<b>3,810,459</b>	<b>4,051,040</b>	<b>5,679,023</b>	<b>2,941,722</b>
<b>Other Miscellaneous Financing Sources</b>				
Fire	--	--	10,300	--
Probation	1,350	--	--	--
Sheriff	21,500	--	1,400	--
<b>Total</b>	<b>22,850</b>	<b>--</b>	<b>11,700</b>	<b>--</b>
<b>Total Source of Funds</b>	<b>\$188,459,296</b>	<b>\$195,010,513</b>	<b>\$209,449,129</b>	<b>\$200,810,485</b>

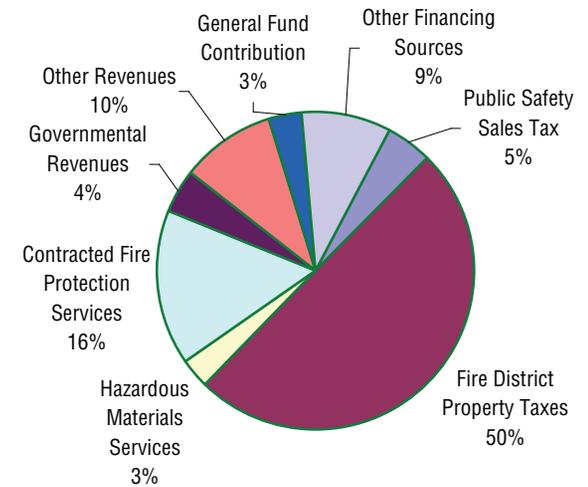
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# FIRE

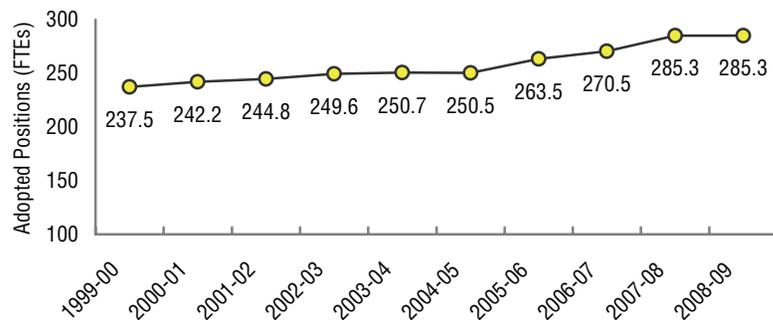
Budget & Positions (FTEs)	
Operating \$	50,316,229
Capital	2,752,190
Positions	285.3 FTEs



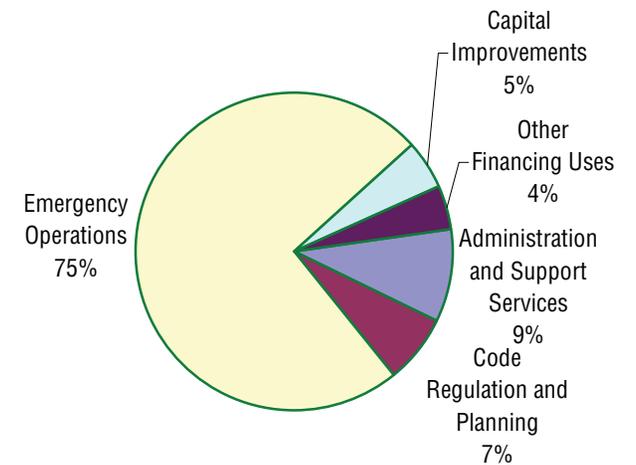
## SOURCE OF FUNDS



## STAFFING TREND



## USE OF FUNDS



**FIRE**  
**Department Summary**

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Use of Funds Summary</b>				
<i>Operating Expenditures</i>				
Administration and Support Services	\$ 4,717,057	\$ 5,060,378	\$ 5,040,225	\$ 5,240,204
Code Regulation and Planning	3,370,381	3,477,034	3,473,336	3,856,239
Emergency Operations	36,160,755	37,653,741	40,491,400	41,242,306
Operating Sub-Total	44,248,193	46,191,153	49,004,961	50,338,749
Less: Intra-County Revenues	(96,871)	(85,020)	(84,892)	(22,520)
Operating Total	44,151,322	46,106,133	48,920,069	50,316,229
<i>Non-Operating Expenditures</i>				
Capital Assets	1,727,220	207,500	382,500	2,752,190
Expenditure Total	45,878,542	46,313,633	49,302,569	53,068,419
<i>Other Financing Uses</i>				
Operating Transfers	1,204,442	2,928,788	3,490,056	1,052,970
Designated for Future Uses	3,096,487	1,998,293	3,207,672	1,370,000
Department Total	\$ 50,179,471	\$ 51,240,714	\$ 56,000,297	\$ 55,491,389

**Character of Expenditures**

<i>Operating Expenditures</i>				
Regular Salaries	\$ 21,000,297	\$ 22,165,974	\$ 22,451,690	\$ 23,440,097
Overtime	6,088,347	5,456,300	8,456,300	6,694,000
Extra Help	820,886	890,592	890,592	865,577
Benefits	10,431,825	11,339,324	11,053,608	12,038,642
Salaries & Benefits Sub-Total	38,341,355	39,852,190	42,852,190	43,038,316
Services & Supplies	5,706,838	6,338,963	6,147,694	7,300,433
Damages & Losses	200,000	--	5,077	--
Operating Sub-Total	44,248,193	46,191,153	49,004,961	50,338,749
Less: Intra-County Revenues	(96,871)	(85,020)	(84,892)	(22,520)
Operating Total	44,151,322	46,106,133	48,920,069	50,316,229
<i>Non-Operating Expenditures</i>				
Capital Assets	1,727,220	207,500	382,500	2,752,190
Expenditure Total	\$ 45,878,542	\$ 46,313,633	\$ 49,302,569	\$ 53,068,419

Note: Presentation of the individual program amounts for fiscal years 2006-07 and 2007-08 have been adjusted to provide a consistent level of detail with the fiscal year 2008-09 budget, however, the totals for 2006-07 and 2007-08 have not been changed.

**Source of Funds Summary**

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<i>Departmental Revenues</i>				
Fire District Property Taxes	\$ 25,328,374	\$ 26,270,257	\$ 26,691,000	\$ 27,721,480
Public Safety Sales Tax	1,595,213	2,205,643	2,051,604	2,557,666
Interest	580,997	366,280	475,000	343,888
Governmental Revenues	4,115,770	2,037,183	2,351,164	2,415,566
Contracted Fire Protection Services	7,400,648	7,481,291	8,187,297	8,820,800
Emergency Medical Services	296,684	250,000	350,000	370,000
Hazardous Material Services	1,264,363	1,957,870	1,399,306	1,626,750
Other Charges for Services	4,889,056	2,796,370	6,949,192	4,592,020
Miscellaneous Revenue	225,565	106,150	186,222	114,500
Revenue Sub-Total	45,696,670	43,471,044	48,640,785	48,562,670
Less: Intra-County Revenues	(96,871)	(85,020)	(84,892)	(22,520)
Revenue Total	45,599,799	43,386,024	48,555,893	48,540,150
General Fund Contribution	3,008,783	2,577,101	2,577,100	1,865,200
<i>Other Financing Sources</i>				
Operating Transfers	--	--	7,439	--
Sale of Property	--	--	10,300	--
Use of Prior Fund Balances	1,570,889	5,277,589	4,849,565	5,086,039
Department Total	\$ 50,179,471	\$ 51,240,714	\$ 56,000,297	\$ 55,491,389

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
	Pos.	FTE	Pos.	FTE

**Position Summary**

<i>Permanent</i>								
Administration and Support Services	35.0	33.0	33.0	32.4	33.0	32.2	31.0	31.1
Code Regulation and Planning	29.0	24.4	26.0	26.7	26.0	26.7	29.0	28.2
Emergency Operations	189.0	175.2	200.0	198.0	200.0	198.5	199.0	197.8
Total Permanent	253.0	232.6	259.0	257.0	259.0	257.3	259.0	257.0
<i>Non-Permanent</i>								
Extra Help	--	25.5	--	28.3	--	28.3	--	28.3
Total Positions	253.0	258.1	259.0	285.3	259.0	285.6	259.0	285.3

Note: FTE and position totals may not sum correctly due to rounding.

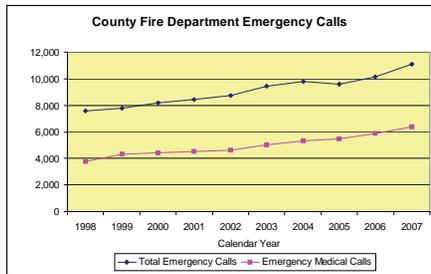
## MISSION STATEMENT

The mission of the Fire Department is to serve and safeguard the community from the impact of fires, medical emergencies, environmental emergencies, and natural disasters through education, code enforcement, planning and prevention, rescue, and emergency response.

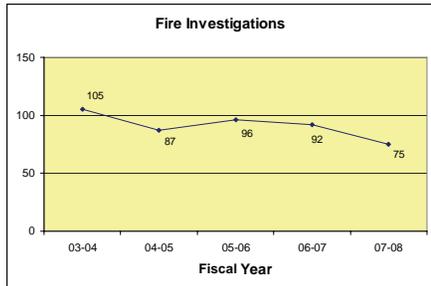
## Budget Organization

The three divisions of the Fire Department are Administration and Support Services, Code Regulation and Planning, and Emergency Operations. The Fire Department has a staff of 285.3 full time equivalent employees and serves the unincorporated area of the County, the City of Buellton, the City of Goleta, the City of Solvang and private lands in the National Forest via 16 fire stations and three offices located throughout the County. In addition, the Fire Department's Hazardous Materials Unit (HMU) serves all County residents.

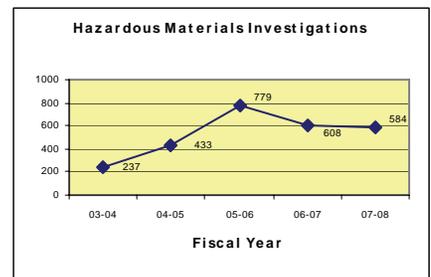
## Activity Indicators



Call volume has increased 47% over the past ten years to 11,090 calls per calendar year. Medical calls now account for 57% of total calls



These investigations represent fires requiring the response of an investigator due to high dollar value, fatality, suspicious nature, or complexity that exceeds the capabilities of engine captains.



Hazardous Materials Investigations have increased due to ongoing oil field spills and releases.

## FIRE

### Department Summary (cont'd)

#### Significant Changes (FY 2007-08 Adopted to FY 2007-08 Estimated Actual)

##### Operating

The Estimated Actual operating expenditures increased by \$2,814,000, to \$49,005,000, from the Adopted Budget of \$46,191,000. This 6% increase is the result of:

- +\$3,000,000 - Overtime incurred due to the Zaca Fire and several other reimbursable fire incidents;
- +\$75,000 - Parking lot/driveway asphalt replacement at Fire Station 31 in Buellton;
- -\$150,000 - Deferring helicopter refurbishments;
- -\$111,000 - Decreased cost for property tax administration fee charges.

The Estimated Actual operating transfers increased by \$561,000, to \$3,490,000, from the Adopted Budget of \$2,929,000. This 19% increase is the result of:

- +\$473,000 - Allocation of Certificate of Participation funds to the Station 51 (Lompoc-Mission Hills) Rebuild project;
- +\$120,000 - Carry-over from FY 2006-07 of utility truck purchase, terra torch vehicle and water rescue vehicle replacements;
- -\$23,000 - Department's share of the County's underground storage tank clean-up projects;
- -\$9,000 - Debt service payment for Station 51 rebuild project.

The Estimated Actual operating revenues increased by \$5,170,000, to \$48,641,000, from the Adopted Budget of \$43,471,000. This 12% increase is the result of:

- +\$4,230,000 - Fire incident revenues, primarily due to the Zaca Fire;
- +\$689,000 - State fire protection contract;
- +\$421,000 - Fire District property taxes;
- +\$230,000 - Leaking Underground Fuel Tank (LUFT) program (State contract);
- +\$109,000 - Fire District interest income;
- +\$100,000 - Increased ambulance transports and recovery of costs;
- +\$103,000 - Several miscellaneous revenue increases;
- -\$456,000 - Site Mitigation Unit diversion of oil field remediation oversight resources to the LUFT program, unrealized rate increase and unrealized collections;
- -\$154,000 - Proposition 172 public safety sales tax revenues;
- -\$102,000 - Hazardous Materials Unit Business Plan, Waste Generator and Underground Storage programs.

## FIRE

### Department Summary (cont'd)

#### Capital

The Estimated Actual capital expenditures increased by \$175,000, to \$382,000, from the Adopted Budget of \$207,000. This 84% increase is the result of:

- +\$160,000 – Carry-over from FY 2006-07 for the purchase of a Fuels Crew buggy (crew carrier);
- +\$15,000 – Carry-over from FY 2006-07 for the replacement of a broken slip-on pump (a water pump that attaches to the bed of a pick-up truck and is used to fight fire) for the Fuels Crew.

#### Significant Changes (FY 2007-08 Estimated Actual to FY 2008-09 Recommended)

##### Operating

The Recommended Budget's operating expenditures will increase by \$1,334,000, to \$50,339,000, from the prior year's Estimated Actual of \$49,005,000. This 3% increase is the result of:

- +\$1,033,000 – Retirement rate increase;
- +\$988,000 – Cost of living and merit increases;
- +\$505,000 – Increased dispatch costs;
- +\$430,000 – Depreciation/replacement costs for Type I engines;
- +\$282,000 – Health insurance rate increase;
- +\$164,000 – Mobile data computer (MDC)/Automatic Vehicle Locator (AVL) software and wireless service for emergency response vehicles;
- +\$50,000 – Independent fire district feasibility study;
- -\$1,780,000 – Overtime and FICA/Medicare return to "normal" levels after the Zaca Fire;
- -\$208,000 – Workers compensation premiums;
- -\$130,000 – Overtime reduction due to completion of oilfield inspection backlog.

The Recommended Budget's Operating Transfers will decrease by \$2,437,000 to \$1,053,000, from the prior year's Estimated Actual of \$3,490,000. This 70% decrease is the result of:

- -\$2,815,000 – Completion of Station 51 (Lompoc-Mission Hills) construction project in FY 2007-08;
- -\$120,000 – Completion of vehicle purchases carried over from FY 2006-07;
- +\$275,000 – Purchase of Type 3 engine (brush truck);
- +\$175,000 – Design/Acquisition costs associated with Operations Complex project;
- +\$31,000 – Department's share of the underground storage tank clean-up projects;

- +\$9,000 – Vehicle upgrades and replacements;
- +\$8,000 – Debt service payment for Station 51 rebuild project.

The Recommended Budget's operating revenues will decrease by \$78,000, to \$48,563,000, from the prior year's Estimated Actual of \$48,641,000. This 0.2% decrease is the result of:

- -\$2,404,000 - Reduction in fire incident revenues in anticipation of a return to historical levels;
- -\$131,000 – Interest income;
- -\$24,000 – Miscellaneous revenues;
- +\$1,030,000 – Property taxes;
- +\$492,000 – Increased share of Proposition 172 public safety sales tax;
- +\$400,000 – State fire protection contract;
- +\$200,000 – Increased mitigation fees from Station 51 in Lompoc-Mission Hills energy facility fire services;
- +\$140,000 – Fire protection services to City of Solvang and Orcutt Fire Protection District;
- +\$123,000 – Site Mitigation Unit oil field remediation oversight;
- +\$100,000 – Hazardous Materials Unit fee increase.

#### Capital

The Recommended Budget's capital expenditures will increase by \$2,370,000, to \$2,752,000, from the prior year's Estimated Actual of \$382,000. This 620% increase is the result of:

- +\$1,505,000 – Replacement of outdated self-contained breathing apparatus units;
- +\$315,000 – MDC/AVL Laptop Computers for emergency response vehicles;
- +\$300,000 – Replacement of aging bulldozer;
- +\$300,000 – Modular structure to temporarily replace Station 23 facility in Sisquoc;
- +\$200,000 – Fuel truck for helicopter operations;
- +\$35,000 – High skid assembly for helicopter;
- -\$285,000 – Completing the purchase of Fuels Crew crew buggy, chipper, chipper truck and slip-on pump.

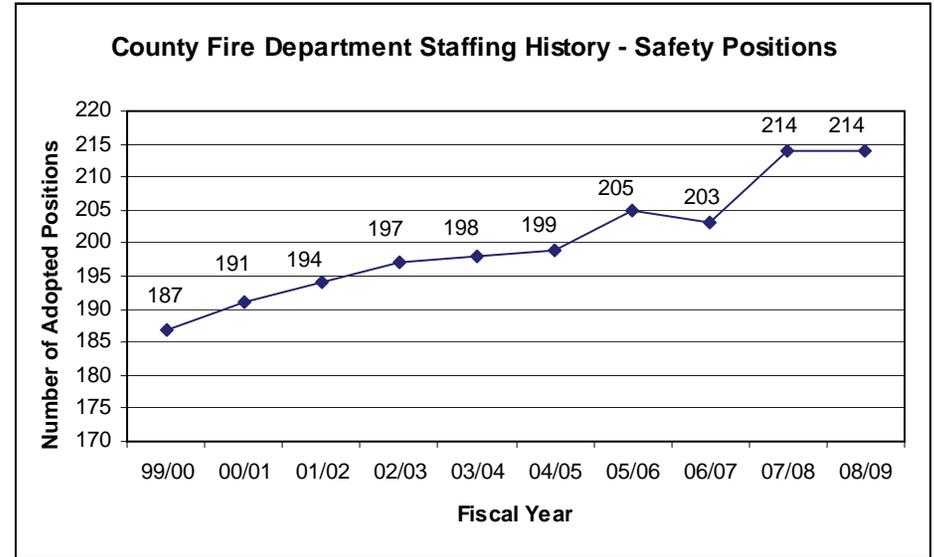
**FIRE**

**Department Summary (cont'd)**

**Fiscal Year 2008-09 constraints require the Department to increasingly rely on one-time revenues to maintain current levels of service.**

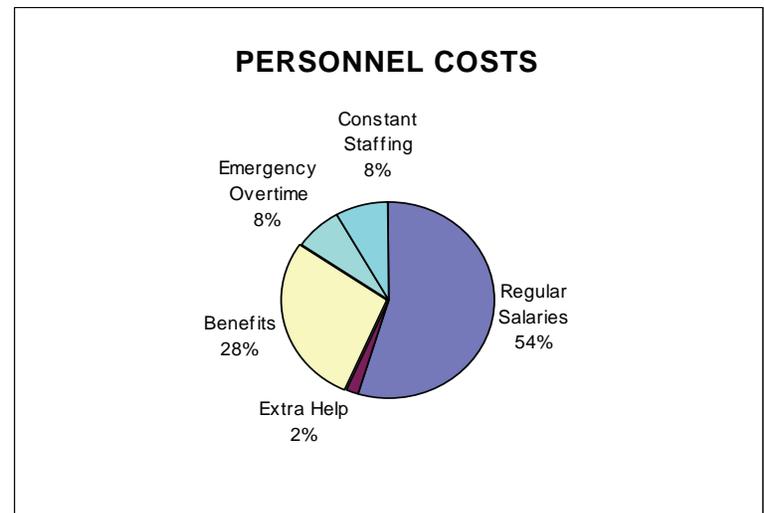
Current budget assumptions result in the department being able to sustain service levels during the 2008-09 and 2009-10 fiscal years by using fund balance to cover operational costs. The projected rate of using these one-time sources to maintain ongoing levels of service shows the Fire District fund balance will be depleted by FY 2010-11 with a resultant \$9 million deficit at the end of FY 2011-12. The Department will face a challenge to maintain existing service levels and provide necessary capital improvements. The Department has \$61 million in capital needs identified in the 2008-2012 Capital Improvement Program of which only nine-million dollars worth is fully funded.

The slow down in property tax growth, reduction of General Fund Contribution, flattening in Proposition 172 Public Safety Sales Tax revenue growth, the increased retirement and health insurance costs, increased costs of dispatch, and ongoing capital needs and necessary equipment replacements all contribute to the decline of the Fire District fund balance within the next two years. To mitigate this impact the helicopter program will no longer provide seven day per week coverage during the non-fire season and the Department will continue operating with limited supervision in the North County.



After significant staffing decreases in the early to mid-90s, the Fire Department has steadily improved safety position staffing over the last ten years. These increases allow more resources to arrive on scene quicker and have provided an increased level of service to the community (e.g. the addition of firefighter/paramedic positions, ladder truck staffing at UCSB, immediate dispatch command and control and a fire/fuels crew). The staffing increase in FY 2007-08 reflects the consolidation of County fire services with the City of Solvang.

Revenue/Expenditure Trend and Change in Fund Balance						
	FY 06-07	FY 07-08	FY 08-09	FY 09-10	FY 10-11	FY 11-12
Revenues	45,599,799	48,555,893	48,145,078	49,547,505	51,061,830	52,947,345
General Fund Contribution	3,008,782	2,577,100	1,865,200	1,865,200	1,865,200	1,865,200
Expenditures	44,151,322	48,920,069	50,316,229	53,299,037	55,743,026	58,697,411
Capital/Designated Expenditures	4,823,707	3,590,172	4,122,190	1,395,000	2,320,000	1,582,000
Change in Capital Fund Balance	(132,832)	(2,880,925)	(141,280)	(57,095)	0	0
Ending Capital Fund Balance	3,079,300	198,375	57,095	0	0	0
Change in Fire Fund Balance	1,832,563	1,239,032	(3,574,759)	(5,000,435)	(7,713,629)	(8,782,499)
Ending Fire Fund Balance	8,229,530	9,468,562	5,893,803	893,368	(6,820,261)	(15,602,760)



## FIRE

### Department Summary (cont'd)

#### Departmental Priorities and Their Alignment With County Goals

The emphasis of the Fiscal Year 2008-09 Fire Department budget is to continue providing quality all-risk emergency services to the community, including emergency fire, rescue and paramedic response, hazardous materials regulation, leaking underground fuel tanks remediation oversight, fire prevention, public education, and code administration. The department reduces the impact of disasters, complies with safety mandates and maintains environmental quality. These objectives must be met by funding well-trained personnel with adequate supplies, safety clothing, and equipment to serve the citizens. The provision and maintenance of equipment, fire apparatus, helicopters and facilities are critical to ensure maximum performance of these assets in an emergency situation.

The Fire Department's strategic actions and key projects are primarily aligned with these three County goals:

#### **Goal 1: Efficient and Responsive Government: An Efficient, Professionally Managed Government Able to Anticipate and to Effectively Respond to the Needs of the Community.**

Current Year (FY 07-08) Accomplishments:

- Lost only one day of work by one employee as a result of an injury during the Zaca Fire even though tens of thousands of hours were spent over an extended period of time (over two months) fighting the fire. This reflects the past and ongoing commitment of resources (manpower and dollars) to employee training, education and safety awareness messages.
- Completed the annexation of the City of Solvang into the Santa Barbara County Fire Protection District, the remodel of the fire station and the first full fiscal year of County Fire staffing and operations at the Solvang fire station. This provides improved operational and medical responses in the central portion of the County and provides improved firefighter safety due to the ability to get additional resources on scene quicker.
- Established a career track process that identifies mandatory training that must be completed in order to be eligible for promotion to Captain or Engineer ranks. This formalizes and supports the ongoing philosophy that better educated companies and officers will lead to safer and more effective strategic and tactical operations.
- Consolidated firefighting services in the northern portion of the County by entering into an agreement with the Orcutt Fire Protection District to staff and operate the Orcutt fire station. This did not result in the addition of any post positions but it will provide improved operational and medical responses in the northern portion of the County due to the relocation of firefighters from the Santa Maria Airport to the Orcutt area which is a better strategic location from which to serve the County Fire jurisdiction.
- Improved information systems and provided direct access to Department computer applications at Fire Station 41 in Cuyama and at the helicopter hanger in Santa Ynez by upgrading the communications infrastructure at these locations.

Proposed Strategic Actions:

- Continuously monitor and improve employee training, education and adherence to safety procedures.
- Strengthen the financial viability of the department.
- Enhance communications and information systems.
- Continue to pursue countywide cost-effectiveness through functional and political consolidations with local fire agencies.
- Create and maintain an environment that values employees throughout all levels of the organization.

Proposed Key Projects:

- Continue discussions with UCSB about providing contributions to the County Fire Protection District to enhance the fire protection services provided to the university.
- Annex the Orcutt Fire Protection District into the Santa Barbara County Fire Protection District.
- Vacate the fire station at the Santa Maria Airport and transfer the operations (staffing and equipment) to the fire station in Old Orcutt.
- Examine the costs/benefits of alternative dispatching scenarios, including the possibility of a functional consolidation with other local fire agencies. Dispatch costs have increased from \$80,000 per year in FY 1999-00 to \$1.4 million per year in FY 2008-09. During this same span of time, call volume has increased 50%. Evaluating alternative dispatching scenarios is one of the key projects for the Department in FY 2008-09.
- Initiate a feasibility study to explore the potential creation of an independent Santa Barbara County Fire Protection District.
- Complete assessment of consolidation of plan check and inspection services with Building and Safety Division.

#### **Goal 2: Health and Safety: A Safe and Healthy Community in Which to Live, Work and Visit.**

Current Year (FY 07-08) Accomplishments:

- Fought the second largest fire in State history, the Zaca Fire, with no loss of lives or structures within the County Fire's jurisdiction. This entailed a massive cooperative effort between Federal, State, Local and private agencies both within and outside of the fire service.
- Enhanced helicopter capabilities allowed the Department to provide air rescue operations during the Zaca Fire. This resulted in several rescues and provides the ongoing ability to quickly extract victims from inaccessible areas.
- Completed the construction phase of the joint Lompoc-Mission Hills Fire Station (Station 51)/Sheriff sub-station re-build project.

## FIRE

### Department Summary (cont'd)

- Added a staff Fire Captain in Dispatch resulting in coverage 7 days per week at the Sheriff's Dispatch Center. This Captain ensures appropriate and timely dispatching of County Fire resources to emergency requests and coordinates with federal, state and local agencies to fill requests for assistance from other agencies and to request assistance from other federal, state and local fire agencies. Although this addition results in 7 days per week coverage, it only provides 10 hours of coverage per day rather than the preferred 24-hour per day coverage.

#### Proposed Strategic Actions:

- Improve the capabilities of the Operations Division (emergency responders) to safely meet community needs. This includes providing a firefighter academy for new recruits, continued mandatory and skills refresher training, the creating response maps utilizing GIS tools to ensure optimum effectiveness during emergency responses, replacement of old and obsolete equipment, continuing to increase emergency staffing in the central and northern portions of the County, including paramedics, to levels commensurate with mandates and standards supporting personnel safety and operational effectiveness, and implementing a central Emergency Operations Battalion subsequent to an analysis of current Battalion Chief workload and span of control issues and consideration of safety benefits and funding strategies.
- Reduce the impact of fire, injuries, and property loss caused by fires and other disasters through effective information, education, community relations programs and vegetation management. This includes the continued efforts to "walk the neighborhoods" to prepare County residents for a biological, chemical or other terrorism-related incident and the continued use of the Fire Safety Outreach Program conducted prior to the start of fire season as a door-to-door inter-agency, multi-jurisdictional, educational effort in the wildland/urban interface areas to stress to these residents the importance of preventive actions and planning. It also includes continued efforts to increase the level of expertise in fire investigations and cause determination.
- Address the capital needs of Fire Department facilities to enhance the structural integrity of the buildings, increase operational effectiveness, ensure maximum, efficient space utilization and improve working/living conditions within the buildings in compliance with OSHA mandates.

#### Proposed Key Projects:

- Increase Advanced Life Support services in the Orcutt area by constantly staffing the Old Orcutt fire station with a firefighter/paramedic.
- Provide GIS based response maps to all 16 fire stations within the Department.
- Replace all self-contained breathing apparatus (SCBA) units within the Department in compliance with National Fire Protection Association standards. This requires not only a large commitment of dollars (\$1.4M) but also a significant training effort to educate all users on the safe, effective and efficient use of the new units.
- Purchase and install a modular structure to replace the mobile home that is currently used to house Station 23 personnel in Sisquoc. This is an interim and less than ideal solution neces-

sitated by the unanticipated depletion of Fire District fund balances. Funding for a permanent facility in the foreseeable future is now unlikely.

#### **Goal 5: Citizen Involvement: A County Government that is Accessible, Open and Citizen-friendly.**

##### Current Year (FY 07-08) Accomplishments:

- Conducted two Open Houses providing citizens guided walks through burned residences in the North and South County, resulting in an interactive, educational fire safety experience for community members of all ages and backgrounds.
- Participated in child safety seat checks whereby the Department provided trained and certified personnel to inspect and/or instruct community members on the correct installation and use of child safety seats in motor vehicles to improve the safety of children while traveling.
- Educated and personally contacted hundreds of residents during the Zaca Fire by: 1) conducting several informational community meetings to provide real-time information regarding the fire's progress and the potential impact to their neighborhoods and communities, 2) producing a wildfire preparation booklet, 3) posting red flag alert signs at canyon entrances and 4) creating an avenue via the Department's web site to notify citizens of extreme fire weather conditions in their area.
- Continued upgrading the department web site to be more user-friendly and informational, including a red flag alert subscription capability.

##### Proposed Strategic Actions:

- Enhance planning and review processes to address community needs.
- Host educational and public safety events throughout the year and disseminate new wildfire information.
- Continue to build relationships with non-English speaking communities within the County.

##### Proposed Key Projects:

- Establish a dedicated phone line to help streamline the process for final occupancy clearances for development projects.
- Continue integral involvement Countywide with the Santa Barbara County Fire Safe Council to bring neighborhoods in the wildland/urban interface areas together to work toward mitigating the effects of wildland fires.

The Fire Department strives to deliver the best possible services as individuals in coordination and cooperation with each other, with other public and private organizations and agencies, and with the community at large.

**FIRE**  
**Department Summary (cont'd)**

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Department-wide Effectiveness Measures</b>				
As an efficient and responsive government, the County will maintain a quality workforce through completing 95 -100% of departmental Employee Performance Reviews (EPRs) by the Anniversary Due Date.	64%	100%	65%	100%
	155	258	167	256
	243	258	256	256
Confine 80% of structure fires to the room of origin.	50%	80%	60%	80%
	39	48	36	48
	79	60	60	60
Arrive on scene at 90% of all requests for emergency service within 5 minutes.	50%	90%	66%	90%
	5,244	9,180	6,732	9,180
	10,469	10,200	10,200	10,200
Control/contain 90% of all structure and wildland fires with first alarm assignment.	98%	90%	70%	90%
	215	225	175	225
	219	250	250	250
Arrive at 90% of all code 3 calls for advanced life support services within 5 minutes.	70%	90%	75%	90%
	1,668	2,160	1,800	2,160
	2,356	2,400	2,400	2,400



Firefighters ventilate the roof of a house fire in Goleta.



Frontline of Zaca Fire, California's second largest wildfire in history.



Emergency medical services and auto extrication.

FIRE  
Department Summary (cont'd)



Several community meetings were held during the Zaca Fire to inform citizens of the Fire's progress.



Daily reminders of the Zaca Fire.



**FIRE**  
**Administration and Support Services**

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Use of Funds Summary</b>				
<i>Operating Expenditures</i>				
Administration	\$ 2,724,342	\$ 2,801,185	\$ 2,781,032	\$ 2,839,421
Public Education	55,121	82,351	82,351	90,983
Training	548,519	587,401	587,401	617,888
Logistics	375,025	454,839	454,839	458,935
Finance	605,437	661,413	661,413	712,183
Information Technology	366,943	425,403	425,403	469,667
Federal Excess Property	41,670	47,786	47,786	51,127
Operating Total	<u>4,717,057</u>	<u>5,060,378</u>	<u>5,040,225</u>	<u>5,240,204</u>
<i>Non-Operating Expenditures</i>				
Capital Assets	--	14,100	14,100	--
Expenditure Total	<u>4,717,057</u>	<u>5,074,478</u>	<u>5,054,325</u>	<u>5,240,204</u>
<i>Other Financing Uses</i>				
Operating Transfers	37,122	38,268	20,268	22,268
Division Total	<u>\$ 4,754,179</u>	<u>\$ 5,112,746</u>	<u>\$ 5,074,593</u>	<u>\$ 5,262,472</u>

**Character of Expenditures**

<i>Operating Expenditures</i>				
Regular Salaries	2,445,201	2,565,806	2,647,278	2,673,212
Overtime	23,048	14,000	14,000	13,000
Extra Help	105,909	102,793	98,913	75,782
Benefits	1,145,416	1,222,771	1,125,026	1,297,672
Salaries & Benefits Sub-Total	<u>3,719,574</u>	<u>3,905,370</u>	<u>3,885,217</u>	<u>4,059,666</u>
Services & Supplies	997,483	1,155,008	1,155,008	1,180,538
Operating Total	<u>4,717,057</u>	<u>5,060,378</u>	<u>5,040,225</u>	<u>5,240,204</u>
<i>Non-Operating Expenditures</i>				
Capital Assets	--	14,100	14,100	--
Expenditure Total	<u>\$ 4,717,057</u>	<u>\$ 5,074,478</u>	<u>\$ 5,054,325</u>	<u>\$ 5,240,204</u>

**Source of Funds Summary**

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<i>Departmental Revenues</i>				
Fire District Property Taxes	\$ 4,553,470	\$ 5,037,070	\$ 4,933,210	\$ 5,171,413
Other Charges for Services	9,085	8,000	7,000	8,000
Miscellaneous Revenue	8,153	7,750	10,272	9,000
Revenue Total	<u>4,570,708</u>	<u>5,052,820</u>	<u>4,950,482</u>	<u>5,188,413</u>
<i>General Fund Contribution</i>	183,471	59,926	119,455	74,059
<i>Other Financing Sources</i>				
Operating Transfers	--	--	4,656	--
Division Total	<u>\$ 4,754,179</u>	<u>\$ 5,112,746</u>	<u>\$ 5,074,593</u>	<u>\$ 5,262,472</u>

	Actual FY 06-07		Adopted FY 07-08		Est. Actual FY 07-08		Recommended FY 08-09	
	Pos.	FTE	Pos.	FTE	Pos.	FTE	Pos.	FTE

**Position Summary**

<i>Permanent</i>								
Administration	16.0	17.1	14.0	14.5	14.0	14.4	13.0	13.0
Public Education	--	0.3	--	0.3	--	0.3	--	0.3
Training	4.0	2.5	4.0	3.9	4.0	3.9	4.0	3.9
Logistics	4.0	4.4	4.0	4.0	4.0	4.0	4.0	4.0
Finance	8.0	5.9	8.0	6.7	8.0	6.7	7.0	6.9
Information Technology	3.0	2.8	3.0	3.0	3.0	3.0	3.0	3.0
Federal Excess Property	--	0.1	--	--	--	--	--	--
Total Permanent	<u>35.0</u>	<u>33.0</u>	<u>33.0</u>	<u>32.4</u>	<u>33.0</u>	<u>32.2</u>	<u>31.0</u>	<u>31.1</u>
<i>Non-Permanent</i>								
Extra Help	--	0.4	--	2.8	--	2.7	--	2.0
Total Positions	<u>35.0</u>	<u>33.4</u>	<u>33.0</u>	<u>35.2</u>	<u>33.0</u>	<u>34.9</u>	<u>31.0</u>	<u>33.1</u>

**SERVICE DESCRIPTION**

Administer and direct the department through personnel management, employee training, financial management, purchasing, vehicle and facilities maintenance, public education, information systems and communication. Provide direction in preventing and extinguishing fires, and providing emergency medical services, environmental protection, and fire code enforcement. Provide leadership in functional consolidations for all neighboring fire departments.

**Significant Changes (FY 2007-08 Adopted to FY 2007-08 Estimated Actual)**

The Estimated Actual operating expenditures decreased by \$20,000, to \$5,040,000, from the Adopted Budget of \$5,060,000. This 0.4% decrease is the result of:

- -\$20,000 – Hazardous Materials Unit administrative staff re-allocation to the LUFT contract.

**Significant Changes (FY 2007-08 Estimated Actual to FY 2008-09 Recommended)**

The Recommended Budget’s operating expenditures will increase by \$200,000, to \$5,240,000, from the prior year’s Estimated Actual of \$5,040,000. This 4% increase is the result of:

- +\$266,000 – Retirement, cost of living, merit and health insurance rates;
- +\$50,000 – Independent fire district feasibility study;
- -\$92,000 – Transfer of administrative staff to direct duties associated with the Site Mitigation Unit;
- -\$14,000 – Completion of computer replacements for the Finance section;
- -\$10,000 – Liability insurance premiums.



Children are particularly receptive to the Department’s fire safety messages.

**FIRE**

**Administration and Support Services (cont'd)**

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Recurring Performance Measures</b>				
<b>Administration</b>				
Maintain the number of lost hours due to injuries at 14,000 hours or less for all safety members.	67% 9,444 14,000	100% 14,000 14,000	17% 2,500 14,000	100% 14,000 14,000
Complete 100% of 20 background investigations for new firefighters within 60 days of interviews.	100% 22 22	100% 20 20	100% 20 20	100% 20 20
Train 100% of 280 regular and extra help personnel in a pertinent human resource topic related to the workplace such as diversity, violence in the workplace, sexual harassment, ethics etc.	37% 104 280	100% 280 280	100% 280 280	100% 280 280
To ensure an efficient and responsive government, the County will maintain the rate of General Liability claims filed at no more than 90 - 100% of the previous year's actual claims filed.	100% 3 3	66% 2 3	33% 1 3	100% 1 1
As an efficient and responsive government, the County will maintain the cost of workers' compensation incident claims to \$1.17 per \$100 payroll (salaries including overtime).	\$4.05 \$1,124,454 \$277,443	\$3.80 \$1,124,453 \$295,586	\$4.16 \$1,322,603 \$317,986	\$3.25 \$1,008,682 \$309,997
To improve workers' safety, the County will conduct its operations in order to maintain the rate of Workers' Compensation incident claims to 12 or less per 100 FTE employees Countywide.	26.57 76 2.86	25.17 70 2.78	33.81 94 2.78	32.37 90 2.78
As an efficient and responsive government, the County will maintain the rate of Workers' Compensation claims filed at no more than 90 - 100% of the previous year's actual claims filed.	111% 76 68	92% 70 76	123% 94 76	95% 90 94
As an efficient and responsive government, the County will maintain a productive workforce through a countywide Lost Time Rate of 5.9% or less.	4.5% 32,698 712,476	5.0% 37,220 744,393	4.3% 32,092 744,393	4.2% 31,791 744,393

**FIRE**

**Administration and Support Services (cont'd)**

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Recurring Performance Measures</b>				
<b>Public Education</b>				
Provide "Mobile Home Earthquake Safety" disaster training for mobile home park residents in at least 15 of 26 mobile home parks within Santa Barbara County Fire Department jurisdiction.	34%	57%	38%	57%
	9	15	10	15
	26	26	26	26
Provide fire safety education/information to an estimated 34,000 people attending community fairs, displays, open houses and community events.	138%	100%	100%	100%
	47,000	34,000	34,000	34,000
	34,000	34,000	34,000	34,000
Provide "Home Fire Safety" training for 80% of an estimated 1500 third grade students in both public and private schools in the Santa Barbara County Fire Department's jurisdiction using the fire safety trailer.	100%	80%	100%	80%
	1,800	1,200	1,500	1,440
	1,800	1,500	1,500	1,800
<b>Training</b>				
Ensure continuous quality improvement (CQI) by providing skills maintenance program for 100% of 51 Santa Barbara County accredited Emergency Medical Technician/Paramedics (EMT-P).	100%	100%	0%	100%
	53	51	--	51
	53	51	51	51
<b>Logistics</b>				
Take action on 90% of 1000 total written requests for services and supplies on Form 19's within 7 days of receipt.	92%	90%	90%	90%
	564	900	675	900
	608	1,000	750	1,000
Provide on-scene Logistics support for 100% of 10 emergencies within county within 3 hours of request.	100%	100%	100%	100%
	11	10	10	10
	11	10	10	10
<b>Finance</b>				
Prepare and send 80% of 65 incident reimbursement billings to the appropriate forest agency within one month of receipt of completed emergency activity records.	8%	80%	30%	80%
	5	52	20	52
	62	65	65	65

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Recurring Performance Measures</b>				
<b>Information Technology</b>				
Minimize the amount of unscheduled down-time of mission-critical servers to less than 2% of 8760 hours per year.	29%	1%	1%	1%
	26	175	175	175
	8,760	8,760	8,760	8,760
Respond to 90% of help desk requests per year, received Monday through Friday from 8:00 a.m. to 5:00 p.m., within two hours.	95%	90%	90%	90%
	582	1,350	450	450
	612	1,500	500	500
<b>Federal Excess Property</b>				
Conduct 100% of 180 Federal Excess Property Program (FEPP) resource acquisition inspections.	154	180	90	180



Multi-agency water rescue exercises are held to enhance coordination and communications during actual emergencies.

**FIRE**  
**Administration and Support Services (cont'd)**

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
	Pos.	Pos.	Pos.	Pos.
<b>Position Detail</b>				
<b>Administration</b>				
Fire Chief	1.0	1.0	1.0	1.0
Fire Deputy Chief	1.0	1.0	1.0	1.0
Fire Division Chief	2.0	2.0	2.0	2.0
Emergency Services Manager	1.0	--	--	--
Fire Battalion Chief	2.0	2.0	2.0	2.0
Human Resources Mgr Dept	1.0	1.0	1.0	1.0
Hazardous Materials Supervisor	1.0	1.0	1.0	1.0
Executive Secretary	1.0	1.0	1.0	1.0
Departmental Assistant	2.0	2.0	2.0	1.0
Human Resources Technician	1.0	1.0	1.0	1.0
Office Assistant	1.0	--	--	--
Publications Assistant	2.0	2.0	2.0	1.0
Accounting Assistant	--	--	--	1.0
Sub-Division Total	16.0	14.0	14.0	13.0
<b>Training</b>				
Safety & Standards Coordinator	1.0	1.0	1.0	1.0
Fire Captain	2.0	2.0	2.0	2.0
Departmental Assistant	1.0	1.0	1.0	1.0
Sub-Division Total	4.0	4.0	4.0	4.0
<b>Logistics</b>				
Fire Captain	1.0	1.0	1.0	1.0
Departmental Assistant	1.0	1.0	1.0	1.0
Storekeeper	1.0	1.0	1.0	1.0
Utility Driver	1.0	1.0	1.0	1.0
Sub-Division Total	4.0	4.0	4.0	4.0
<b>Finance</b>				
Fiscal Manager	1.0	1.0	1.0	1.0
Accountant	2.0	2.0	2.0	2.0
Accounting Technician	--	2.0	2.0	3.0
Office Assistant	1.0	1.0	1.0	--
Accounting Assistant	4.0	2.0	2.0	1.0
Sub-Division Total	8.0	8.0	8.0	7.0

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
	Pos.	Pos.	Pos.	Pos.
<b>Position Detail</b>				
<b>Information Technology</b>				
DP Manager Dept	1.0	1.0	1.0	1.0
Systems & Programming Analyst	--	--	--	1.0
Computer Systems Specialist	2.0	2.0	2.0	1.0
Sub-Division Total	3.0	3.0	3.0	3.0
Division Total	35.0	33.0	33.0	31.0



The owners of this burned residence agreed to allow the Fire Department to conduct an open house to provide an invaluable educational message to the community.

**FIRE**  
Code Regulation and Planning

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Use of Funds Summary</b>				
<i>Operating Expenditures</i>				
Hazmat Business Plans	\$ 190,750	\$ 221,555	\$ 221,555	\$ 160,627
Hazmat Generator	149,209	186,247	186,247	292,011
Underground Storage Tanks	154,989	235,322	235,322	215,201
California Accidental Release	8,221	39,214	39,214	45,074
Site Mitigation Unit	345,760	702,373	497,144	722,553
Leaking Underground Fuel Tanks	418,440	392,388	568,919	583,798
Inspection Services	700,825	688,188	713,188	719,806
Planning and Engineering Services	509,711	631,739	631,739	678,802
Energy Planning Services	81,201	27,185	27,185	14,302
Emergency Management Planning	507,494	--	--	--
Vegetation Management	303,781	352,823	352,823	384,371
Above-Ground Petroleum Storage Act	--	--	--	39,694
Operating Sub-Total	3,370,381	3,477,034	3,473,336	3,856,239
Less: Intra-County Revenues	(12,755)	(520)	(392)	(520)
Operating Total	3,357,626	3,476,514	3,472,944	3,855,719
<i>Non-Operating Expenditures</i>				
Capital Assets	1,630,083	--	--	--
Expenditure Total	4,987,709	3,476,514	3,472,944	3,855,719
<i>Other Financing Uses</i>				
Operating Transfers	1,775	1,722	1,722	21,722
Division Total	\$ 4,989,484	\$ 3,478,236	\$ 3,474,666	\$ 3,877,441

**Character of Expenditures**

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<i>Operating Expenditures</i>				
Regular Salaries	1,918,659	2,144,113	2,185,116	2,298,547
Overtime	54,279	40,300	65,300	47,500
Extra Help	5,384	5,338	9,218	35,983
Benefits	892,181	1,000,923	927,342	1,117,397
Salaries & Benefits Sub-Total	2,870,503	3,190,674	3,186,976	3,499,427
Services & Supplies	499,878	286,360	286,360	356,812
Operating Sub-Total	3,370,381	3,477,034	3,473,336	3,856,239
Less: Intra-County Revenues	(12,755)	(520)	(392)	(520)
Operating Total	3,357,626	3,476,514	3,472,944	3,855,719
<i>Non-Operating Expenditures</i>				
Capital Assets	1,630,083	--	--	--
Expenditure Total	\$ 4,987,709	\$ 3,476,514	\$ 3,472,944	\$ 3,855,719

**Source of Funds Summary**

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<i>Departmental Revenues</i>				
Fire District Property Taxes	\$ 252,968	\$ 521,510	\$ 591,281	\$ 739,110
Interest	15	--	--	--
Governmental Revenues	2,296,051	461,643	770,470	703,966
Contracted Fire Protection Services	2,983	2,000	7,000	30,000
Hazardous Material Services	1,264,363	1,957,870	1,399,306	1,626,750
Other Charges for Services	363,831	323,870	332,692	367,020
Miscellaneous Revenue	33,639	29,000	32,000	39,500
Revenue Sub-Total	4,213,850	3,295,893	3,132,749	3,506,346
Less: Intra-County Revenues	(12,755)	(520)	(392)	(520)
Revenue Total	4,201,095	3,295,373	3,132,357	3,505,826
<i>General Fund Contribution</i>	788,389	182,863	341,133	371,615
<i>Other Financing Sources</i>				
Operating Transfers	--	--	1,176	--
Division Total	\$ 4,989,484	\$ 3,478,236	\$ 3,474,666	\$ 3,877,441

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
	Pos.	FTE	Pos.	FTE

**Position Summary**

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
	Pos.	FTE	Pos.	FTE
<i>Permanent</i>				
Hazmat Business Plans	1.0	2.7	2.0	2.6
Hazmat Generator	3.0	1.7	2.0	2.0
Underground Storage Tanks	3.0	1.7	3.0	2.4
California Accidental Release	--	0.1	--	0.3
Site Mitigation Unit	3.0	3.9	7.0	6.6
Leaking Underground Fuel Tanks	4.0	3.4	2.0	2.8
Inspection Services	4.0	4.4	4.0	3.8
Planning and Engineering Services	4.0	2.3	4.0	4.1
Energy Planning Services	2.0	0.8	--	0.2
Emergency Management Planning	3.0	2.3	--	--
Vegetation Management	2.0	1.4	2.0	2.0
Above-Ground Petroleum Storage Act	--	--	--	--
Total Permanent	29.0	24.4	26.0	26.7
<i>Non-Permanent</i>				
Extra Help	--	0.1	--	0.2
Total Positions	29.0	24.5	26.0	26.9

**SERVICE DESCRIPTION**

Promote public safety through the continuous application and monitoring of regulatory codes and standards to maintain a safely built and maintained community. Strive to be accessible, user friendly and still meet the intent of the safety codes. Provide fire cause and origin investigation services, code enforcement services where voluntary compliance cannot be obtained, and inspection of sensitive or hazardous facilities. Coordinate the implementation of state mandated hazardous materials regulatory programs, and oversee the remediation of sites contaminated by leaking underground fuel tanks.

**Significant Changes (FY 2007-08 Adopted to FY 2007-08 Estimated Actual)**

The Estimated Actual operating expenditures decreased by \$4,000, to \$3,473,000, from the Adopted Budget of \$3,477,000. This 0.11% decrease is the result of:

- +\$176,000 – Leaking Underground Fuel Tank (LUFT) program (State contract);
- +\$25,000 – Fire investigation overtime due to the Zaca Fire.
- -\$205,000 – Re-allocation of Site Mitigation Unit oil field remediation oversight staff to the Leaking Underground Fuel Tank and Hazardous Materials emergency response programs;

**Significant Changes (FY 2007-08 Estimated Actual to FY 2008-09 Recommended)**

The Recommended Budget’s operating expenditures will increase by \$383,000, to \$3,856,000, from the prior year’s Estimated Actual of \$3,473,000. This 11% increase is the result of:

- +\$233,000 – Retirement, cost of living, merit and health insurance rates;
- +\$92,000 – Transfer of administrative staff to direct duties associated with the Site Mitigation Unit;
- +\$40,000 – Implementation of the Above Ground Petroleum Storage Act oversight program mandated by State law;
- +\$18,000 – Depreciation rates for new LUFT program vehicles.

**FIRE**

**Code Regulation and Planning (cont'd)**

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Recurring Performance Measures</b>				
<b>Hazmat Business Plans</b>				
Complete 100% of 160 triennial inspections of facilities in the Business Plan Program under County Fire jurisdiction.	112%	100%	100%	100%
	195	160	160	160
	173	160	160	160
<b>Hazmat Generator</b>				
Complete 100% of 358 triennial inspections of facilities in the Hazardous Waste Generator Program.	91%	100%	83%	100%
	333	358	300	358
	364	358	358	358
<b>Underground Storage Tanks</b>				
Assure annual inspections are completed for 100% of 174 facilities in the Underground Storage Tank (UST) Program.	92%	100%	91%	100%
	169	170	160	170
	183	170	174	170
<b>California Accidental Release</b>				
Complete 100% of 19 triennial inspections of facilities in the California Accidental Release Prevention (CalARP) program.	23%	100%	100%	100%
	4	19	19	19
	17	19	19	19
<b>Site Mitigation Unit</b>				
Close 100% of all projects within the Site Mitigation Unit, within 90 days of a valid closure request.	76%	100%	60%	100%
	16	20	15	25
	21	20	25	25
<b>Leaking Underground Fuel Tanks</b>				
Close 100% of all projects within the Leaking Underground Fuel Tank program, within 90 days of a valid closure request.	50%	100%	60%	100%
	4	20	12	25
	8	20	20	25

**FIRE**

**Code Regulation and Planning (cont'd)**

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Recurring Performance Measures</b>				
<b>Inspection Services</b>				
Collaborate with engine companies to ensure the completion of 100% of 55 life safety inspections at schools as required by the California Health and Safety Code.	43%	100%	54%	100%
	24	55	30	55
	55	55	55	55
Respond to 100% of all requests from engine company officers for assistance with California Fire Code issues within 15 days of request.	100%	100%	100%	100%
	32	50	50	50
	32	50	50	50
Process 100% of all fire investigations to conclusion (cost recovery/DA referral or accidental/undetermined)	0%	100%	50%	100%
Complete 100% of all inspections at residentially based licensed care facilities as requested by the State Community Care Licensing Division, within 10 days of a valid request. Note: Variable base requests.	93%	100%	100%	100%
	93	120	70	120
	99	120	70	120
Reduce the potential for wildland fire spread by enforcing the compliance of 100% of non-compliant property owners notified through the fire hazard reduction program.	96%	100%	100%	100%
	257	150	150	150
	265	150	150	150
<b>Planning and Engineering Services</b>				
Complete first review and transmit approval, approval subject to correction, or plan rejection for 100% of all fire protection system plans within ten working days of submittal.	68%	100%	60%	100%
	188	100	60	100
	273	100	100	100
Complete and transmit 100% of all replies to Fire Protection Certificate applications within 20 working days.	67%	100%	50%	100%
	202	400	200	400
	301	400	400	400

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Recurring Performance Measures</b>				
<b>Energy Planning Services</b>				
Conduct inspections for 100% of 11 energy facilities with final development plan permit conditions imposed by the Santa Barbara County Planning Commission and under the purview of the County System Safety and Reliability Review Committee (SSRRC).	90%	100%	100%	100%
	10	11	11	11
	11	11	11	11
<b>Vegetation Management</b>				
Reduce the potential for wildland fire spread by conducting Vegetation Management projects, per state guidelines, on 2000 acres of wildland area.	401	2,000	1,500	2,000
Attend 80% of the 12 monthly Santa Barbara County Fire Safe Council meetings.	100%	83%	100%	83%
	14	10	12	10
	14	12	12	12



Firefighter/paramedics are often used for helicopter rescues and medi-vacs.

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
	Pos.	Pos.	Pos.	Pos.
<b>Position Detail</b>				
<b>Hazmat Business Plans</b>				
Departmental Assistant	1.0	1.0	1.0	1.0
Data Entry Operator	--	1.0	1.0	1.0
Sub-Division Total	1.0	2.0	2.0	2.0
<b>Hazmat Generator</b>				
Hazardous Materials Specialist	2.0	2.0	2.0	6.0
Data Entry Operator	1.0	--	--	--
Sub-Division Total	3.0	2.0	2.0	6.0
<b>Underground Storage Tanks</b>				
Hazardous Materials Specialist	3.0	3.0	3.0	--
Sub-Division Total	3.0	3.0	3.0	--
<b>Site Mitigation Unit</b>				
Geologist Registered	--	1.0	1.0	--
Hazardous Materials Supervisor	1.0	1.0	1.0	1.0
Departmental Assistant	--	--	--	1.0
Hazardous Materials Specialist	2.0	5.0	5.0	4.0
Publications Assistant	--	--	--	1.0
Sub-Division Total	3.0	7.0	7.0	7.0
<b>Leaking Underground Fuel Tanks</b>				
Geologist Registered	1.0	--	--	1.0
Hazardous Materials Specialist	3.0	2.0	2.0	3.0
Sub-Division Total	4.0	2.0	2.0	4.0
<b>Inspection Services</b>				
Fire Captain	1.0	1.0	1.0	1.0
Fire Engineer/Inspector	3.0	3.0	3.0	3.0
Sub-Division Total	4.0	4.0	4.0	4.0
<b>Planning and Engineering Services</b>				
Fire Captain	1.0	2.0	2.0	2.0
Fire Engineer/Inspector	3.0	2.0	2.0	2.0
Sub-Division Total	4.0	4.0	4.0	4.0

**FIRE**  
Code Regulation and Planning (cont'd)

<b>Energy Planning Services</b>				
Emergency Services Planner	2.0	--	--	--
Sub-Division Total	2.0	--	--	--
<b>Emergency Management Planning</b>				
Emerg Services Planner Supervisor	1.0	--	--	--
Emergency Services Planner	2.0	--	--	--
Sub-Division Total	3.0	--	--	--
<b>Vegetation Management</b>				
Fire Captain	2.0	2.0	2.0	2.0
Sub-Division Total	2.0	2.0	2.0	2.0
Division Total	29.0	26.0	26.0	29.0



The water rescue team responds to emergencies in the ocean, rivers, streams and lakes.

**FIRE**  
**Emergency Operations**

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Use of Funds Summary</b>				
<i>Operating Expenditures</i>				
Public Information	\$ 238,688	\$ 176,809	\$ 176,809	\$ 184,159
Operations and Response	31,943,335	33,162,883	35,020,465	35,987,255
Reserves	8,663	114,943	114,943	112,533
Dispatch	785,289	829,755	829,755	1,403,298
Construction	854,072	875,346	1,100,346	989,009
Aviation	1,107,782	1,122,891	1,202,968	1,073,032
Fuels Crew	1,222,926	1,371,114	2,046,114	1,493,020
Operating Sub-Total	36,160,755	37,653,741	40,491,400	41,242,306
Less: Intra-County Revenues	(84,116)	(84,500)	(84,500)	(22,000)
Operating Total	36,076,639	37,569,241	40,406,900	41,220,306
<i>Non-Operating Expenditures</i>				
Capital Assets	97,137	193,400	368,400	2,752,190
Expenditure Total	36,173,776	37,762,641	40,775,300	43,972,496
<i>Other Financing Uses</i>				
Operating Transfers	1,165,545	2,888,798	3,468,066	1,008,980
Designated for Future Uses	3,096,487	1,998,293	3,207,672	1,370,000
Division Total	\$ 40,435,808	\$ 42,649,732	\$ 47,451,038	\$ 46,351,476

**Character of Expenditures**

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<i>Operating Expenditures</i>				
Regular Salaries	16,636,437	17,456,055	17,619,296	18,468,338
Overtime	6,011,020	5,402,000	8,377,000	6,633,500
Extra Help	709,593	782,461	782,461	753,812
Benefits	8,394,228	9,115,630	9,001,240	9,623,573
Salaries & Benefits Sub-Total	31,751,278	32,756,146	35,779,997	35,479,223
Services & Supplies	4,209,477	4,897,595	4,706,326	5,763,083
Damages & Losses	200,000	--	5,077	--
Operating Sub-Total	36,160,755	37,653,741	40,491,400	41,242,306
Less: Intra-County Revenues	(84,116)	(84,500)	(84,500)	(22,000)
Operating Total	36,076,639	37,569,241	40,406,900	41,220,306
<i>Non-Operating Expenditures</i>				
Capital Assets	97,137	193,400	368,400	2,752,190
Expenditure Total	\$ 36,173,776	\$ 37,762,641	\$ 40,775,300	\$ 43,972,496

**Source of Funds Summary**

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<i>Departmental Revenues</i>				
Fire District Property Taxes	\$ 20,521,936	\$ 20,711,677	\$ 21,166,509	\$ 21,810,957
Public Safety Sales Tax	1,595,213	2,205,643	2,051,604	2,557,666
Interest	580,982	366,280	475,000	343,888
Governmental Revenues	1,819,719	1,575,540	1,580,694	1,711,600
Contracted Fire Protection Services	7,397,665	7,479,291	8,180,297	8,790,800
Emergency Medical Services	296,684	250,000	350,000	370,000
Other Charges for Services	4,516,140	2,464,500	6,609,500	4,217,000
Miscellaneous Revenue	183,773	69,400	143,950	66,000
Revenue Sub-Total	36,912,112	35,122,331	40,557,554	39,867,911
Less: Intra-County Revenues	(84,116)	(84,500)	(84,500)	(22,000)
Revenue Total	36,827,996	35,037,831	40,473,054	39,845,911
General Fund Contribution	2,036,923	2,334,312	2,116,512	1,419,526
<i>Other Financing Sources</i>				
Operating Transfers	--	--	1,607	--
Sale of Property	--	--	10,300	--
Use of Prior Fund Balances	1,570,889	5,277,589	4,849,565	5,086,039
Division Total	\$ 40,435,808	\$ 42,649,732	\$ 47,451,038	\$ 46,351,476

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09	
Pos.	FTE	Pos.	FTE	Pos.	FTE

**Position Summary**

<i>Permanent</i>									
Public Information	1.0	2.5	1.0	0.7	1.0	0.7	1.0	0.7	
Operations and Response	176.0	159.3	185.0	183.9	185.0	184.3	184.0	183.7	
Dispatch	1.0	2.9	2.0	2.0	2.0	2.0	2.0	2.0	
Construction	5.0	4.1	5.0	5.0	5.0	5.0	5.0	5.0	
Aviation	4.0	4.9	4.0	4.0	4.0	4.0	4.0	4.0	
Fuels Crew	2.0	1.6	3.0	2.4	3.0	2.4	3.0	2.4	
Total Permanent	189.0	175.2	200.0	198.0	200.0	198.5	199.0	197.8	
<i>Non-Permanent</i>									
Extra Help	--	25.0	--	25.3	--	25.3	--	25.3	
Total Positions	189.0	200.3	200.0	223.2	200.0	223.8	199.0	223.0	

**SERVICE DESCRIPTION**

Reduce the loss of life and damage to the environment and property by responding promptly to all emergencies with effective complements of personnel and equipment to mitigate emergencies. Prevent the loss of life and reduce the consequences of injury and illness to citizens and emergency personnel by responding promptly to all medical/rescue emergencies with well-trained and equipped personnel and raise the level of emergency medical capabilities. Promote effective community relations and provide accurate and timely information to the news media, business, and the general public.

**Significant Changes (FY 2007-08 Adopted to FY 2007-08 Estimated Actual)**

The Estimated Actual operating expenditures increased by \$2,838,000, to \$40,491,000, from the Adopted Budget of \$37,654,000. This 8% increase is the result of:

- +\$3,000,000 – Overtime incurred due to the Zaca Fire and other reimbursable fires;
- +\$75,000 – Parking lot/driveway asphalt replacement at Fire Station 31 in Buellton;
- +\$25,000 – Re-allocation of Hazardous Materials Unit staff from oil field mitigation oversight to emergency response activities;
- -\$150,000 – Deferring helicopter refurbishments;
- -\$111,000 – Decreased cost for property tax administration fee charges.

**Significant Changes (FY 2007-08 Estimated Actual to FY 2008-09 Recommended)**

The Recommended Budget’s operating expenditures will increase by \$751,000, to \$41,242,000, from the prior year’s Estimated Actual of \$40,491,000. This 2% increase is the result of:

- +\$1,702,000 – Retirement, cost of living, merit and health insurance rates;
- +\$505,000 – Contribution to County dispatch;
- +\$430,000 – Depreciation/replacement costs for Type I engines;
- +\$164,000 – Mobile data computer (MDC)/Automatic Vehicle Locator (AVL) software and wireless service for emergency response vehicles;
- -\$1,760,000 – Overtime and FICA/Medicare return to “normal” levels after the Zaca Fire;
- -\$160,000 – Workers compensation premiums;
- -\$130,000 – Overtime reduction due to completing oilfield inspection backlog.

**FIRE**

**Emergency Operations (cont'd)**

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Recurring Performance Measures</b>				
<b>Public Information</b>				
Script 210 public service announcements related to fire and life safety issues for radio, T.V., local newspapers and government access cable T.V.	333	210	150	210
Complete information news line recording for 90% of newsworthy incidents (code 20 calls) within 15 minutes of notification.	90% 199 221	90% 225 250	90% 225 250	90% 225 250
Provide 6 two-hour Public Information Officer refresher courses, 3 in the North County area, 3 in the South County area, to engine company captains and battalion chiefs.	50% 3 6	100% 6 6	100% 6 6	100% 6 6
<b>Operations and Response</b>				
Battalion Chiefs, when dispatched, to arrive at 90% of incidents within ten minutes for command/control of operational resources.	63% 323 505	90% 315 350	67% 335 500	90% 450 500
Battalion Chiefs to conduct 100% of 90 scheduled proficiency standard evaluations for 48 engine company crews.	81% 75 92	100% 90 90	90% 81 90	100% 90 90
Log and distribute to the County Health Officer 100% of all Proposition 65 hazardous materials complaint investigation reports within 72 hours of receipt of notification from a reporting party.	88% 356 404	100% 100 100	90% 90 100	100% 100 100
Arrive on scene at 90% of first alarm incidents with a second engine within 10 minutes of dispatch.	60% 116 192	90% 216 240	80% 112 140	90% 216 240
Conduct 100% of 6 (2 per shift) multi-company water rescue drills annually.	0% -- 8	100% 8 8	100% 6 6	100% 6 6

**FIRE**  
**Emergency Operations (cont'd)**

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Recurring Performance Measures</b>				
Ensure 100% of all Hazardous Materials Response Team members will attend 20 hours of mandated proficiency training annually.	100%	100%	70%	100%
	35	34	24	34
	35	34	34	34
Conduct 100% of weed abatement inspections.	100%	100%	100%	100%
	3,300	3,300	3,300	3,300
	3,300	3,300	3,300	3,300
<b>Dispatch</b>				
Respond to 90% of requests to activate the Expanded Dispatch Center within thirty minutes of request.	100%	90%	90%	90%
	10	18	18	18
	10	20	20	20
<b>Construction</b>				
Respond bulldozers to 100% of vegetation fires within three minutes of dispatch.	99%	100%	100%	100%
	116	120	120	120
	117	120	120	120
Dozers to participate in 3 vegetation management burns.	4	3	2	3
Perform maintenance on 100 miles of fire access roads and fuel breaks in order to ensure access to and containment of wildland fires.	100	100	75	100
<b>Aviation</b>				
Hold 90% of vegetation fires to initial attack assignment when a helicopter is utilized.	95%	90%	90%	90%
	77	54	54	54
	81	60	60	60
When in service, arrive at 80% of calls for helicopter service within 25 minutes from time of dispatch.	72%	80%	80%	80%
	62	64	64	64
	85	80	80	80
Conduct a three-hour aviation safety class once each year for 243 safety and reserve personnel who may work in or near a helicopter.	53%	100%	82%	100%
	124	243	200	243
	233	243	243	243

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Recurring Performance Measures</b>				
Keep helicopter in service 100% of 2,450 hours during fire season, based on a 7 day per week operating schedule.	94%	100%	100%	100%
	2,061	2,920	2,450	2,450
	2,190	2,920	2,450	2,450



The County Fire Crews spent over two months fighting the Zaca Fire.



	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
	Pos.	Pos.	Pos.	Pos.
<b>Position Detail</b>				
<b>Public Information</b>				
Fire Captain	1.0	1.0	1.0	1.0
Sub-Division Total	1.0	1.0	1.0	1.0
<b>Operations and Response</b>				
Fire Division Chief	1.0	1.0	1.0	1.0
Fire Battalion Chief	6.0	6.0	6.0	6.0
Fire Captain	52.0	55.0	55.0	55.0
Fire Engineer/Inspector	54.0	57.0	57.0	57.0
Firefighter	62.0	65.0	65.0	65.0
Hazardous Materials Specialist	1.0	1.0	1.0	--
Sub-Division Total	176.0	185.0	185.0	184.0
<b>Dispatch</b>				
Fire Captain	1.0	2.0	2.0	2.0
Sub-Division Total	1.0	2.0	2.0	2.0
<b>Construction</b>				
Fire Equipment Operator Supervisor	1.0	1.0	1.0	1.0
Fire Equipment Operator	3.0	3.0	3.0	3.0
Fire Equipment Operator Assistant	1.0	1.0	1.0	1.0
Sub-Division Total	5.0	5.0	5.0	5.0
<b>Aviation</b>				
Fire Captain	1.0	1.0	1.0	1.0
Helicopter Pilot	2.0	2.0	2.0	2.0
Aircraft Mechanic	1.0	1.0	1.0	1.0
Sub-Division Total	4.0	4.0	4.0	4.0
<b>Fuels Crew</b>				
Safety & Standards Coordinator	--	--	--	1.0
Fire Captain	1.0	2.0	2.0	2.0
Crew Coordinator	1.0	1.0	1.0	--
Sub-Division Total	2.0	3.0	3.0	3.0
Division Total	189.0	200.0	200.0	199.0

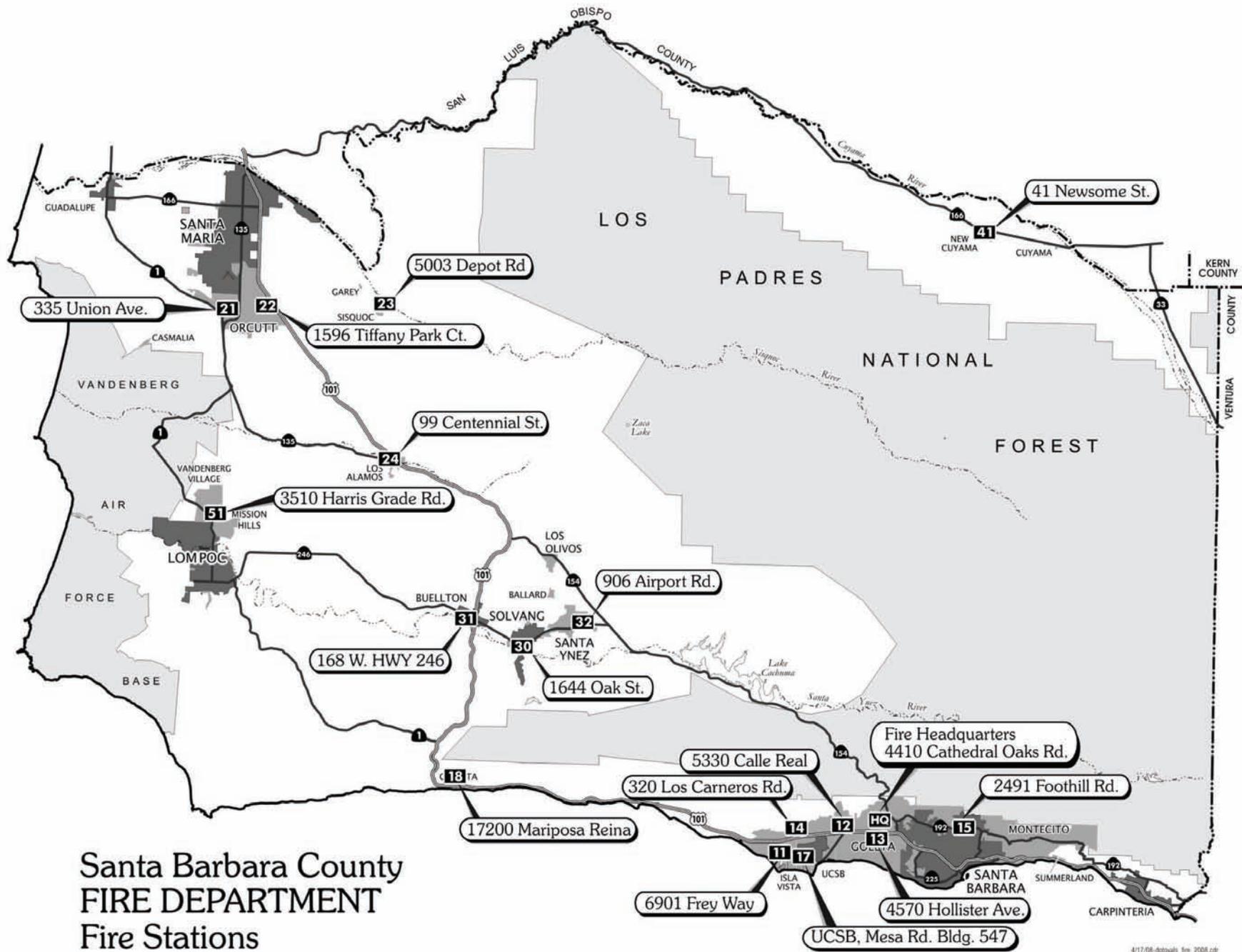
**FIRE**  
Emergency Operations (cont'd)

Bulldozer maintenance during the Zaca Fire.



Crew members recover hose lines used on hillsides during the Zaca Fire.

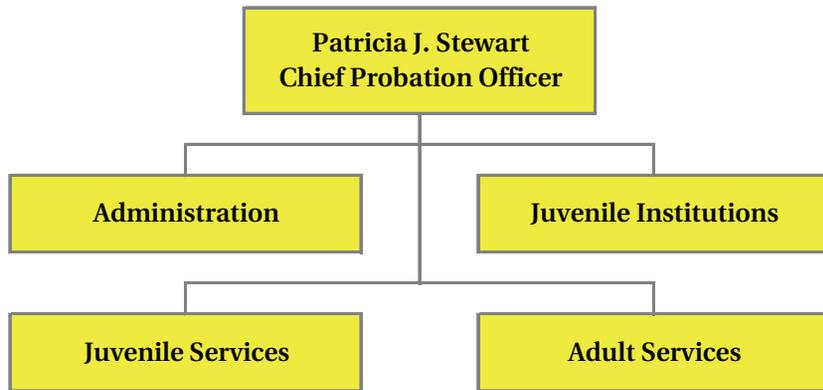




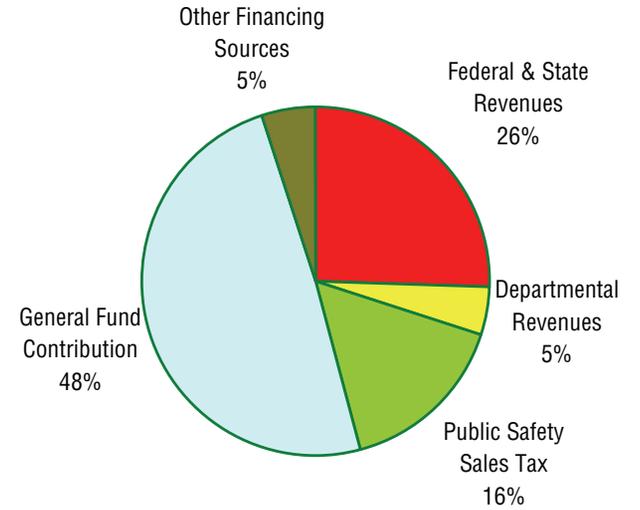
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# PROBATION

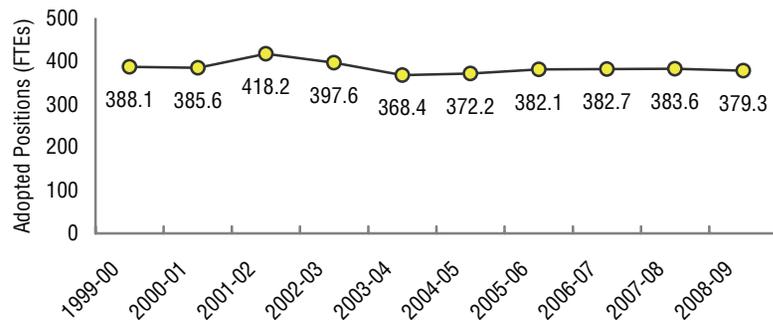
Budget & Positions (FTEs)	
Operating	\$ 43,717,092
Capital	13,952
Positions	379.3 FTEs



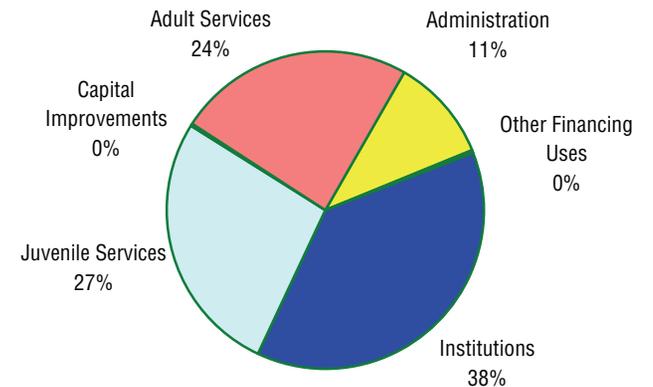
## SOURCE OF FUNDS



## STAFFING TREND



## USE OF FUNDS



**PROBATION**  
**Department Summary**

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Use of Funds Summary</b>				
<i>Operating Expenditures</i>				
Administration	\$ 4,329,372	\$ 4,472,354	\$ 4,484,859	\$ 4,670,577
Institutions	15,595,706	16,279,838	16,906,335	16,563,580
Juvenile Services	10,105,435	10,650,350	10,553,482	11,841,323
Adult Services	9,364,816	9,975,782	9,611,312	10,641,612
Operating Sub-Total	39,395,329	41,378,324	41,555,988	43,717,092
Less: Intra-County Revenues	(1,756)	--	--	--
Operating Total	39,393,573	41,378,324	41,555,988	43,717,092
<i>Non-Operating Expenditures</i>				
Capital Assets	14,068	63,952	33,909	13,952
Expenditure Total	39,407,641	41,442,276	41,589,897	43,731,044
<i>Other Financing Uses</i>				
Operating Transfers	478,750	27,607	27,607	27,607
Designated for Future Uses	404,890	380,238	297,555	38,928
Department Total	<u>\$ 40,291,281</u>	<u>\$ 41,850,121</u>	<u>\$ 41,915,059</u>	<u>\$ 43,797,579</u>

**Character of Expenditures**

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<i>Operating Expenditures</i>				
Regular Salaries	\$ 20,499,388	\$ 21,437,735	\$ 21,327,065	\$ 22,591,855
Overtime	680,940	647,069	909,460	492,628
Extra Help	936,130	667,458	766,173	628,737
Benefits	9,754,319	10,878,670	10,315,939	11,911,780
Salaries & Benefits Sub-Total	31,870,777	33,630,932	33,318,637	35,625,000
Services & Supplies	7,496,578	7,747,392	8,237,351	8,092,092
Public Assistance Payments	27,974	--	--	--
Operating Sub-Total	39,395,329	41,378,324	41,555,988	43,717,092
Less: Intra-County Revenues	(1,756)	--	--	--
Operating Total	39,393,573	41,378,324	41,555,988	43,717,092
<i>Non-Operating Expenditures</i>				
Capital Assets	14,068	63,952	33,909	13,952
Expenditure Total	<u>\$ 39,407,641</u>	<u>\$ 41,442,276</u>	<u>\$ 41,589,897</u>	<u>\$ 43,731,044</u>

Note: Presentation of the individual program amounts for fiscal years 2006-07 and 2007-08 have been adjusted to provide a consistent level of detail with the fiscal year 2008-09 budget, however, the totals for 2006-07 and 2007-08 have not been changed.

**Source of Funds Summary**

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<i>Departmental Revenues</i>				
Interest	\$ 34,469	\$ 18,574	\$ 13,466	\$ 13,928
Public Safety Sales Tax	7,170,277	7,584,123	6,920,974	6,945,838
Federal & State Revenues	10,667,599	10,466,656	10,487,696	11,191,331
Other Charges for Services	1,464,746	1,172,925	1,319,626	1,745,846
Miscellaneous Revenue	259,069	190,635	222,129	222,125
Revenue Sub-Total	19,596,160	19,432,913	18,963,891	20,119,068
Less: Intra-County Revenues	(1,756)	--	--	--
Revenue Total	19,594,404	19,432,913	18,963,891	20,119,068
<i>General Fund Contribution</i>				
	17,714,103	19,321,554	19,246,437	21,531,947
<i>Other Financing Sources</i>				
Operating Transfers	1,931,191	1,932,040	2,142,057	2,087,322
Sale of Property	1,350	--	--	--
Use of Prior Fund Balances	1,050,233	1,163,614	1,562,674	59,242
Department Total	<u>\$ 40,291,281</u>	<u>\$ 41,850,121</u>	<u>\$ 41,915,059</u>	<u>\$ 43,797,579</u>

	Actual FY 06-07		Adopted FY 07-08		Est. Actual FY 07-08		Recommended FY 08-09	
	Pos.	FTE	Pos.	FTE	Pos.	FTE	Pos.	FTE
<b>Position Summary</b>								
<i>Permanent</i>								
Administration	34.0	30.9	34.0	30.5	34.0	30.4	34.0	30.4
Institutions	136.0	142.8	136.0	127.4	136.0	127.3	134.0	121.1
Juvenile Services	105.5	107.3	105.0	101.0	105.0	100.9	110.0	106.1
Adult Services	115.3	111.6	116.3	108.1	116.3	108.0	112.3	105.9
Total Permanent	390.8	392.5	391.3	366.9	391.3	366.7	390.3	363.6
<i>Non-Permanent</i>								
Extra Help	--	--	--	16.7	--	16.7	--	15.7
Total Positions	<u>390.8</u>	<u>392.5</u>	<u>391.3</u>	<u>383.6</u>	<u>391.3</u>	<u>383.3</u>	<u>390.3</u>	<u>379.3</u>

Note: FTE and position totals may not sum correctly due to rounding.

## MISSION STATEMENT

The mission of the Santa Barbara County Probation Department is to serve and protect the community by providing accurate information and recommendations to the court; providing safe, secure and effective juvenile detention and treatment programs; requiring responsible behavior of offenders through enforcing court orders; and facilitating reparation and restitution to victims.

### Budget Organization

The Probation Department has three service divisions: Juvenile Institutions, Juvenile Services and Adult Services, as well as an Administrative division. The Department has a total of 379.3 FTEs located at 14 program sites and a variety of community locations throughout the County.

### Significant Changes (FY 2007-08 Adopted to FY 2007-08 Estimated Actual)

The Estimated Actual operating expenditures increased by \$178,000, to \$41,556,000, from the Adopted Budget of \$41,378,000. This 0.4% increase is the result of:

- +\$262,000 - Increase in overtime due to the Office of Traffic Safety (OTS) program offset by OTS grant funds, Offender Treatment Program (OTP) offset by Proposition 36 funds, and backfill for vacancies;
- +\$123,000 - Higher food costs primarily due to higher daily attendance in the Institutions;
- +\$99,000 - Greater use of extra help to backfill for vacancies;
- +\$86,000 - More special departmental expense due to unrealized savings;
- +\$70,000 - Increase in contractual services for the IMPACT case management system due to FY 2006-07 budgeted costs paid in FY 2007-08;
- +\$58,000 - Greater clothing and personal costs primarily due to higher daily attendance in the Institutions;
- +\$54,000 - Increase due to implementation of the Vocational Education Program at Los Prietos Boys Camp (LPBC). This program is funded by donations;
- +\$53,000 - Higher medical costs primarily due to higher daily attendance in the Institutions;
- +\$38,000 - Increase in household expenses for kitchen and cleaning supplies primarily due to higher daily attendance in the Institutions;
- +\$8,000 - Growth in several miscellaneous accounts;
- -\$673,000 - Decrease of salary and benefits due to vacancies and merger of the Lompoc and Santa Maria Counseling & Education Centers.

### Significant Changes (FY 2007-08 Adopted to FY 2007-08 Estimated Actual)

The Estimated Actual operating revenues decreased by \$469,000, to \$18,964,000, from the Adopted Budget of \$19,433,000. This 2.4% decrease is the result of:

- +\$130,000 - Increase in reimbursement from other counties for youth in Santa Barbara County camp programs;

## PROBATION

### Department Summary (cont'd)

- +\$50,000 - Increase in collection of Probation supervision fees;
- +\$14,000 - Growth in several miscellaneous accounts;
- -\$663,000 - Decrease in Proposition 172 Public Safety sales tax revenue.

### Significant Changes (FY 2007-08 Estimated Actual to FY 2008-09 Recommended)

The Recommended Budget's operating expenditures will increase by \$2,161,000, to \$43,717,000, from the prior year's Estimated Actual of \$41,556,000. This 5.2% increase is the result of:

- +\$2,861,000 - Increase of salary and benefits due to negotiated agreements with unions and fewer vacancies projected;
- +\$12,000 - Growth in several miscellaneous accounts;
- -\$417,000 - Decrease in projected overtime hours used to backfill for vacancies;
- -\$158,000 - Decrease in contractual services due to completion of the IMPACT case management system;
- -\$137,000 - Decrease in projected extra help hours used to backfill for vacancies.

### Significant Changes (FY 2007-08 Estimated Actual FY 2008-09 Recommended)

The Recommended Budget's operating revenues will increase by \$1,155,000, to \$20,119,000, from the prior year's Estimated Actual of \$18,964,000. This 6.1% increase is the result of:

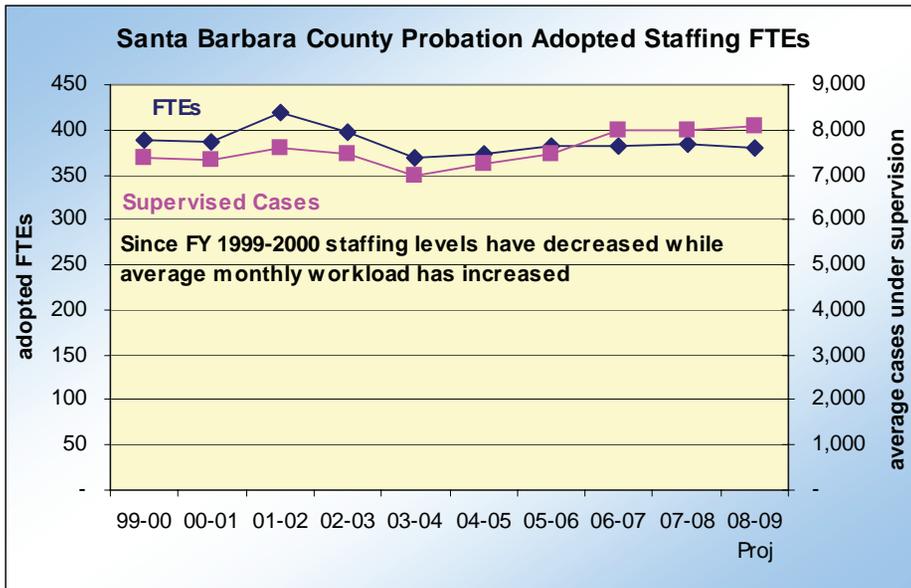
- +\$641,000 - Increase in State grant funds from the Division of Juvenile Justice (DJJ) for the Youth Offender Block Grant (YOBG);
- +\$334,000 - Increase in State funds for the Juvenile Justice Crime Prevention (JJCPA) grant program reflects the consolidation of JJCPA revenue, shown in 2 line item accounts for FY 2007-08, being shown in only 1 line item account for FY 2008-09, with no actual change in total JJCPA revenue;
- +\$255,000 - Increase in collection of Probation supervision fees;
- +\$183,000 - Increase in collection of Probation investigation fees;
- +\$56,000 - Increase in State Realignment funds;
- +\$10,000 - Increase in several miscellaneous accounts;
- -\$324,000 - Decrease in Federal Title IV-E due to new claiming regulations.
- FTEs will be reduced 4.0 for the Probation Department. 16 FTEs will be reduced due to various program reductions offset by restoring 12.0 FTEs (3.0 FTEs added in FY 2007-08 for JJCPA, 2.0 FTEs funded in FY 2007-08 for the Children System of Care (CSOC) with additional Medi-Cal funds, 1.0 FTE will be funded in FY 2007-08 for the Alternative Detention Program (ADP), and 6.0 FTEs will be funded in FY 2008-09 with the YOBG funds).

**PROBATION**

**Department Summary (cont'd)**

**Fiscal Year 2008-09 constraints require the Department to implement certain service level reductions.** The reductions affect the Institutions Division, Juvenile Field Services and Adult Field Services Divisions. The 58 year old Santa Barbara Juvenile Hall (SBJH) will be converted into a booking facility; wards will be transported to and housed in the newly constructed Susan J. Gionfriddo Juvenile Justice Center (SMJH) in Santa Maria. The Booking Facility will be flexibly staffed from 8 to 10 hours per day to cover the high density booking hours. When the facility is not staffed, officers on stand-by status will transport wards who meet detention criteria. Wards will receive the same level of service; South Coast parental visitation will be accommodated by video conferencing. The Los Prietos Boys Camp and Boys Academy will reduce Mental Health and Drug and Alcohol Counseling as well as support staff. Existing staff will be redirected within a modified program to offer equivalent services.

Juvenile Investigations and Juvenile Placements in Santa Maria will each be reduced by one officer. The supervision of Lompoc and Santa Maria Juvenile Drug Courts cases will be consolidated into one officer. Modifications to the level of service to the Courts will be necessary. Counseling and Education Centers, already reduced by the consolidation of the Lompoc and the Santa Maria programs in FY 2007-08, will lose Probation and Mental Health staff. While not expected to reduce the number of minors served, reductions will require modifications in the services provided. The Juvenile Justice Coordinating Council has adopted recommendations to present to the Board of Supervisors which will eliminate the Aftercare component (2 Juvenile Institutions Officers (JIOs) and reduce Community Based Organizations (CBOs) by \$101,000. Adult Services will delete Office Assistants in Santa Barbara and Santa Maria but this reduction may be mitigated with automation and redirection of limited tasks to sworn officers.



**Departmental Priorities and Their Alignment With County Goals**

The Probation Department's strategic actions are consistent with the County Organization-wide values of Accountability, Customer-Focus and Efficiency (ACE) and primarily aligned with the following adopted General Goals and Principles of Santa Barbara County's Strategic Plan:

- Goal 1: Efficient and Responsive Government: An Efficient, Professionally Managed Government Able to Anticipate and to Effectively Respond to the Needs of the Community;**
- Goal 2: Health and Safety: A Safe and Healthy Community in Which to Live, Work, and Visit;**
- Goal 5: Citizen Involvement: A County Government that is Accessible, Open and Citizen-Friendly;**
- Goal 6: Families and Children: A Community that Fosters the Safety and Well-Being of Families and Children. Among the eight Santa Barbara County Strategic Plan's Critical Issues, the issue of 'Health, Safety, & Human Services' will be a Probation Department priority for FY 2008-09.**

The following six primary focus areas have been identified for FY 2008-09:

**Focus Area One: Provide Proven and Effective Program and Services for Juvenile Offenders**

Current Year (FY 07-08) Accomplishments:

- Reduced the number of youth in group home placement to an all time low of 47 during the month of March 2007.
- Maintained one of the lowest placement rates among California counties into the California Division of Juvenile Justice.
- 576 out of 780 or about 74% of juvenile offenders successfully completed all terms and conditions of probation.

Proposed Strategic Actions:

- Utilize to its fullest capability the newly implemented IMPACT case management system to increase the effectiveness and efficiency of Juvenile Services staff. IMPACT data will promote better analysis of outcomes and trends.
- Implement, with the State's Division of Juvenile Justice (DJJ) realignment and SB 163 funds, evidence based enhanced services for minors returning to the community from DJJ on probation supervision and for intervention with minors who would formerly have become DJJ wards.

- Obtain Mental Health Services Act (MHSA) Prop 63 Prevention and Early Intervention funding to provide mental health services to delinquent youth given their defined status as a target population.
- In coordination with Information Technology (IT), implement utilization of the Juvenile Sexual Offense Recidivism Assessment Tool-II (JSORRAT-II), a mandated state authorized risk assessment tool for juvenile sex offenders.

Proposed Key Projects:

- Juvenile Services Efficiency Project

This project will implement a plan to reduce full time and extra help staffing as proposed in the FY 2008-09 budget at the Counseling and Education Centers, for group home placement visits, at Santa Maria Juvenile Court Services, for Juvenile Justice Crime Prevention Act programs, and for the North County Juvenile Drug Court. There will be minimal reduction in service levels and external funding recovery or rates of completion, graduation, attendance, and recidivism. This may be accomplished through technology, consolidation, modifying court report format, replacing transportation equipment, modifying policies and procedures, and utilizing Teen Court and Restorative Justice programs.

- Juvenile Court Services Workflow Improvement Process

In coordination with IT, examine all work and case flow processes in the Court Services Units as well as the different classifications of staff carrying out the work in Lompoc, Santa Maria, and Santa Barbara and implement changes in workflow in order to improve the consistency, effectiveness and cost efficiencies of services and activities of the Juvenile Court Services units.

Effectiveness Measure:

- Ensure that approximately 80% of youths exiting probation supervision complete their terms and conditions of Probation.

**Focus Area Two: Provide Evidence Based and Effective Probation Programs and Services for Adult Offenders**

Current Year (FY 07-08) Accomplishments:

- Successfully tested the Adult Risk Initial Screening Tool (ARIST) for initial implementation in March 2008.
- Assisted about 1,661 adults to complete all terms and conditions of probation. This is a 54% completion rate and compares favorably to the approximate 57% national adult probationer completion rate.
- Completed over 2,477 criminal sentencing reports.

**PROBATION**

**Department Summary (cont'd)**

- 99.8% of sex offenders on probation registered on a monthly basis had addresses in compliance with the law. There was an average of 103 sex offenders per month on probation.

Proposed Strategic Actions:

- In coordination with IT, fully implement and revalidate ARIST, a computer based adult risk assessment tool.
- In coordination with IT, implement the utilization of Static-99, a mandated and State Authorized Risk Assessment Tool for Sex Offenders (SARATSO).
- In coordination with IT, develop and implement procedures to allow for the electronic transmission of District Attorney files in order to streamline the processing of pre-sentence and violation reports.

Proposed Key Projects:

- Adult Services Report Efficiency Project

Identify parameters for the County wide implementation of brief sentencing reports and short form violation reports in order to increase efficiency. The target date for full implementation is January 30, 2009.

- Adult Services Process Improvement Project

In coordination with IT, analyze the workflow and current processes. Establish the appropriate staff classification at which the work is done. The overall purpose will be to improve the effectiveness and cost efficiencies of services and activities of the Adult Services and Administrative Divisions.

Effectiveness Measure:

- Provide effective community supervision to adult probationers so that 60% of offenders exit probation having completed the terms and conditions of probation.

**Focus Area Three: Operate Quality Juvenile Detention and Treatment Facilities and Programs**

Current Year (FY 07-08) Accomplishments:

- 100% of all detainees, 2,936 were safely admitted in the Juvenile Halls and the Boys Camp and Academy. Of this number, 2,760 were admitted to one of the two Juvenile Halls and 176 were committed to the Los Prietos Boys Camp or Academy.
- 88% of juvenile offenders successfully graduated from Probation Camp programs.
- Successfully passed the annual state and local facility inspections with no documented corrective actions for safety or security concerns.

## PROBATION

### Department Summary (cont'd)

#### Proposed Strategic Actions:

- Analyze the allocation of institutional post positions related to trends in average daily population, critical incidents, and use of enhanced staffing ratio classifications in order to redistribute division personnel to meet program needs on demand prior to utilizing over time and extra help.
- Evaluate educational opportunities and medical, alcohol, drug and mental health treatment/intervention services at the Juvenile Halls and Camps, as well as Home Detention and Aftercare Services by using client and parent surveys to determine efficacy and customer satisfaction.
- Maintain debriefing meetings/written communications to ensure unplanned issues related to division operations/facility incidents are immediately corrected and outcomes/procedural updates are expeditiously communicated to affected staff and incorporated into facility operations manuals.
- Review new booking criteria to assure that detentions are based on highest risk/need.
- Implement an effective tutoring program to assist clients in preparing to pass the California High School Exit Examination (CAHSEE) as a component of the Alternative Detention Program, in cooperation with County Schools and available local educational resources.
- Analyze and evaluate successful Camp graduation rates, high school graduation and General Education Diploma (GED) rates, job placements and recidivism rates for wards successfully completing Camp's Vocational Technology Program.

#### Proposed Key Projects:

##### Juvenile Hall Bed Space Utilization and Alternative Detention Project

In coordination with the Juvenile Services Division, assure the effective use of Juvenile Hall bed space by:

- Finalizing countywide booking criteria for 777(a) Welfare and Institutions Code (W&IC), Probation Violations.
- Modifying current Home Detention/Electronic Monitoring criteria and program relative to resource redundancy.
- Maximizing detention alternatives and effectively managing the female and gang involved juvenile offender population.
- Using the Alternative Detention Program (which was implemented in January 2008) when appropriate for 777(a) W&IC Probation Violation.
- Youth Offender Block Grant (YOBG) Project
  - In compliance with the Corrections and Standards Authority (CSA) approved Juvenile Justice Plan and in coordination with Juvenile Field Services and IT, develop, plan, and implement a countywide YOBG program.

##### Reclassification of the Santa Barbara Juvenile Hall to a Special Use Juvenile Hall - Booking Facility

This reclassification is due to financial constraints in the County for budget year 2008-09. Given the scope of this project, it will begin in April 2008.

- Develop Project Charter and identify working group.
- Review booking trend data to determine booking facility hours.
- Develop operational protocols.
- Review service needs at SMJH resulting from an increase in detainee population, including school, medical, mental health, volunteers, etc.
- Conduct dry runs to test processes prior to the conversion of operations.

#### Effectiveness Measure:

- Ensure that at least 85% of wards committed to the Boys Camp and Academy successfully graduate from the programs.

#### **Focus Area Four: Improve Information and Technology Systems Support for Departmental Operations**

#### Current Year (FY 2007-08) Accomplishments:

- IMPACT, Probation's automated case management system, has been fully implemented in all Divisions. The cost of IMPACT was within budget. Among other things, this SQL server, web based software will provide more flexible access to management data and to data integration with other County departments.
- A newly developed database tracks the status of new and current employees. Summary data for the application process appears on the Personnel and Training Collaboration Portal. The collaboration portal facilitates the assignment of tasks, scheduling training, rooms and equipment, and sharing of documents.

#### Proposed Strategic Actions:

- Create business process diagrams for collections and selected juvenile and adult business processes.
- Redesign the Probation internet site to increase interactivity, raise public awareness and improve attitudes about the Santa Barbara County Probation Department.
- In coordination with Adult Services, fully implement and revalidate the Adult Risk Initial Screening Tool (ARIST), a computer based adult risk assessment tool.
- In coordination with Adult Services, implement the utilization of Static-99, SARATSO, a mandated and state authorized risk assessment tool for sex offenders.

- In coordination with Juvenile Services, implement utilization of the JSORRAT-II, a mandated state authorized risk assessment tool for juvenile sex offenders.

Proposed Key Projects:

- Impact Quality Control Project

Identify key data elements to be collected for all cases by Division; correlate the data elements with Advanced Management of Performance Projects (AMPP), Management Information Reports and Juvenile Court and Probation Statistical System (JCPSS); design and implement a system of regular quality checks.

- Management Information Reports Project

- Review, improve and update adult caseload and management reports based on American Probation and Parole Association (APPA) standards and input from the Adult Field Services Division.
- In collaboration with Personnel and Training staff, develop and implement a database to track the appointment/background process and outcomes by June 30, 2009.
- Implement Enhanced customer call service in all Probation Field Services offices by June 30, 2009.

- Process Improvement Project

Analyze the workflow and current processes. Establish the appropriate staff classification at which the work is done.

- In coordination with Adult Services and Collections, develop and implement procedures to allow for the electronic transmission of victim information and District Attorney (DA) files in order to streamline the processing of pre-sentence and violation reports.

Effectiveness Measure:

- Ensure that 95% of Information Technology work station requests are completed by requested date.

**Focus Area Five: Financing Probation Services**

Current Year (FY 07-08) Accomplishments

- With the assistance of the Treasurer Tax Collector (TTC), Probation helped to design and implement an automated process of selecting past due Probation accounts that qualified for submission to the Franchise Tax Board for collection. This should increase the collection of past due Probation supervision fees.

**PROBATION  
Department Summary (cont'd)**

- Collected \$668,206 in restitution from probationers for victims of crime.
- Assisted adults and juveniles to complete 77,792 hours of community service work.
- Completed updating Title IV-E claiming policies and procedures consistent with federal law and Chief Probation Officers of California (CPOC) guidelines and provided updated training to all divisions.

Proposed Strategic Actions:

- Continue to review all past due probation expired collection accounts that are 90 days old for referral to Franchise Tax Board Court Ordered Debt (FTBCOD) and write off uncollectible debt.
- Implement the IMPACT cashing and collections modules.
- Increase Medi-Cal reimbursement from ADMHS for eligible services provided to juveniles by Deputy Probation Officers by providing structured billing and claiming orientation for all Children's System of Care (CSOC) Probation staff.

Proposed Key Projects:

- Collections Improvement Project

Implement the recommendations of the Restitution Improvement Project.

- Create an implementation/replacement plan for new Cashing System.
- Create a data integration plan between IMPACT and TTC collection systems.
- Create a data integration plan between IMPACT and the District Attorney's system.

Effectiveness Measure:

- Collect approximately \$650,000 in restitution from adult and juvenile offenders.

**Focus Area Six: Ensuring Quality Staffing**

Current Year (FY 07-08) Accomplishments:

- Achieved 100% compliance with Corrections Standards Authority (CSA) Standards and Training for Corrections (STC) for all peace officers (field services and institutions).
- Hired 57 new employees from outside the Probation Department and processed 137 promotions and transfers of department staff.

**PROBATION**  
**Department Summary (cont'd)**

Proposed Strategic Actions:

- In collaboration with IT staff, develop and implement a database to track the personnel appointment/background process and outcomes by June 30, 2009.
- Increase participation in the Department Leadership Development Program by 5% by January 31, 2009.
- Develop and implement a Leadership Training Program for all Supervisors and Managers by January 31, 2009.

Proposed Key Project:

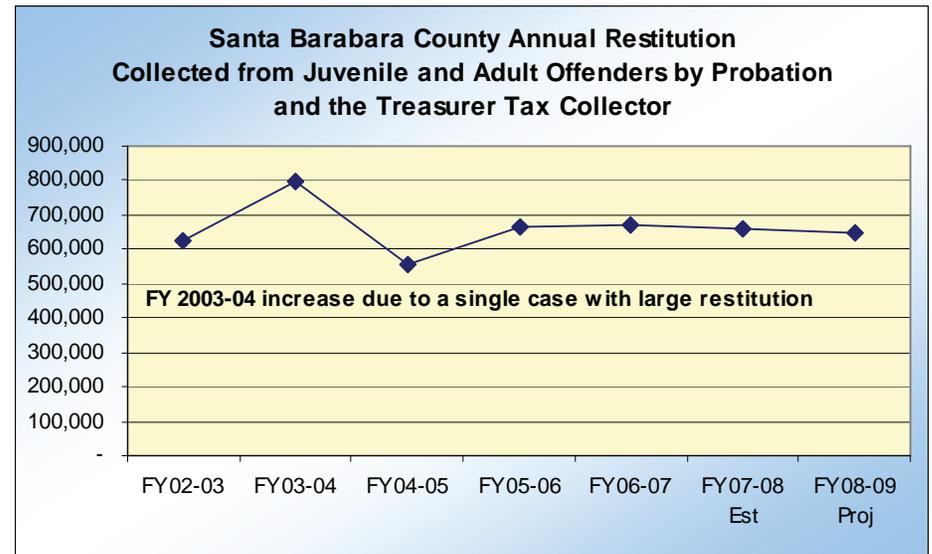
- Staff Training Assessment Project  
 By June 30, 2009, conduct a comprehensive assessment of staff training programs, and develop a plan for updating staff training programs to ensure relevance and quality.

Effectiveness Measure:

- Provide approximately 15,750 hours of mandated core and annual STC training to probation peace officers.

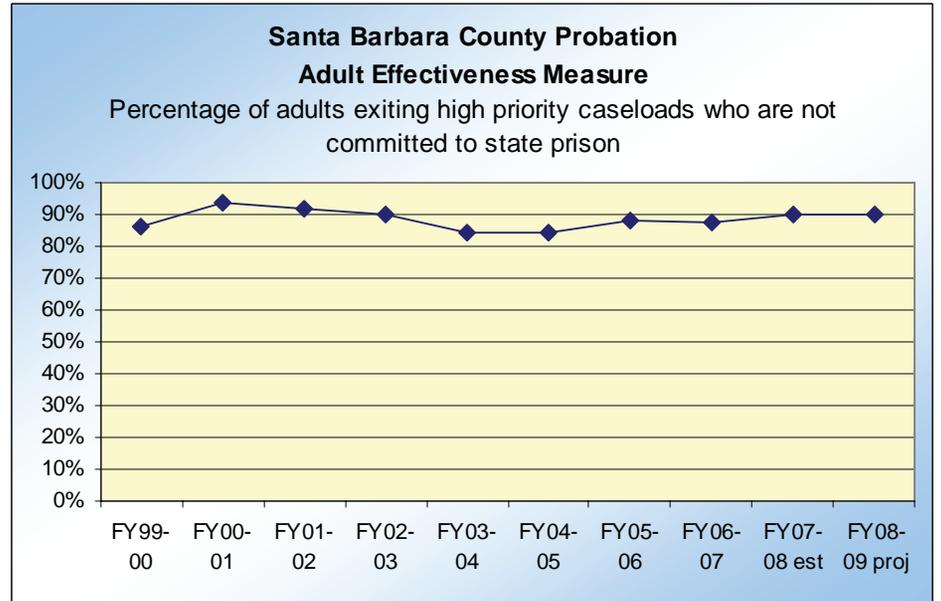
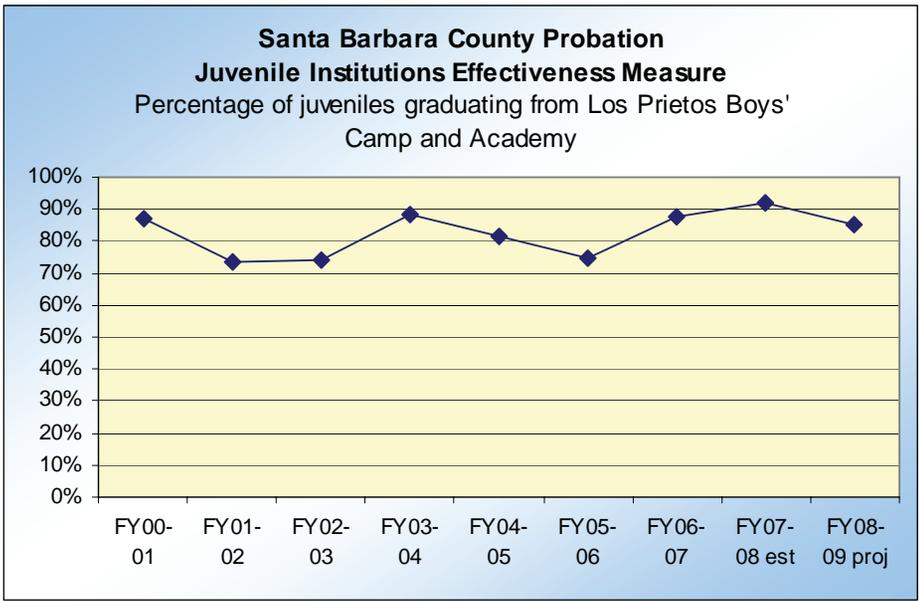
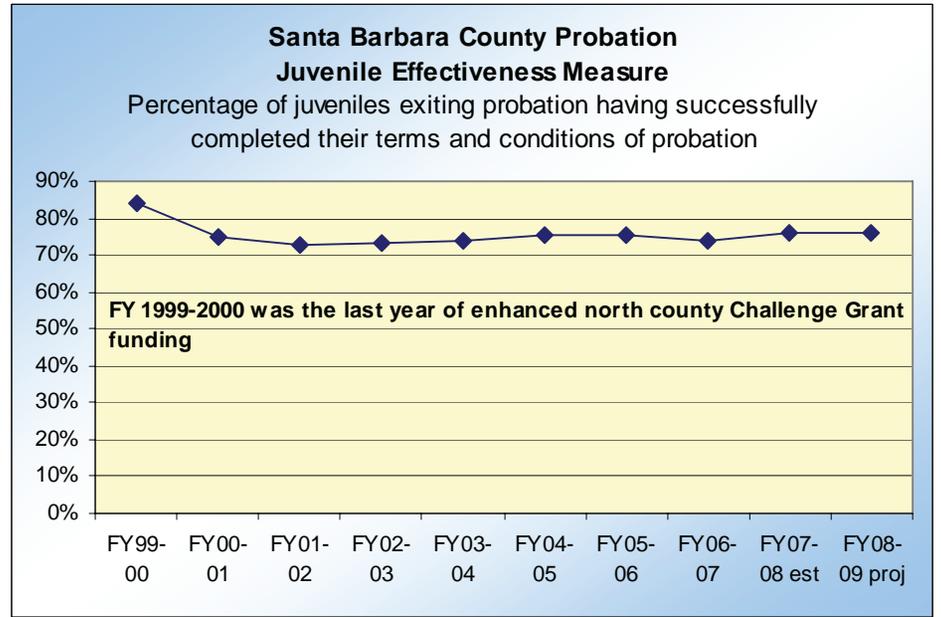
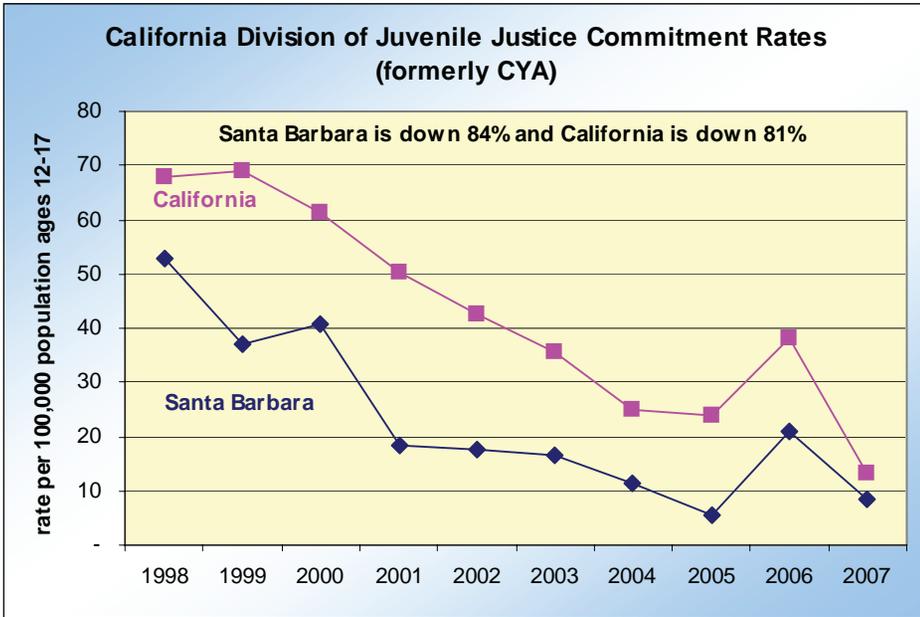
	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Department-wide Effectiveness Measures</b>				
Collect approximately \$650,000 in restitution from an estimated 2,500 adult and juvenile offenders.	\$668,206	\$660,000	\$660,000	\$650,000
Ensure that at least 85% of minors committed to the Boys Camp successfully graduate from the program.	86% 84 97	80% 81 101	90% 99 110	85% 98 115
Ensure that at least 85% of minors committed to the Boy's Academy successfully graduate from the program.	88% 72 81	80% 80 100	94% 68 72	85% 55 65
Ensure that approximately 80% of youth exiting probation supervision complete their terms and conditions of Probation.	73% 576 782	80% 640 800	75% 675 890	80% 620 775
Commit no more than 6 youth to California Division of Juvenile Justice (CDJJ).	2	4	6	6

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Department-wide Effectiveness Measures</b>				
Provide effective community supervision to adult probationers so that 60% of offenders exit probation having completed the terms and conditions of probation.	55% 1,661 3,003	55% 1,925 3,500	55% 1,800 3,272	60% 2,055 3,425
Provide services so that approximately 60% of Proposition 36 offenders successfully complete their treatment program, exceeding the statewide average completion rate of approximately 35%.	63% 239 377	60% 240 400	54% 200 364	60% 225 375



**PROBATION**

Department Summary (cont'd)



**PROBATION  
Administration**

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Use of Funds Summary</b>				
<i>Operating Expenditures</i>				
Administration	\$ 443,246	\$ 453,728	\$ 353,833	\$ 490,140
Fiscal Support	1,087,423	1,281,549	1,220,306	1,355,718
Training	356,913	257,756	331,252	266,982
Personnel	613,423	541,204	611,721	693,121
Firearms/Safety Equipment	4,401	96,381	10,139	1,333
Information Systems	1,823,966	1,841,736	1,957,608	1,863,283
Operating Total	4,329,372	4,472,354	4,484,859	4,670,577
<i>Non-Operating Expenditures</i>				
Capital Assets	13,000	63,952	33,909	13,952
Expenditure Total	4,342,372	4,536,306	4,518,768	4,684,529
<i>Other Financing Uses</i>				
Operating Transfers	27,750	7,069	7,069	7,069
Designated for Future Uses	--	--	259,089	--
Division Total	<u>\$ 4,370,122</u>	<u>\$ 4,543,375</u>	<u>\$ 4,784,926</u>	<u>\$ 4,691,598</u>

**Character of Expenditures**

<i>Operating Expenditures</i>				
Regular Salaries	2,082,181	2,230,004	2,135,794	2,327,777
Overtime	13,193	--	9,764	--
Extra Help	95,762	39,663	151,014	42,386
Benefits	682,703	804,542	709,738	930,927
Salaries & Benefits Sub-Total	2,873,839	3,074,209	3,006,310	3,301,090
Services & Supplies	1,455,533	1,398,145	1,478,549	1,369,487
Operating Total	4,329,372	4,472,354	4,484,859	4,670,577
<i>Non-Operating Expenditures</i>				
Capital Assets	13,000	63,952	33,909	13,952
Expenditure Total	<u>\$ 4,342,372</u>	<u>\$ 4,536,306</u>	<u>\$ 4,518,768</u>	<u>\$ 4,684,529</u>

**Source of Funds Summary**

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<i>Departmental Revenues</i>				
Federal & State Revenues	\$ 155,281	\$ 142,220	\$ 404,498	\$ 1,042,220
Miscellaneous Revenue	21,883	30,000	29,004	29,000
Revenue Total	177,164	172,220	433,502	1,071,220
<i>General Fund Contribution</i>	4,060,871	3,703,589	3,396,152	3,620,378
<i>Other Financing Sources</i>				
Operating Transfers	--	--	75,117	--
Use of Prior Fund Balances	132,087	667,566	880,155	--
Division Total	<u>\$ 4,370,122</u>	<u>\$ 4,543,375</u>	<u>\$ 4,784,926</u>	<u>\$ 4,691,598</u>

	Actual FY 06-07		Adopted FY 07-08		Est. Actual FY 07-08		Recommended FY 08-09	
	Pos.	FTE	Pos.	FTE	Pos.	FTE	Pos.	FTE

**Position Summary**

<i>Permanent</i>								
Administration	3.0	3.5	3.0	2.9	3.0	2.9	3.0	2.9
Fiscal Support	16.0	12.1	16.0	13.1	16.0	13.1	16.0	13.0
Training	2.0	2.2	2.0	1.9	2.0	1.9	2.0	1.9
Personnel	5.0	5.9	5.0	4.8	5.0	4.8	5.0	4.8
Firearms/Safety Equipment	1.0	0.0	1.0	1.0	1.0	1.0	1.0	1.0
Information Systems	7.0	7.2	7.0	6.8	7.0	6.7	7.0	6.8
Total Permanent	34.0	30.9	34.0	30.5	34.0	30.4	34.0	30.4
<i>Non-Permanent</i>								
Extra Help	--	--	--	0.5	--	0.5	--	0.5
Total Positions	<u>34.0</u>	<u>30.9</u>	<u>34.0</u>	<u>31.0</u>	<u>34.0</u>	<u>30.9</u>	<u>34.0</u>	<u>30.9</u>

**SERVICE DESCRIPTION**

The Administrative Division assists staff in achieving the department's mission through policy direction, planning, financial and managerial control, personnel staff support, training, collections, information systems, safety programs, equipment and the Community Service Work program.

**Significant Changes (FY 2007-08 Adopted to FY 2007-08 Estimated Actual)**

Estimated Actual operating expenditures increased by \$13,000, to \$4,485,000, from the Adopted Budget of \$4,472,000. This 0.3% increase is the result of:

- +\$13,000 - Increase in several miscellaneous accounts.

**Significant Changes (FY 2007-08 Estimated Actual to FY 2008-09 Recommended)**

The Recommended Budget's operating expenditures will increase by \$186,000, to \$4,671,000, from the prior year's Estimated Actual of \$4,485,000. This 4.1% increase is the result of:

- +\$413,000 - Increase of salary and benefits due to negotiated agreement with unions;
- +\$68,000 - Increase in data processing costs performed by General Services;
- -\$179,000 - Decrease in contractual services due to completion of the IMPACT case management system;
- -\$109,000 - Decrease in use of extra help staff;
- -\$7,000 - Decrease in several miscellaneous accounts.
- FTEs did not change.

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Recurring Performance Measures</b>				
<b>Administration</b>				
To ensure an efficient and responsive government, the County will maintain the rate of General Liability claims filed at no more than 90 - 100% of the previous year's actual claims filed.	100%	100%	75%	100%
	4	4	3	3
	4	4	4	3
As an efficient and responsive government, the County will maintain the cost of workers' compensation incident claims to \$1.17 per \$100 payroll (salaries including overtime).	\$4.93	\$4.25	\$4.25	\$4.71
	\$1,090,119	\$977,946	\$1,044,972	\$1,062,000
	\$221,355	\$230,105	\$245,976	\$225,155
To improve workers' safety, the County will conduct its operations in order to maintain the rate of Workers' Compensation incident claims to 12 or less per 100 FTE employees Countywide.	8.65	9.37	8.61	8.70
	34	36	33	33
	3.93	3.84	3.83	3.79

**PROBATION**

**Administration (cont'd)**

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Recurring Performance Measures</b>				
As an efficient and responsive government, the County will maintain the rate of Workers' Compensation claims filed between 90 - 100% of the previous year's actual claims filed.	82%	100%	97%	100%
	34	34	33	33
	41	34	34	33
As an efficient and responsive government, the County will maintain a productive workforce through a countywide Lost Time Rate of 5.9% or less.	7.0%	5.9%	6.0%	5.9%
	54,205	45,725	50,310	45,725
	770,577	775,000	834,080	775,000
As an efficient and responsive government, the County will maintain a quality workforce through completing 95 - 100% by the Anniversary Due Date.	71%	95%	72%	95%
	415	523	387	499
	581	550	534	525
<b>Fiscal Support</b>				
Ensure that 100% of grant/entitlement audit/compliance cost reports are completed by their due date.	100%	100%	100%	100%
	17	16	16	16
	17	16	16	16
<b>Training</b>				
Provide approximately 15,750 hours of mandated Core and annual STC training to Probation peace officers.	18,560	17,000	17,000	15,750
Ensure that 85% of background investigations are completed within 8 weeks.	83%	85%	90%	85%
	118	119	100	85
	143	140	111	100
<b>Firearms/Safety Equipment</b>				
Maintain quarterly firearms qualifications of 100% for armed Probation Officer line staff.	100%	100%	100%	100%
	12	12	12	9
	12	12	12	9
<b>Information Systems</b>				
Ensure that 95% of IT work station requests are completed by requested date.	94%	90%	95%	95%
	1,033	900	1,200	1,000
	1,098	1,000	1,265	1,050

**PROBATION**  
Administration (cont'd)

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
	Pos.	Pos.	Pos.	Pos.
<b>Position Detail</b>				
<b>Administration</b>				
Chief Probation Officer	1.0	1.0	1.0	1.0
Departmental Assistant	1.0	1.0	1.0	1.0
Executive Secretary	1.0	1.0	1.0	1.0
Sub-Division Total	3.0	3.0	3.0	3.0
<b>Fiscal Support</b>				
Admin Deputy Director	--	--	--	1.0
Chief Financial Officer	1.0	1.0	1.0	--
Fiscal Manager	1.0	1.0	1.0	1.0
Probation Manager	1.0	--	--	--
PM Grants & Funding	1.0	1.0	1.0	1.0
PM Probation Collections	1.0	1.0	1.0	1.0
Cost Analyst	1.0	1.0	1.0	1.0
Accountant	2.0	2.0	2.0	2.0
Departmental Assistant	--	1.0	1.0	1.0
Administrative Support Supervisor	2.0	2.0	2.0	2.0
Administrative Services Clerk	2.0	2.0	2.0	2.0
Admin Secretary	4.0	4.0	4.0	4.0
Sub-Division Total	16.0	16.0	16.0	16.0
<b>Training</b>				
Supervising Probation Officer	1.0	1.0	1.0	1.0
Office Assistant	1.0	1.0	1.0	1.0
Sub-Division Total	2.0	2.0	2.0	2.0
<b>Personnel</b>				
Probation Manager	1.0	1.0	1.0	1.0
Departmental Assistant	1.0	1.0	1.0	1.0
Deputy Probation Officer	2.0	2.0	2.0	2.0
Office Assistant	1.0	1.0	1.0	1.0
Sub-Division Total	5.0	5.0	5.0	5.0

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
	Pos.	Pos.	Pos.	Pos.
<b>Position Detail</b>				
<b>Firearms/Safety Equipment</b>				
Deputy Probation Officer	1.0	1.0	1.0	1.0
Sub-Division Total	1.0	1.0	1.0	1.0
<b>Information Systems</b>				
DP Management Dept Sr	1.0	1.0	1.0	1.0
Probation Manager	1.0	1.0	1.0	1.0
Systems & Programming Analyst	2.0	2.0	2.0	3.0
Data Processing Specialist	3.0	3.0	3.0	2.0
Sub-Division Total	7.0	7.0	7.0	7.0
Division Total	34.0	34.0	34.0	34.0



Standards and Training for Corrections Core Training for Deputy Probation Officers.

PROBATION  
Institutions

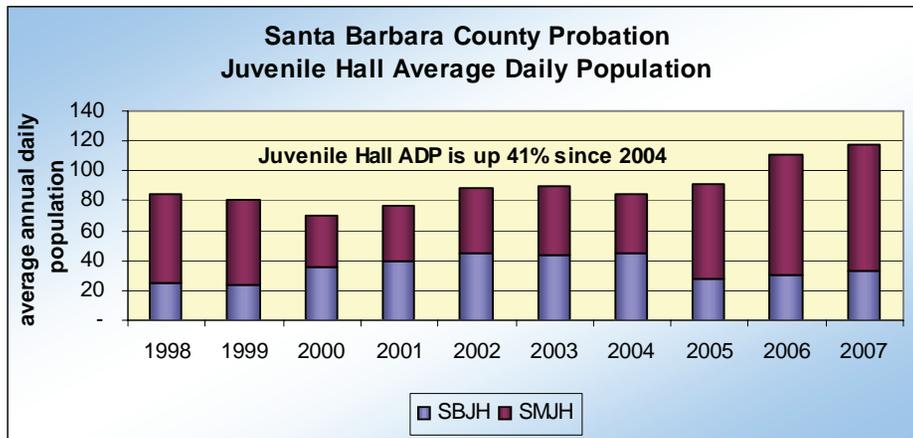


**PROBATION  
Institutions**

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Use of Funds Summary</b>				
<i>Operating Expenditures</i>				
Administration	\$ 908,330	\$ 1,290,483	\$ 1,311,826	\$ 1,285,451
SB Juvenile Hall	2,960,020	2,721,481	3,048,395	699,793
SM Juvenile Hall	6,858,477	7,317,143	7,364,829	9,425,844
Los Prietos Boys' Camp	2,700,711	2,850,352	3,023,633	3,045,412
Los Prietos Boys' Academy	2,040,889	1,963,189	2,058,055	1,987,080
Non-Secure Detention	127,279	137,190	99,597	120,000
Expenditure Total	15,595,706	16,279,838	16,906,335	16,563,580
<i>Other Financing Uses</i>				
Operating Transfers	451,000	15,297	15,297	15,297
Designated for Future Uses	51,000	--	--	--
Division Total	\$ 16,097,706	\$ 16,295,135	\$ 16,921,632	\$ 16,578,877

**Character of Expenditures**

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<i>Operating Expenditures</i>				
Regular Salaries	7,282,882	7,385,058	7,743,766	7,373,015
Overtime	583,304	580,199	687,707	455,000
Extra Help	536,030	543,717	397,404	539,963
Benefits	3,613,871	3,935,665	3,940,975	4,078,525
Salaries & Benefits Sub-Total	12,016,087	12,444,639	12,769,852	12,446,503
Services & Supplies	3,579,619	3,835,199	4,136,483	4,117,077
Expenditure Total	\$ 15,595,706	\$ 16,279,838	\$ 16,906,335	\$ 16,563,580



**Source of Funds Summary**

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<i>Departmental Revenues</i>				
Public Safety Sales Tax	\$ 2,007,677	\$ 2,123,556	\$ 1,808,973	\$ 2,047,830
Federal & State Revenues	4,904,618	4,925,341	5,158,054	5,206,552
Other Charges for Services	52,503	--	130,000	130,000
Miscellaneous Revenue	52,976	1,890	5,450	5,450
Revenue Total	7,017,774	7,050,787	7,102,477	7,389,832
<i>General Fund Contribution</i>	8,508,246	9,233,142	9,647,102	9,178,205
<i>Other Financing Sources</i>				
Sale of Property	1,350	--	--	--
Use of Prior Fund Balances	570,336	11,206	172,053	10,840
Division Total	\$ 16,097,706	\$ 16,295,135	\$ 16,921,632	\$ 16,578,877

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09			
Pos.	FTE	Pos.	FTE	Pos.	FTE	Pos.	FTE

**Position Summary**

<i>Permanent</i>								
Administration	1.0	1.3	1.0	1.0	1.0	1.0	1.0	1.0
SB Juvenile Hall	21.5	29.0	23.5	21.7	23.5	21.7	12.5	5.8
SM Juvenile Hall	68.5	71.7	67.5	65.1	67.5	65.1	79.0	76.2
Los Prietos Boys' Camp	24.0	23.4	26.0	22.2	26.0	22.2	26.0	22.7
Los Prietos Boys' Academy	21.0	17.5	18.0	17.4	18.0	17.4	15.5	15.4
Total Permanent	136.0	142.8	136.0	127.4	136.0	127.3	134.0	121.1
<i>Non-Permanent</i>								
Extra Help	--	--	--	14.0	--	14.0	--	14.0
Total Positions	136.0	142.8	136.0	141.4	136.0	141.3	134.0	135.2

**SERVICE DESCRIPTION**

The Juvenile Institutions Division serves and protects the community by operating safe and secure detention and treatment facilities, providing alternative programs to custody for offenders and contracting for shelter care services for status offenders.

**Significant Changes (FY 2007-08 Adopted to FY 2007-08 Estimated Actual)**

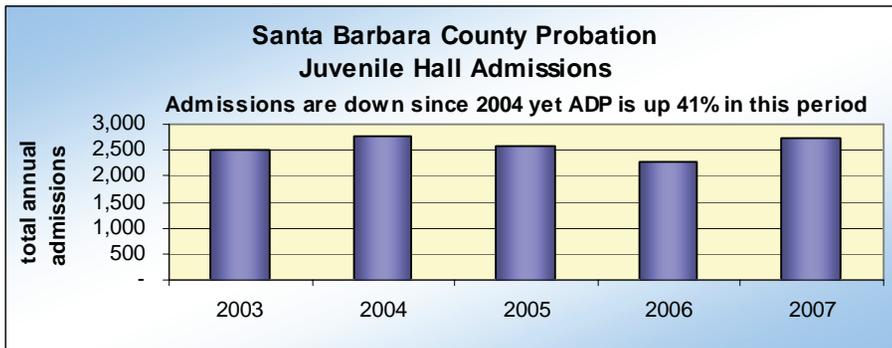
The Estimated Actual operating expenditures increased by \$626,000, to \$16,906,000, from the Adopted Budget of \$16,280,000. This 3.8% increase is the result of:

- +\$364,000 - Increase of salary and benefits due to negotiated agreement with unions;
- +\$112,000 - Increase in food costs due to greater population;
- +\$108,000 - Increase in overtime hours offset by reduction in extra help hours;
- +\$57,000 - Increase in clothing costs due to greater population;
- +\$55,000 - Increase in medical costs due to greater population;
- +\$54,000 - Increase for Vocational Program costs funded with donations;
- +\$22,000 - Increase in several miscellaneous accounts;
- -\$146,000 - Decrease in extra help hours due to using more overtime hours.

**Significant Changes (FY 2007-08 Estimated Actual to FY 2008-09 Recommended)**

The Recommended Budget's operating expenditures will decrease by \$342,000, to \$16,564,000, from the prior year's Estimated Actual of \$16,906,000. This 2.0% decrease is the result of:

- +\$143,000 - Increase in extra help hours offset by lower overtime hours;
- -\$233,000 - Decrease in salary and benefits due to conversion of Santa Barbara Juvenile Hall (SBJH) to a Special Use Juvenile Hall - Booking Facility;
- -\$233,000 - Decrease in overtime due to conversion of SBJH to a booking facility and some overtime hours being replaced with extra help hours;
- -\$19,000 - Decrease in several miscellaneous accounts.
- FTEs will be reduced 6.0 for Institutions. 9.0 FTEs reduced due to conversion of the SBJH offset by 3.0 restored FTEs funded by YOBG (2.0) and ADP (1.0).



**PROBATION**

**Institutions (cont'd)**

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Recurring Performance Measures</b>				
<b>Institutions Administration</b>				
Ensure that 80% of youth successfully completing the Aggression Replacement Training (ART) have no new arrests for violent offenses within 6 months of program completion.	0	80%	85%	80%
		40	50	48
		50	59	60
Serve an average daily population of 195 youth committed to the Santa Barbara and Santa Maria Juvenile Halls and the Los Prietos Boys Camp and Boys Academy.	184	190	192	195
Safely process and serve approximately 2,800 admissions of youth committed to the Santa Barbara and Santa Maria Juvenile Halls and Los Prietos Boys Camp and Boys Academy.	2,935	3,050	2,850	2,800
<b>SB Juvenile Hall</b>				
Ensure that the readmission rate for youth to the Juvenile Hall is no more than 2.0 admissions per year. Note: SBJH will be converted to a special use juvenile hall in 08-09.	0.0	0.0	2.1	0.0
Provide approximately 10,000 Home Detention days to youth in lieu of Juvenile Hall.	9,654	9,600	9,705	10,000
Ensure that approximately 85% of youth on Home Detention remain compliant each month.	96%	86%	95%	85%
	85	77	80	76
	89	90	84	90
Ensure that 75% of youth spending more than 7 days in Juvenile Hall participate in Cognitive Behavioral Training. Note: SBJH will be converted to a special use juvenile hall in 08-09.	0	80%	50%	0
		160	150	
		200	300	

**PROBATION**  
**Institutions (cont'd)**

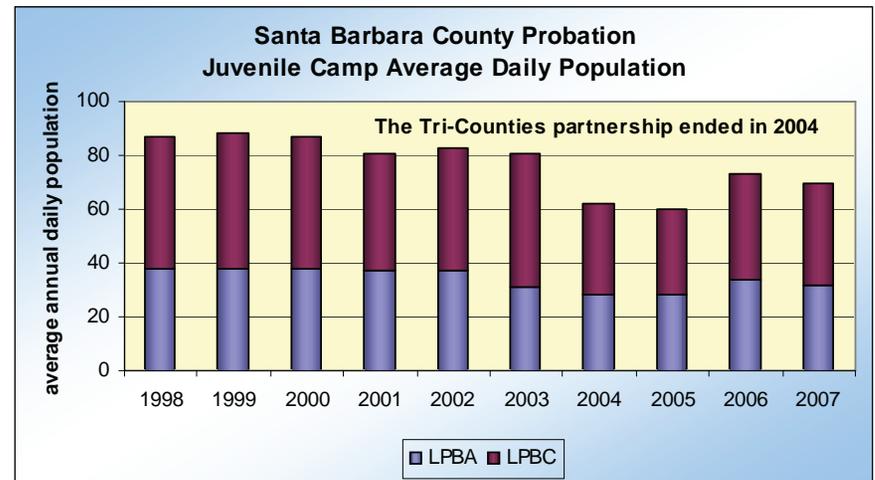
	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Recurring Performance Measures</b>				
Provide approximately 8,000 hours of Juvenile Program and Camp Funds (JPCF) preventative and support services to youth in the Santa Barbara Juvenile Hall and their families which generates approximately \$240,000 in revenue. Note: SBJH will be converted to a special use juvenile hall in 08-09.	120% 8,847 7,000	100% 8,000 8,000	113% 9,000 8,000	0
Utilize no more than 100% of staffed beds on an annual basis in the SB Juvenile Hall. Note: SBJH will be converted to a special use juvenile hall in 08-09.	120% 11,332 9,125	100% 9,125 9,125	104% 9,500 9,125	0
<b>SM Juvenile Hall</b>				
Ensure that the readmission rate for youth to the Juvenile Hall is no more than 2.0 admissions per year.	2.1	2.0	2.0	2.0
Provide approximately 18,000 Home Supervision days to youth in lieu of Juvenile Hall.	15,416	14,400	18,000	18,000
Ensure that approximately 85% of youth on Home Supervision remain compliant each month.	90% 122 136	85% 102 120	95% 124 130	85% 105 123
Ensure that 75% of youth spending more than 7 days in Juvenile Hall participate in Cognitive Behavioral Training.	0% -- --	80% 400 500	75% 480 640	75% 600 800
Provide approximately 34,000 hours of Juvenile Program and Camp Funds (JPCF) preventative and support services to youth in Santa Maria Juvenile Hall and their families which generates approximately \$1,050,000 in revenue.	130% 26,147 20,004	100% 14,440 14,440	103% 27,000 26,000	100% 34,000 34,000
Utilize 100% of staffed beds on an annual basis in the SM Juvenile Hall.	90% 29,627 32,856	100% 32,850 32,850	97% 32,850 33,800	100% 43,850 43,850

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Recurring Performance Measures</b>				
<b>Los Prietos Boys' Camp</b>				
Provide approximately 23,000 hours of Juvenile Program and Camp Funds (JPCF) preventative and support services to youth in Los Prietos Boys Camp and their families which generates approximately \$750,000 in revenue.	103% 20,523 20,004	100.0% 20,000 20,000	100.0% 21,500 20,000	100.0% 23,000 23,000
Utilize 100% of staffed beds on an annual basis in the Los Prietos Boys Camp.	106% 14,319 13,500	100% 13,870 13,870	108% 15,000 13,870	100% 16,425 16,425
Provide approximately 17,000 productive work hours at the Los Prietos Boys Camp for the US Forest Service, the County, and in the community.	97% 17,002 17,500	100% 17,000 17,000	94% 16,000 17,000	100% 17,000 17,000
<b>Boot Camp</b>				
Provide approximately 16,000 hours of Juvenile Program and Camp Funds (JPCF) preventative and support services to youth in Los Prietos Boy' Academy and their families which generates approximately \$600,000 in revenue.	108% 19,511 18,000	100% 18,000 18,000	90% 18,000 20,000	100% 16,000 16,000
Utilize 100% of staffed beds on an annual basis in the Los Prietos Boys Academy.	102% 11,876 11,680	100% 12,045 12,045	83% 10,000 12,045	100% 10,950 10,950
Provide approximately 15,500 productive work hours at the Los Prietos Boys Academy for the US Forest Service, the County, and in the community.	98% 16,711 17,004	100% 16,500 16,500	85% 14,000 16,500	100% 15,500 15,500
<b>Non-Secure Detention</b>				
Ensure that 87% of youth placed in non-secure detention through Noah's Anchorage and North County Youth Shelter return to a safe home.	90% 47 52	86% 50 58	93% 26 28	87% 27 31

**PROBATION**  
Institutions (cont'd)

Position Detail	Actual	Adopted	Est. Actual	Recommended
	FY 06-07	FY 07-08	FY 07-08	FY 08-09
	Pos.	Pos.	Pos.	Pos.
<b>Administration</b>				
Deputy Chief Probation Officer	1.0	1.0	1.0	1.0
Sub-Division Total	1.0	1.0	1.0	1.0
<b>SB Juvenile Hall</b>				
Probation Manager	1.0	1.0	1.0	1.0
Institution Supervisor	1.0	1.0	1.0	--
Supervising Probation Officer	--	--	--	1.0
Juvenile Insitutions Officer Supervisor	3.0	3.0	3.0	--
Deputy Probation Officer	--	--	--	2.0
Intake & Release Specialist	2.5	2.5	2.5	--
Juvenile Insitutions Officer	13.0	15.0	15.0	8.0
Food Services Worker	1.0	1.0	1.0	0.5
Sub-Division Total	21.5	23.5	23.5	12.5
<b>SM Juvenile Hall</b>				
Probation Manager	1.0	1.0	1.0	1.0
Institution Supervisor	2.0	2.0	2.0	--
Supervising Probation Officer	--	--	--	2.0
Juvenile Insitutions Officer Supervisor	5.0	5.0	5.0	--
Deputy Probation Officer	--	--	--	6.0
Probation Assistant	1.0	1.0	1.0	--
Intake & Release Specialist	3.0	3.0	3.0	3.0
Utility Worker	1.0	1.0	1.0	1.0
Juvenile Insitutions Officer	51.0	50.0	50.0	61.0
Office Assistant	2.0	2.0	2.0	2.0
Food Services Worker	2.5	2.5	2.5	3.0
Sub-Division Total	68.5	67.5	67.5	79.0

Position Detail	Actual	Adopted	Est. Actual	Recommended
	FY 06-07	FY 07-08	FY 07-08	FY 08-09
	Pos.	Pos.	Pos.	Pos.
<b>Los Prietos Boys' Camp</b>				
Probation Manager	1.0	1.0	1.0	1.0
Institution Supervisor	1.0	1.0	1.0	--
Supervising Probation Officer	--	--	--	1.0
Juvenile Insitutions Officer Supervisor	2.0	2.0	2.0	--
Food Services Manager	1.0	1.0	1.0	1.0
Deputy Probation Officer	--	--	--	2.0
Intake & Release Specialist	1.0	1.0	1.0	1.0
Cook	3.0	3.0	3.0	3.0
Juvenile Insitutions Officer	15.0	17.0	17.0	17.0
Sub-Division Total	24.0	26.0	26.0	26.0
<b>Los Prietos Boys' Academy</b>				
Institution Supervisor	1.0	1.0	1.0	--
Supervising Probation Officer	--	--	--	1.0
Juvenile Insitutions Officer Supervisor	2.0	2.0	2.0	--
Deputy Probation Officer	--	--	--	2.0
Intake & Release Specialist	1.0	1.0	1.0	0.5
Juvenile Insitutions Officer	17.0	14.0	14.0	12.0
Sub-Division Total	21.0	18.0	18.0	15.5
Division Total	136.0	136.0	136.0	134.0



**PROBATION**  
**Juvenile Services**

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Use of Funds Summary</b>				
<i>Operating Expenditures</i>				
Administration	\$ 887,306	\$ 1,072,076	\$ 1,139,610	\$ 1,052,971
Intake, Investigation, Supervision	3,896,058	4,055,070	3,663,668	4,976,652
Special Programs	4,962,816	5,267,406	5,494,406	5,547,709
Extra Parental Placement	231,191	204,836	204,836	213,029
CYA Commitments	128,064	50,962	50,962	50,962
Operating Sub-Total	10,105,435	10,650,350	10,553,482	11,841,323
Less: Intra-County Revenues	(530)	--	--	--
Expenditure Total	10,104,905	10,650,350	10,553,482	11,841,323
<i>Other Financing Uses</i>				
Operating Transfers	--	5,241	5,241	5,241
Designated for Future Uses	297,877	380,238	38,466	38,928
Division Total	\$ 10,402,782	\$ 11,035,829	\$ 10,597,189	\$ 11,885,492

**Character of Expenditures**

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<i>Operating Expenditures</i>				
Regular Salaries	5,459,885	5,789,482	5,796,015	6,570,565
Overtime	59,516	--	66,645	--
Extra Help	172,260	84,078	109,169	46,388
Benefits	2,660,516	3,005,238	2,841,611	3,497,694
Salaries & Benefits Sub-Total	8,352,177	8,878,798	8,813,440	10,114,647
Services & Supplies	1,725,284	1,771,552	1,740,042	1,726,676
Public Assistance Payments	27,974	--	--	--
Operating Sub-Total	10,105,435	10,650,350	10,553,482	11,841,323
Less: Intra-County Revenues	(530)	--	--	--
Expenditure Total	\$ 10,104,905	\$ 10,650,350	\$ 10,553,482	\$ 11,841,323

**Source of Funds Summary**

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<i>Departmental Revenues</i>				
Interest	\$ 34,469	\$ 18,574	\$ 13,466	\$ 13,928
Federal & State Revenues	4,952,264	4,596,862	4,261,881	4,301,565
Other Charges for Services	357,264	325,100	259,398	250,000
Miscellaneous Revenue	60,659	28,380	26,500	26,500
Revenue Sub-Total	5,404,656	4,968,916	4,561,245	4,591,993
Less: Intra-County Revenues	(530)	--	--	--
Revenue Total	5,404,126	4,968,916	4,561,245	4,591,993
<i>General Fund Contribution</i>				
	3,301,082	4,216,201	4,024,708	5,723,945
<i>Other Financing Sources</i>				
Operating Transfers	1,426,891	1,365,870	1,500,770	1,521,152
Use of Prior Fund Balances	270,683	484,842	510,466	48,402
Division Total	\$ 10,402,782	\$ 11,035,829	\$ 10,597,189	\$ 11,885,492

**Position Summary**

	Actual FY 06-07		Adopted FY 07-08		Est. Actual FY 07-08		Recommended FY 08-09	
	Pos.	FTE	Pos.	FTE	Pos.	FTE	Pos.	FTE
<i>Permanent</i>								
Administration	3.0	2.3	4.0	2.4	4.0	2.4	4.0	2.4
Intake, Investigation, Supervision	51.5	50.9	51.0	49.2	51.0	49.2	56.0	52.1
Special Programs	51.0	54.1	50.0	49.3	50.0	49.3	50.0	51.6
Total Permanent	105.5	107.3	105.0	101.0	105.0	100.9	110.0	106.1
<i>Non-Permanent</i>								
Extra Help	--	--	--	2.2	--	2.2	--	1.2
Total Positions	105.5	107.3	105.0	103.1	105.0	103.1	110.0	107.3

**SERVICE DESCRIPTION**

The Juvenile Services Division serves and protects the community by providing investigation and offender supervision services for the court, providing services to victims, and providing treatment opportunities to youthful offenders and their families through maximizing collaborative partnerships within the community.

**Significant Changes (FY 2007-08 Adopted to FY 2007-08 Estimated Actual)**

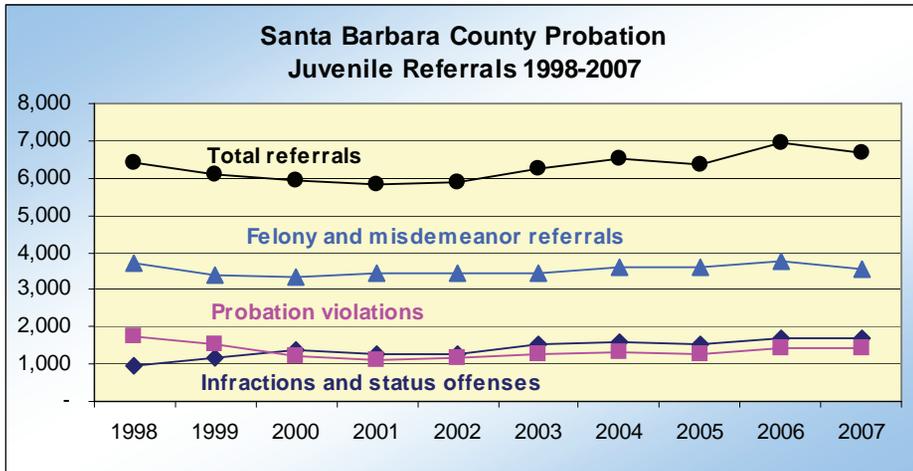
The Estimated Actual operating expenditures decreased by \$97,000, to \$10,553,000, from the Adopted Budget of \$10,650,000. This 0.9% decrease is the result of:

- +\$67,000 - Increase in overtime to backfill for vacancies;
- -\$157,000 - Decrease of salary and benefits due to vacancies and the merger of the Lompoc and Santa Maria Counseling and Education Centers;
- -\$7,000 - Decrease in several miscellaneous accounts.

**Significant Changes (FY 2007-08 Estimated Actual to FY 2008-09 Recommended)**

The Recommended Budget's operating expenditures will increase by \$1,288,000, to \$11,841,000, from the prior year's Estimated Actual of \$10,553,000. This 12.2% increase is the result of:

- +\$1,431,000 - Increase of salary and benefits due to negotiated agreements with unions, fewer vacancies projected, and funding of additional positions by YOBG;
- -\$67,000 - Decrease in projected overtime used to backfill for vacancies;
- -\$63,000 - Decrease in projected extra help used to backfill for vacancies;
- -\$13,000 - Decrease in several miscellaneous accounts.
- FTEs will increase 4.0 for Juvenile Services. 5.0 FTEs reduced in various programs offset by 9.0 restored FTEs (3.0 added for JJCPA, 2.0 funded for CSOC, and 4.0 funded for YOBG).



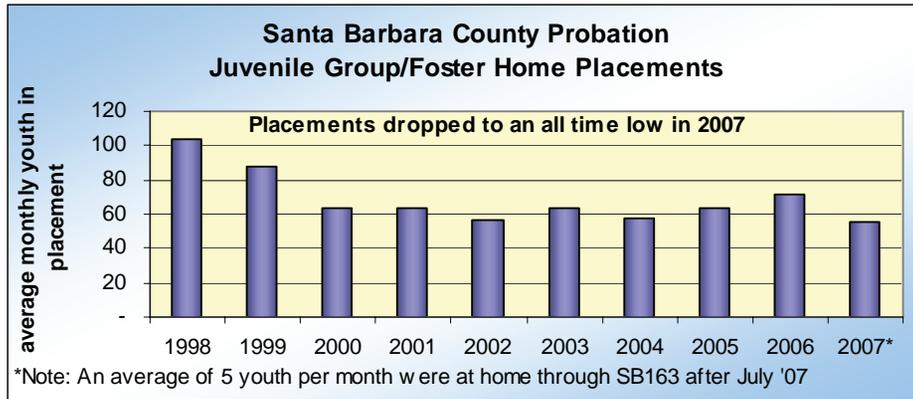
**PROBATION**

**Juvenile Services (cont'd)**

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Recurring Performance Measures</b>				
<b>Intake, Investigation, Supervision</b>				
Complete approximately 1,650 Santa Barbara Asset and Risk Assessment (SBARA) Assessments.	1,748	1,800	1,700	1,650
Ensure that approximately 70% of youth exiting probation supervision complete restitution payment requirements.	65% 213 329	70% 259 370	60% 210 350	70% 245 350
Supervise approximately 2,025 youthful offenders.	2,093	2,150	2,100	2,025
Respond and provide services to approximately 6,500 referrals of youthful offenders for new law violations.	6,822	7,000	6,600	6,500
Complete approximately 1,300 investigation and review reports.	1,313	1,500	1,200	1,300
Submit approximately 2,050 Petition Requests to District Attorney for juvenile court jurisdiction over a minor due to a felony, misdemeanor, status offense or a probation violation.	2,048	2,000	2,100	2,050
Ensure that approximately 75% of youth complete Community Service Work requirements.	74% 557 749	80% 640 800	78% 600 769	75% 581 775
Maintain the monthly average number of youth in group-foster home placement at or below 5% of the monthly average of youth under supervision.	5% 62 1,250	6% 78 1,300	5% 55 1,222	5% 55 1,200
For 100% of the 55 youths in Group/Foster Home placement, maintain the average daily cost per placement at less than \$170.00.	100% \$169.40 \$170.00	100% \$170.00 \$170.00	95% \$162.00 \$170.00	100% \$170.00 \$170.00
Ensure that approximately 75,000 Community Service work hours are completed.	77,792	75,000	79,000	75,000
Ensure that 50% youth enrolled in the Juvenile Drug Court (JDC) graduate from the program.	59% 54 91	50% 50 100	43% 25 58	50% 30 60

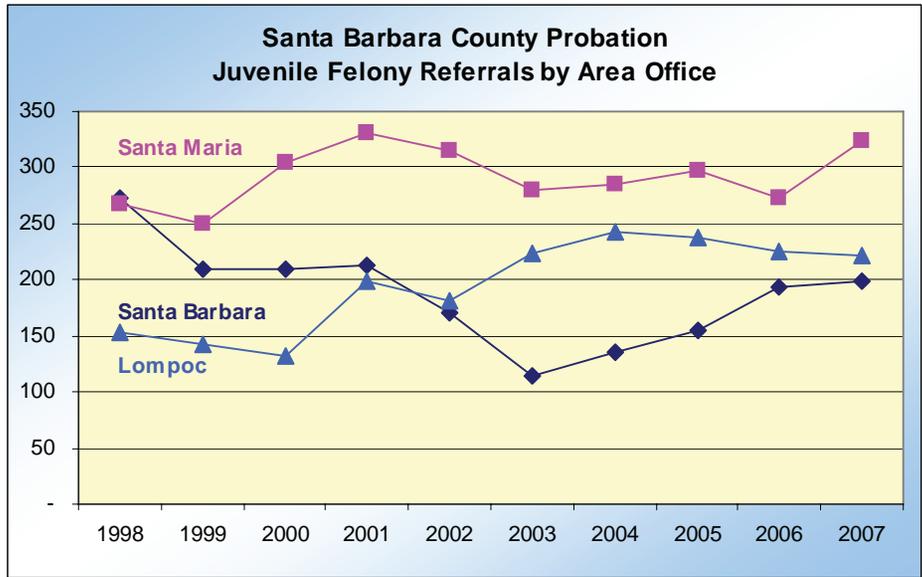
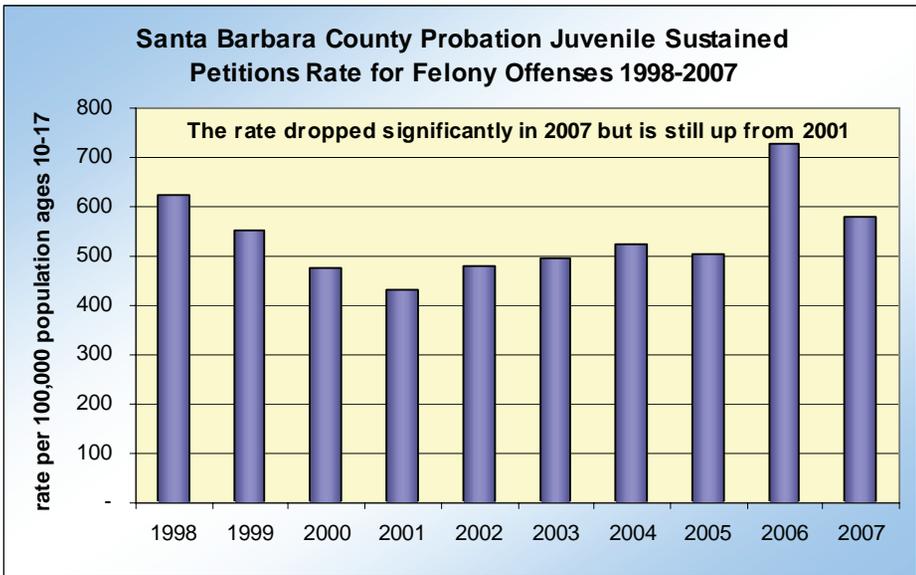
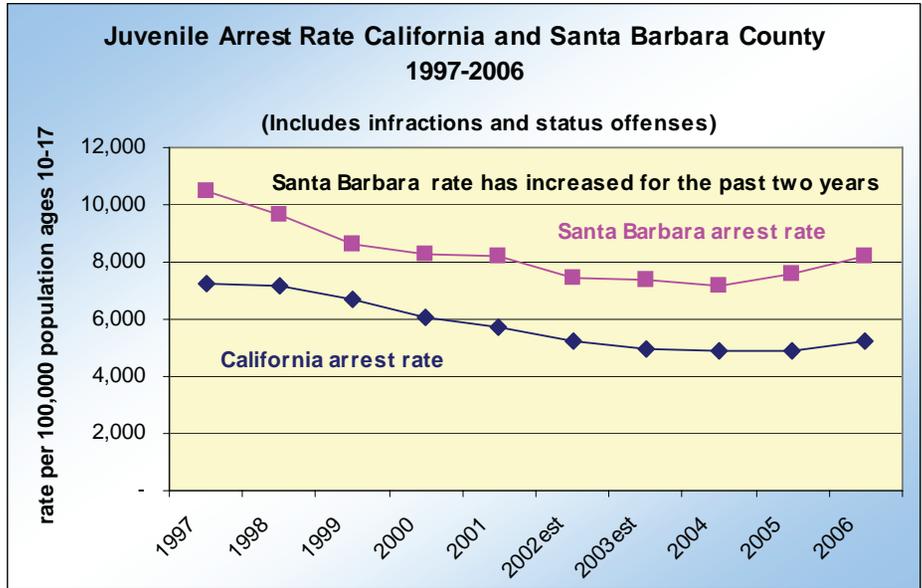
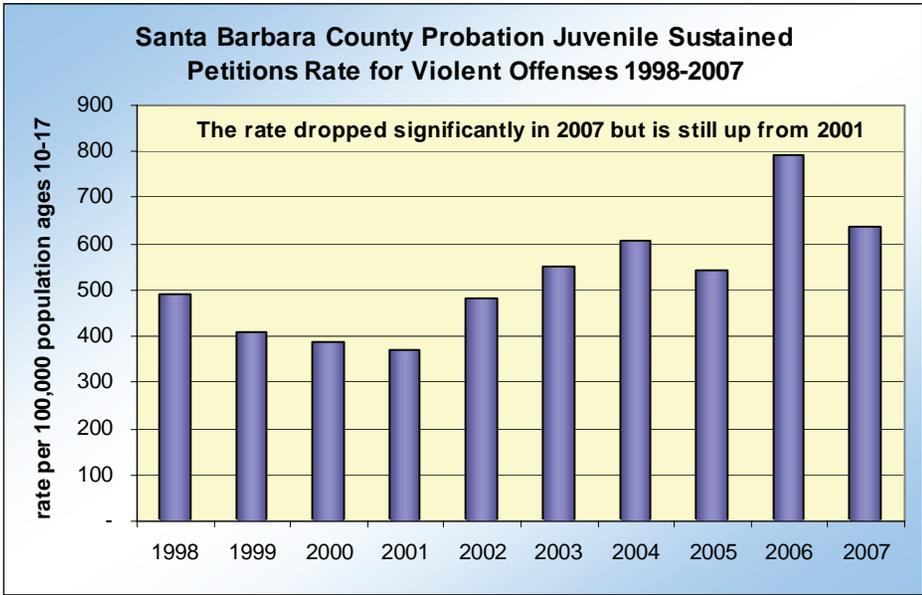
**PROBATION**  
**Juvenile Services (cont'd)**

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Recurring Performance Measures</b>				
<b>Special Programs</b>				
Ensure that 80% of youth graduating successfully from the Counseling and Education Centers (CEC) have no new arrests within 6 months of program completion.	74%	80%	76%	80%
	54	60	50	60
	73	75	66	75
Ensure at least 50% of youth committed to Counseling and Education Centers (CECs) graduate from the program.	47%	50%	50%	50%
	65	85	56	70
	138	170	112	140
Ensure that rate of attendance at CECs compared to the enrollment capacity is 76%.	65%	76%	65%	76%
	43	50	42	50
	66	66	65	66
Ensure that 85% of youth successfully completing the Early Intervention Program have no new arrests within 6 months of program completion.	88%	85%	80%	85%
	98	102	84	94
	111	120	105	110
Ensure that 81% of youth successfully completing the Aftercare Program have no new arrests within 6 months of program completion.	76%	84%	83%	81%
	39	43	60	39
	51	51	72	48
<b>Extra Parental Placement</b>				
Ensure that 94% of youth successfully exiting group-foster home placement do not return to placement within 6 months.	92%	95%	95%	94%
	36	38	35	33
	39	40	37	35



	Actual FY 06-07 Pos.	Adopted FY 07-08 Pos.	Est. Actual FY 07-08 Pos.	Recommended FY 08-09 Pos.
<b>Position Detail</b>				
<b>Administration</b>				
Deputy Chief Probation Officer	1.0	1.0	1.0	1.0
Probation Manager	2.0	3.0	3.0	3.0
Sub-Division Total	3.0	4.0	4.0	4.0
<b>Intake, Investigation, Supervision</b>				
Supervising Probation Officer	3.0	3.0	3.0	3.0
Departmental Assistant	1.0	1.0	1.0	1.0
Deputy Probation Officer	26.0	26.0	26.0	30.0
Probation Assistant	7.0	7.0	7.0	6.0
Word Processor	1.5	1.0	1.0	1.0
Office Assistant	13.0	13.0	13.0	15.0
Sub-Division Total	51.5	51.0	51.0	56.0
<b>Special Programs</b>				
Supervising Probation Officer	4.0	4.0	4.0	4.0
Departmental Assistant	1.0	--	--	--
Deputy Probation Officer	28.0	28.0	28.0	30.0
Probation Assistant	7.0	7.0	7.0	7.0
Juvenile Insitutions Officer	3.0	3.0	3.0	4.0
Office Assistant	8.0	8.0	8.0	5.0
Sub-Division Total	51.0	50.0	50.0	50.0
Division Total	105.5	105.0	105.0	110.0

**PROBATION**  
 Juvenile Services (cont'd)



**PROBATION**  
**Adult Services**

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Use of Funds Summary</b>				
<i>Operating Expenditures</i>				
Administration	\$ 2,831,297	\$ 1,181,554	\$ 3,005,874	\$ 1,180,798
Medium/Minimum Supervision	2,430,745	3,613,715	2,657,151	3,849,181
Intensive Supervision	2,296,419	2,843,926	2,259,439	3,122,119
Narcotics Suppression	245,220	269,902	336,017	315,395
Court Investigations	1,348,798	1,921,387	1,345,757	2,170,959
Civil Investigations	212,337	145,298	7,074	3,160
Operating Sub-Total	9,364,816	9,975,782	9,611,312	10,641,612
Less: Intra-County Revenues	(1,226)	--	--	--
Expenditure Total	9,363,590	9,975,782	9,611,312	10,641,612
<i>Other Financing Uses</i>				
Designated for Future Uses	56,013	--	--	--
Division Total	\$ 9,419,603	\$ 9,975,782	\$ 9,611,312	\$ 10,641,612

**Character of Expenditures**

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<i>Operating Expenditures</i>				
Regular Salaries	5,674,440	6,033,191	5,651,490	6,320,498
Overtime	24,927	66,870	145,344	37,628
Extra Help	132,078	--	108,586	--
Benefits	2,797,229	3,133,225	2,823,615	3,404,634
Salaries & Benefits Sub-Total	8,628,674	9,233,286	8,729,035	9,762,760
Services & Supplies	736,142	742,496	882,277	878,852
Operating Sub-Total	9,364,816	9,975,782	9,611,312	10,641,612
Less: Intra-County Revenues	(1,226)	--	--	--
Expenditure Total	\$ 9,363,590	\$ 9,975,782	\$ 9,611,312	\$ 10,641,612

**Source of Funds Summary**

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<i>Departmental Revenues</i>				
Public Safety Sales Tax	\$ 5,162,600	\$ 5,460,567	\$ 5,112,001	\$ 4,898,008
Federal & State Revenues	655,436	802,233	663,263	640,994
Other Charges for Services	1,054,979	847,825	930,228	1,365,846
Miscellaneous Revenue	123,551	130,365	161,175	161,175
Revenue Sub-Total	6,996,566	7,240,990	6,866,667	7,066,023
Less: Intra-County Revenues	(1,226)	--	--	--
Revenue Total	6,995,340	7,240,990	6,866,667	7,066,023
<i>General Fund Contribution</i>				
	1,842,836	2,168,622	2,178,475	3,009,419
<i>Other Financing Sources</i>				
Operating Transfers	504,300	566,170	566,170	566,170
Use of Prior Fund Balances	77,127	--	--	--
Division Total	\$ 9,419,603	\$ 9,975,782	\$ 9,611,312	\$ 10,641,612

**Position Summary**

	Actual FY 06-07		Adopted FY 07-08		Est. Actual FY 07-08		Recommended FY 08-09	
	Pos.	FTE	Pos.	FTE	Pos.	FTE	Pos.	FTE
<i>Permanent</i>								
Administration	3.0	36.0	3.0	2.9	3.0	2.9	3.0	2.9
Medium/Minimum Supervision	49.0	30.8	49.5	45.8	49.5	46.8	47.5	45.4
Intensive Supervision	32.8	25.3	33.8	33.1	33.8	33.0	33.8	33.1
Narcotics Suppression	2.0	1.0	2.0	1.0	2.0	1.0	1.0	1.0
Court Investigations	26.5	15.4	26.0	23.4	26.0	24.4	26.0	23.6
Civil Investigations	2.0	3.1	2.0	1.9	2.0	--	1.0	--
Total Positions	115.3	111.6	116.3	108.1	116.3	108.0	112.3	105.9

## SERVICE DESCRIPTION

The Adult Services Division serves and protects the community by providing sentencing recommendations to the court in accordance with sentencing laws, monitoring offenders on behalf of the court, providing services to the victims, and providing offenders with the opportunity for treatment, training and to maintain law abiding behavior while on probation.

### Significant Changes (FY 2007-08 Adopted to FY 2007-08 Estimated Actual)

The Estimated Actual operating expenditures decreased by \$365,000, to \$9,611,000, from the Adopted Budget of \$9,976,000. This 3.7% decrease is the result of:

- +\$109,000 - Increase in extra help to backfill for vacancies;
- +\$78,000 - Increase in overtime for the Office of Traffic Safety (OTS) program offset by OTS grant funds and Offender Treatment Program (OTP) offset by Proposition 36 funds;
- +\$55,000 - Increase in cost of drug testing supplies due to under-budgeting;
- +\$36,000 - Increase in cost to the Sheriff and District Attorney for participation in the Justice Assistance Grant (JAG) offset by JAG grant funds;
- +\$28,000 - Increase in transportation costs due to under-budgeting;
- +\$20,000 - Increase in several miscellaneous accounts;
- -\$691,000 - Decrease of salary and benefits due to vacancies.

### Significant Changes (FY 2007-08 Estimated Actual to FY 2008-09 Recommended)

The Recommended Budget's operating expenditures will increase by \$1,031,000, to \$10,642,000, from the prior year's Estimated Actual of \$9,611,000. This 10.7% increase is the result of:

- +\$1,250,000 - Increase of salary and benefits due to negotiated agreements with unions and fewer vacancies projected;
- -\$109,000 - Decrease in projected extra help used to backfill for vacancies;
- -\$108,000 - Decrease in projected overtime due to ending of OTP;
- -\$2,000 - Decrease in several miscellaneous accounts.
- FTEs will be reduced 2.0 due to deletion of 2.0 Office Assistants.

## PROBATION

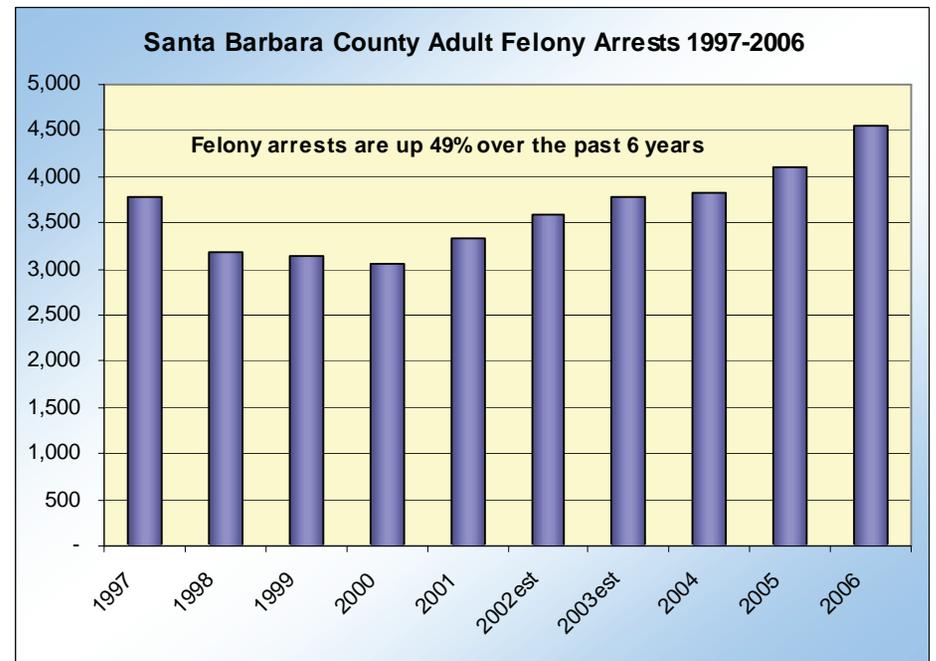
### Adult Services (cont'd)

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Recurring Performance Measures</b>				
<b>Adult Administration</b>				
Complete and submit to the Superior Court approximately 13,000 mandated court reports on adult offenders.	12,551	12,775	12,750	13,000
Assess for eligibility 95% of offenders for Proposition 69 DNA collection requirements.	98% 13,331 13,596	95% 8,000 8,420	95% 8,000 8,450	95% 7,865 8,300
Ensure collection of DNA samples on approximately 80% of qualifying adult offenders at either probation entry or termination.	78% 2,053 2,623	80% 2,160 2,700	92% 2,400 2,608	80% 2,140 2,675
Complete approximately 2,300 Adult Risk Assessments on new adult offenders.	2,634	2,675	2,625	2,300
Supervise an average of approximately 6,925 adult cases each month assigned for probation supervision by the Superior Court.	6,518	6,600	6,755	6,925
<b>Medium/Minimum Supervision</b>				
Supervise approximately 50% of medium risk offenders at the medium or high risk priority level.	57% 879 1,550	60% 960 1,600	52% 855 1,644	50% 800 1,600
File approximately 2,425 violation reports of 1210.1 PC (Prop 36) cases.	2,546	2,650	2,400	2,425
<b>Intensive Supervision</b>				
Participate in at least 6 special operations to apprehend DUI offenders.	180% 11 6	100% 6 6	100% 6 6	100% 6 6
Reduce the number of DUI probationers with active warrants by approximately 15%.	NA	25% 110 440	23% 100 440	15% 60 400
Ensure that 80% of High Risk Offenders are supervised at the high priority level.	72% 1,661 2,320	80% 1,920 2,400	70% 1,575 2,250	80% 1,600 2,000

**PROBATION**  
**Adult Services (cont'd)**

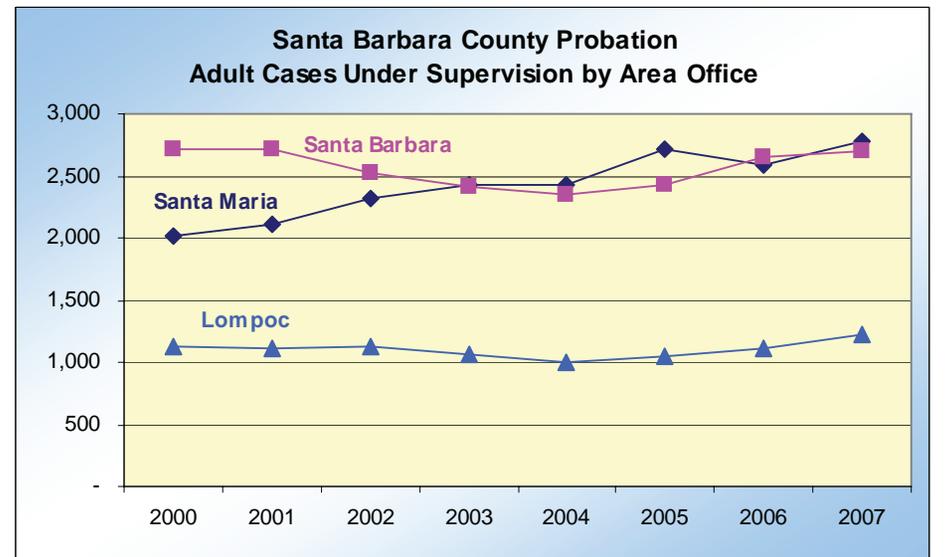
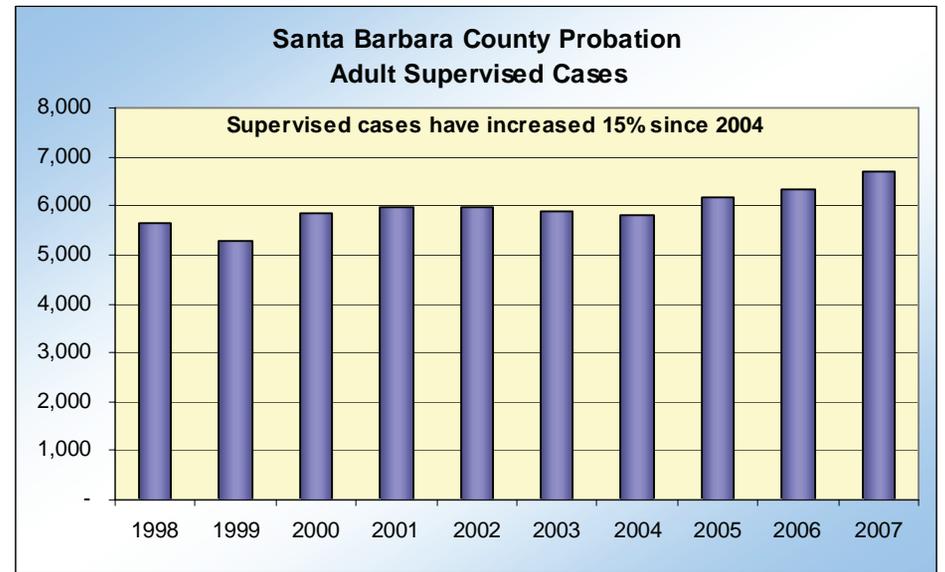
	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Recurring Performance Measures</b>				
File approximately 2,650 Adult Supervision violation reports.	2,698	3,000	2,525	2,650
Conduct searches on adult offenders of which approximately 10% will yield contraband of weapons or drugs.	NA	10% 100 1,000	10% 105 1,050	10% 111 1,100
Ensure that 90% of High Risk Offenders on High Priority Caseloads are not committed to State Prison.	87% 1,867 2,141	90% 1,800 2,000	90% 2,000 2,222	90% 2,003 2,225
Ensure that 75% of High Risk Offenders on High Priority Caseloads are contacted an average of two times per month.	48% 22,703 46,916	74% 33,250 45,000	46% 22,550 48,880	75% 35,268 47,025
Ensure that approximately 80% of domestic violence victims living with high risk offenders are contacted each month until the defendant successfully completes the Batterers' Intervention Program.	66% 42 64	80% 56 70	60% 37 62	80% 52 65
Ensure that approximately 80% of adults referred for domestic violence have the Propensity for Violence Assessment completed within 45 days of court sentence.	84% 25 29	100% 300 300	75% 315 420	80% 340 425
Ensure that 80% of adults successfully complete the Batterers' Intervention Program.	89% 17 21	80% 192 240	57% 120 210	80% 152 190
Ensure that 100% of registerable sex offenders in Santa Barbara County are registered with current residential information per 290 PC.	100% 1,221 1,224	100% 105 105	98% 80 81	100% 93 93
Ensure that 90% of mentally ill offenders on mental health caseloads who are court ordered into treatment are actively engaged in treatment.	92% 1,832 1,999	91% 160 175	90% 141 156	90% 130 145

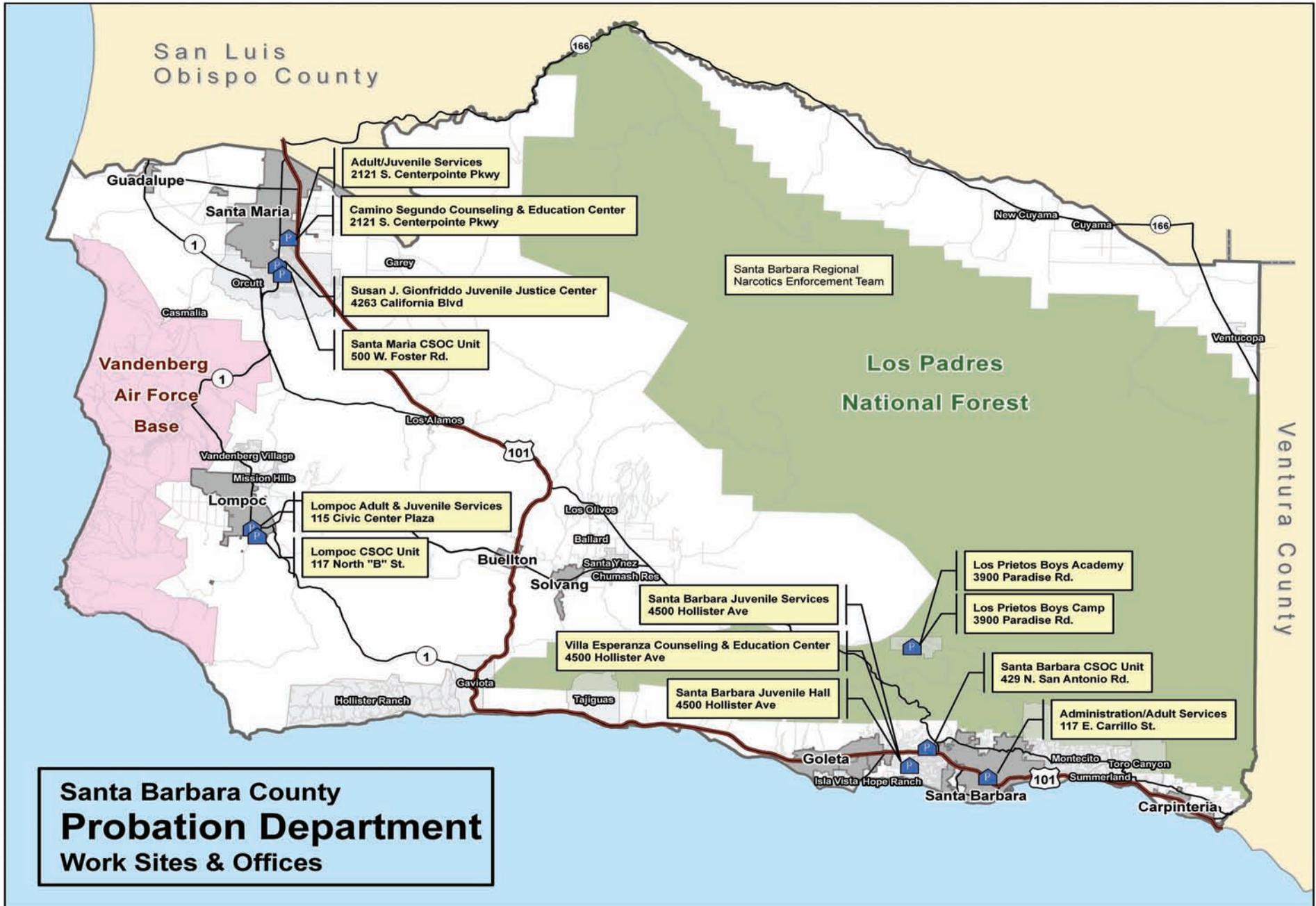
	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Recurring Performance Measures</b>				
Ensure that 100% of babies born to women offenders in Substance Abuse Treatment Court (SATC) Program are drug free.	100% 5 5	100% 4 4	100% 6 6	100% 4 4
Ensure that approximately 90% of Substance Abuse Treatment Court (SATC) offenders test clean and sober each month.	88% 69 79	91% 68 75	88% 73 83	91% 77 85
<b>Court Investigations</b>				
File 1,625 Adult investigation sentencing reports.	1,698	2,000	1,625	1,625



Position Detail	Actual	Adopted	Est. Actual	Recommended
	FY 06-07	FY 07-08	FY 07-08	FY 08-09
	Pos.	Pos.	Pos.	Pos.
<b>Administration</b>				
Deputy Chief Probation Officer	1.0	1.0	1.0	1.0
Probation Manager	2.0	2.0	2.0	2.0
Sub-Division Total	3.0	3.0	3.0	3.0
<b>Medium/Minimum Supervision</b>				
Supervising Probation Officer	2.0	2.0	2.0	2.0
Deputy Probation Officer	21.0	21.0	21.0	18.0
Probation Assistant	9.0	9.5	9.5	11.5
Word Processor	4.0	4.0	4.0	4.0
Office Assistant	13.0	13.0	13.0	13.0
Sub-Division Total	49.0	49.5	49.5	48.5
<b>Intensive Supervision</b>				
Supervising Probation Officer	3.0	3.0	3.0	3.0
Deputy Probation Officer	22.0	22.0	22.0	22.0
Probation Assistant	1.0	1.0	1.0	1.0
Office Assistant	6.8	7.8	7.8	7.8
Sub-Division Total	32.8	33.8	33.8	33.8
<b>Narcotics Supression</b>				
Deputy Probation Officer	2.0	2.0	2.0	1.0
Sub-Division Total	2.0	2.0	2.0	1.0
<b>Court Investigations</b>				
Supervising Probation Officer	2.0	2.0	2.0	2.0
Deputy Probation Officer	16.0	16.0	16.0	17.0
Word Processor	2.5	2.0	2.0	2.0
Office Assistant	6.0	6.0	6.0	5.0
Sub-Division Total	26.5	26.0	26.0	26.0
<b>Civil Investigations</b>				
Deputy Probation Officer	1.0	1.0	1.0	--
Office Assistant	1.0	1.0	1.0	--
Sub-Division Total	2.0	2.0	2.0	--
Division Total	115.3	116.3	116.3	112.3

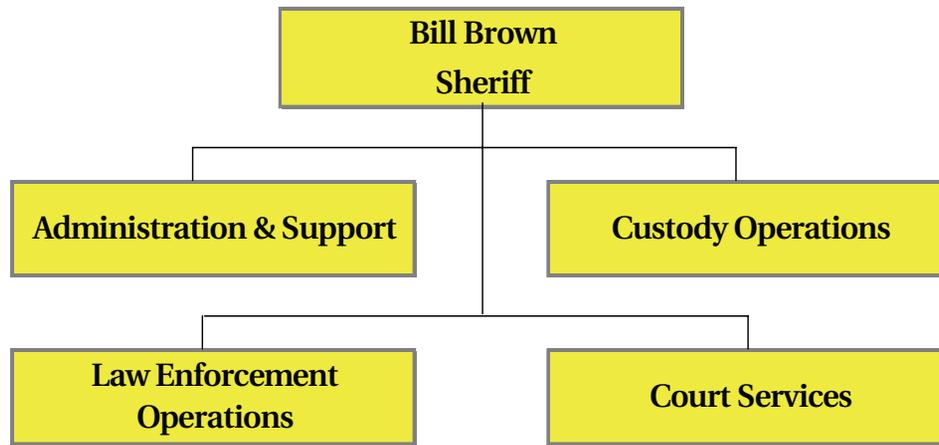
**PROBATION**  
Adult Services (cont'd)



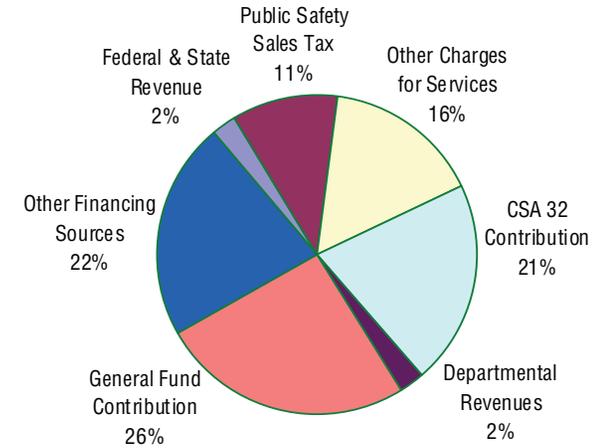


# SHERIFF

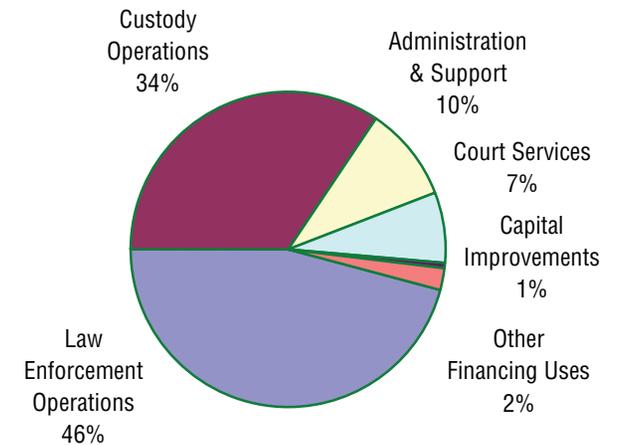
Budget & Positions (FTEs)	
Operating	\$ 98,543,188
Capital	688,000
Positions	676.0 FTEs



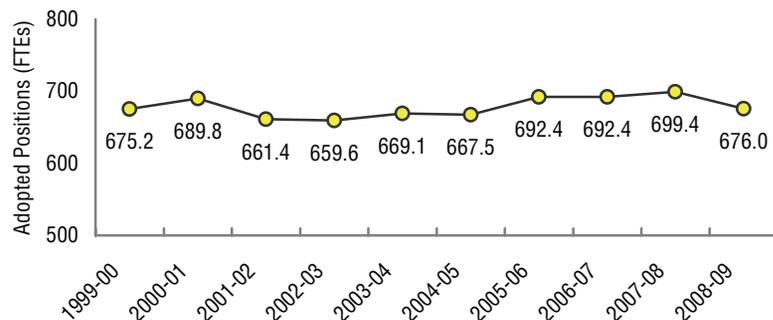
## SOURCE OF FUNDS



## USE OF FUNDS



## STAFFING TREND



**SHERIFF**  
**Department Summary**

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Use of Funds Summary</b>				
<i>Operating Expenditures</i>				
Law Enforcement Operations	\$ 43,019,107	\$ 44,907,948	\$ 47,671,193	\$ 47,015,495
Custody Operations	32,082,962	32,836,913	34,704,282	35,265,879
Administration & Support	8,481,415	9,298,751	9,949,892	10,098,010
Court Services	6,802,135	7,611,466	6,861,350	7,302,900
Operating Sub-Total	90,385,619	94,655,078	99,186,717	99,682,284
Less: Intra-County Revenues	(923,440)	(711,251)	(739,734)	(1,139,096)
Operating Total	89,462,179	93,943,827	98,446,983	98,543,188
<i>Non-Operating Expenditures</i>				
Capital Assets	2,097,934	2,742,000	6,053,344	688,000
Expenditure Total	91,560,113	96,685,827	104,500,327	99,231,188
<i>Other Financing Uses</i>				
Operating Transfers	2,903,842	4,356,827	6,073,489	1,779,329
Designated for Future Uses	3,524,589	877,024	959,957	511,000
Department Total	<u>\$ 97,988,544</u>	<u>\$101,919,678</u>	<u>\$111,533,773</u>	<u>\$101,521,517</u>

**Character of Expenditures**

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<i>Operating Expenditures</i>				
Regular Salaries	\$ 46,174,571	\$ 49,516,034	\$ 49,813,904	\$ 50,696,845
Overtime	4,255,313	2,203,179	4,411,195	3,276,826
Extra Help	1,043,438	79,552	946,850	668,000
Benefits	23,316,887	26,393,433	26,193,090	27,425,818
Salaries & Benefits Sub-Total	74,790,209	78,192,198	81,365,039	82,067,489
Services & Supplies	15,595,410	16,462,880	17,821,678	17,614,795
Operating Sub-Total	90,385,619	94,655,078	99,186,717	99,682,284
Less: Intra-County Revenues	(923,440)	(711,251)	(739,734)	(1,139,096)
Operating Total	89,462,179	93,943,827	98,446,983	98,543,188
<i>Non-Operating Expenditures</i>				
Capital Assets	2,097,934	2,742,000	6,053,344	688,000
Expenditure Total	<u>\$ 91,560,113</u>	<u>\$ 96,685,827</u>	<u>\$104,500,327</u>	<u>\$ 99,231,188</u>

Note: Presentation of the individual program amounts for fiscal years 2006-07 and 2007-08 have been adjusted to provide a consistent level of detail with the fiscal year 2008-09 budget, however, the totals for 2006-07 and 2007-08 have not been changed.

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Source of Funds Summary</b>				
<i>Departmental Revenues</i>				
Interest	\$ 648,020	\$ 295,000	\$ 459,000	\$ 240,000
Public Safety Sales Tax	14,775,380	15,626,473	14,260,109	14,311,338
Fees, Fines & Forfeitures	313,938	309,300	330,300	325,300
Federal & State Revenues	3,804,798	2,056,374	3,925,030	3,084,540
Other Charges for Services	19,069,441	18,954,533	19,222,072	20,391,628
Miscellaneous Revenue	3,646,978	2,240,150	2,347,135	2,498,595
Revenue Sub-Total	42,258,555	39,481,830	40,543,646	40,851,401
Less: Intra-County Revenues	(923,440)	(711,251)	(739,734)	(1,139,096)
Revenue Total	41,335,115	38,770,579	39,803,912	39,712,305
<i>General Fund Contribution</i>				
	26,906,280	30,946,740	33,954,360	32,896,629
<i>Other Financing Sources</i>				
CSA 32 Contribution	23,384,738	25,234,964	25,234,964	26,700,053
Operating Transfers	1,879,268	2,119,000	3,529,527	854,400
Sale of Property	21,500	--	1,400	--
Use of Prior Fund Balances	4,461,643	4,848,395	9,009,610	1,358,130
Department Total	<u>\$ 97,988,544</u>	<u>\$101,919,678</u>	<u>\$111,533,773</u>	<u>\$101,521,517</u>

	Actual FY 06-07		Adopted FY 07-08		Est. Actual FY 07-08		Recommended FY 08-09	
	Pos.	FTE	Pos.	FTE	Pos.	FTE	Pos.	FTE
<b>Position Summary</b>								
<i>Permanent</i>								
Law Enforcement Operations	336.5	311.2	345.5	332.9	345.5	324.4	330.8	320.2
Custody Operations	253.8	247.6	257.8	244.1	257.8	247.6	251.8	239.4
Administration & Support	59.0	55.8	60.0	58.5	60.0	66.6	68.0	60.5
Court Services	58.0	61.0	61.0	63.1	61.0	60.4	55.0	55.9
Total Permanent	707.3	675.6	724.3	698.7	724.3	698.9	705.5	676.0
<i>Non-Permanent</i>								
Extra Help	--	4.6	--	0.7	--	4.1	--	--
Total Positions	<u>707.3</u>	<u>680.2</u>	<u>724.3</u>	<u>699.4</u>	<u>724.3</u>	<u>703.0</u>	<u>705.5</u>	<u>676.0</u>

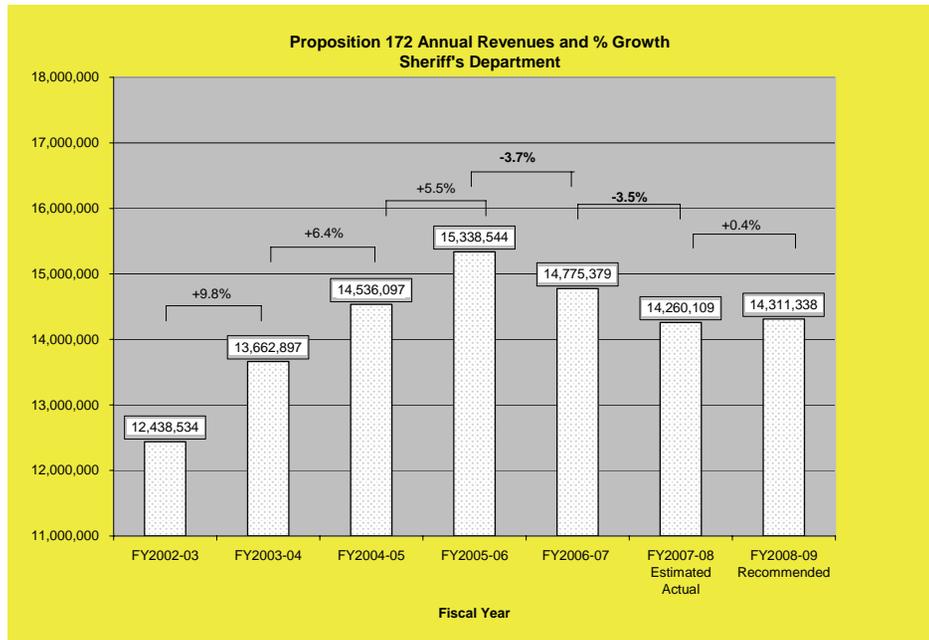
Note: FTE and position totals may not sum correctly due to rounding.

## MISSION STATEMENT

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

## Budget Organization

The four divisions of the Sheriff's Department are Law Enforcement Operations, Custody Operations, Administration & Support, and Court Services. The Sheriff's Department has a staffing level of approximately 706 employees and provides services that cover a geographical area of 2,744 square miles, including the unincorporated area plus the cities of Buellton, Carpinteria, Goleta, and Solvang by contract. There are 17 Sheriff's stations and custody facilities within Santa Barbara County. The Department continually evaluates staffing and service levels to maintain an appropriate balance of staff to keep the peace.



## SHERIFF

### Department Summary (cont'd)

#### Significant Changes (FY 2007-08 Adopted to FY 2007-08 Estimated Actual)

##### Operating

The Estimated Actual operating expenditures increased by \$4,532,000, to \$99,187,000, from the Adopted Budget of \$94,655,000. This 4.8% increase is the result of:

- +\$2,123,000 – Higher than expected overtime expense due to minimum staffing requirements, the Zaca Fire event and major law enforcement operations;
- +\$867,000 – Greater use of extra help due to staffing needs in the courts and the Consolidated Dispatch Center;
- +\$454,000 – Higher than anticipated expense in providing medical care for inmates from outside medical providers;
- +\$218,000 – Higher costs in providing mental health services to inmates from the Alcohol, Drug and Mental Health Services department;
- +\$138,000 – Higher than expected food costs in the jail due to increases in commodity prices;
- +\$125,000 – Higher than anticipated costs in providing prescription drugs to inmates for treatment of medical conditions;
- +\$110,000 – Replacement of specialized law enforcement equipment funded by a donation;
- +\$64,000 – Purchase of replacement units to upgrade patrol cars to current technology for In Car Video (ICV);
- +\$60,000 – Unanticipated software licensing payment to Oracle Systems as a result of an audit by the vendor;
- +\$48,000 – Increase in motor pool costs due to fuel price increases partially offset by lower usage of vehicle fleet;
- +\$325,000 – Other miscellaneous changes.

Estimated Actual operating revenues increased by \$1,062,000, to \$40,544,000, from the Adopted Budget of \$39,482,000. This 2.7% increase is the result of:

- +\$1,105,000 – Higher than expected State grant revenue for CAL-MMET, Rural Crime, SAFE grant, ABC GAP, and the Interagency Partnership;
- +\$313,000 – Unanticipated increase in SCAAP (State Criminal Alien Assistance Program) revenue;;
- +\$310,000 – Reimbursement of Zaca Fire event costs from the State;
- +\$164,000 – Higher than anticipated interest income due to higher than anticipated balances that earn interest;
- -\$1,366,000 – Lower than anticipated Prop 172 (Public Safety Sales Tax) revenue;
- +\$536,000 – Other miscellaneous changes.

## SHERIFF

### Department Summary (cont'd)

#### Capital

Estimated Actual capital improvement expenditures increased by \$3,311,000, to \$6,053,000, from the Adopted Budget of \$2,742,000. This 120% increase is due primarily to the variables inherent in capital project planning and implementation and include:

- +\$2,253,000 – Isla Vista Foot Patrol Project – budget did not accurately reflect construction timeline;
- +\$950,000 – Helicopter Rebuild (Copter 3) – project was added during FY2007-08, funded by donations;
- +\$432,000 – Replace Recrdrs Management System (RMS) – project was added during FY2007-08, funded by reserves;
- +\$250,000 – North County Jail project –increased level of activity;
- +\$200,000 – Jail Management System (JMS) – increased project activity;
- -\$900,000 – Technical Services Building – project on hold awaiting additional funding;
- +\$126,000 – Other miscellaneous changes.

#### Significant Changes (FY 2007-08 Estimated Actual to FY 2008-09 Recommended)

#### Operating

The Recommended Budget operating expenditures will increase by \$496,000, to \$99,682,000 from the prior year's Estimated Actual of \$99,187,000. This 0.5% increase is primarily related to:

- +\$2,091,000 – Higher salaries and benefits net of overtime and extra help. This 2.7% increase reflects cost of living increases partially offset by fewer funded positions;
- -\$1,110,000 – Lower levels of overtime expected compared to FY2007-08 Estimated Actual due to a greater percentage of positions filled by trained deputy sheriffs and custody deputies;
- -\$279,000 – Lower levels of extra help expense expected compared to FY2007-08 Estimated Actual resulting from a greater percentage of positions filled by trained deputy sheriffs and custody deputies;
- -\$93,000 – Lower level of food purchases due to changes in food service procedures and potentially lower commodity costs;
- -\$92,000 – Lower levels of equipment under \$5,000 compared to FY2007-08 due one-time grant funds available in the prior year;
- -\$21,000 – Other miscellaneous changes.

The Recommended Budget operating revenues will increase by \$307,000, to \$40,851,000, from the prior year's Estimated Actual of \$40,544,000. This 1% increase is the result of:

- +\$568,000 – Increased level of revenue from city law enforcement contracts reflecting a 5% because of higher service costs and lower administrative overhead;

- +\$505,000 – Higher level of reimbursement from the County Fire Department for cost of dispatch services based on the level of service provided to the department;
- +\$51,000 – Slightly higher level of Proposition 172 Public Safety Sales Tax revenue compared to FY2008-09 Estimated Actual;
- -\$103,000 – Lower revenue from State COP funds due to state and federal budget reductions;
- -\$215,000 – Lower levels of SCAAP (State Criminal Alien Assistance Program) based on state and federal budget constraints;
- -\$312,000 – One time reimbursement of costs incurred for the Zaca Fire incident;
- -\$187,000 – Other miscellaneous changes.

**Fiscal Year 2008-2009 constraints require the Department to implement certain service level reductions:** Ten law enforcement positions are to be left vacant including 3 managers and seven Deputy Sheriffs. Administrative duties have been reallocated to remaining management, increasing individual workload and decreasing efficiency.

The Montecito Community Recourse Deputy (CRD) position has been eliminated, reducing law enforcement presence and crime prevention efforts in that community. Aviation flight hours are cut 50% with the reduction of a two-deputy flight crew, eliminating 24/7 coverage and reducing mission capability. Gang enforcement teams are reduced by two deputy sheriffs, reducing the mission capability of the gang teams.

Two deputy sheriff Tactical Training Officer positions in the academies have been eliminated. Records staff positions have been reduced by 3.75 FTE, reducing office coverage from 20 hours per day to 12 hours. Budgeted expenses for the hiring of new staff have been reduced by 25%, including polygrapher services, which reduces the department capacity to back-fill retirements. Service and supply expense in the area of technology has been reduced 50%, reducing the department's ability to maintain quality equipment in the various stations throughout the County.

#### Capital

The Recommended Budget capital improvements will decrease \$5,365,000, to \$688,000, from the Estimated Actual of \$6,053,000. This 88% decrease is the result of:

- -\$2,703,000 – Completion of the Isla Vista Foot Patrol Project;
- -\$950,000 – Completion of the Copter 3 rebuild;
- -\$400,000 – Substantial work completed on the TriTech Computer Aided Dispatch (CAD) project;
- -\$384,000 – Substantial work completed on RMS;
- -\$250,000 – North County Jail project expenditures vary based on required level of activity;

- -\$200,000 – Substantial work completed on the JMS project;
- -\$478,000 – Other miscellaneous changes.

Large capital projects often experience timing delays and/or actual costs that differ from the original estimates. Accordingly, actual amounts and timing of capital projects influence future budgetary projections. The Capital Improvement Program includes estimates for unfunded or partially funded projects. When additional funds or needs are identified, the capital budget will be modified.

The funding variance of \$84,000 between the CIP and the Recommended budget for FY2008-09, relates to debt service on the purchase of a Jail Bus. \$361,000 of the variance relates to debt service on the Tech Services project. \$200,000 accounts for work on the helicopter rebuild that will be added to the FY2008-09 budget as a Final Budget Adjustment (FBA). Offsetting these variances is \$110,000 of expense in Capital Projects that are not eligible for inclusion in the CIP as they individually cost more than \$5,000 but less than \$100,000 each.

#### **Departmental Priorities and Their Alignment With County Goals**

The Sheriff's Department strategic actions are aligned with the following Board adopted County Strategic Goals:

- Goal 1: Efficient and Responsive Government: An Efficient, Professionally Managed Government Able to Anticipate and to Effectively Respond to the Needs of the Community;**
- Goal 2: Health and Safety: A Safe and Healthy Community in Which to Live, Work and Visit;**
- Goal 5: Citizen Involvement: A County Government that is Accessible, Open and Citizen-Friendly; and**
- Goal 6: Families and Children: A Community that Fosters the Safety and Well-Being of Families and Children.**

#### **Focus Area One: Provide for Community Safety**

Current Year (FY 07-08) Accomplishments:

- Enhanced the existing gang enforcement team with additional deputies to expand enforcement activities throughout the County.
- Restored the Drug Abuse Resistance Education (DARE) program, providing training and mentoring services at schools throughout the County.
- Partnering with the local community and the City of Goleta, initiated the construction of a new Sheriff storefront at the Camino Real Marketplace.

## SHERIFF

### Department Summary (cont'd)

- Provided significant law enforcement, aviation, search & rescue and emergency management personnel and resources in the Zaca Fire incident.
- Seized over 900,000 marijuana plants in numerous law enforcement actions.
- Implemented the "SAFE" grant program to enhance registration compliance with convicted sex offenders.

#### Proposed Strategic Actions

- Continue to aggressively pursue gang activity with expanded resources and cooperative efforts with allied law enforcement agencies for prevention, intervention and enforcement.
- Continue to investigate and apprehend clandestine methamphetamine labs with staff and resources funded by the CAL-MMET grant.
- Implement courthouse security screening stations at all courthouses throughout the County through a joint partnership with the Superior Court
- Continue to partner with neighbor jurisdictions and provide law enforcement services for special events such as Fiesta and the Tour de California.

#### Proposed Key Projects

- Complete the renovation and place into service a third helicopter with expanded mission and flight capabilities, funded entirely with donated funds.
- Reorganize the Forensics unit with additional civilian technicians, replacing some existing sworn staff.

#### **Focus Area Two: Maintain Safety of Inmates and Staff by Reducing Jail Overcrowding**

Current Year (FY 07-08) Accomplishments:

- Continued to partner with various County Departments to acquire a site for the New County Jail.
- Completed the application for grant funds from Assembly Bill 900 (AB 900) legislation to build a 304 bed jail in the North County.
- Completed and presented a Blue Ribbon Commission study to the Board of Supervisors on jail overcrowding with options and strategies to resolve the situation.
- Developed an agreement with the City of Lompoc to allow the County to book inmates at the Lompoc City Jail, creating more bed space and allowing for more efficient law enforcement operations.
- Converted the Santa Maria Jail to a Type II facility in order to house inmates longer than 96 hours.

**SHERIFF**  
**Department Summary (cont'd)**

**Proposed Strategic Actions**

- Aggressively pursue successful acquisition of AB900 funds to build a New County Jail.
- Implement the findings from the Blue Ribbon Commission on jail overcrowding.
- Maintain a working relationship with the State of California to site a Secure Re-entry Facility at the New County Jail location.
- Continue to review existing facility and housing plans for optimum space utilization.
- Expand inmate education and vocational programs to reduce recidivism.

**Proposed Key Projects**

- Purchase the New County Jail site at Black and Betteravia Road.
- Develop plans to convert the basement areas in the Main Jail to inmate housing areas which could add approximately 50 beds.
- Convert the Electronic Monitoring Program to a Global Positioning Satellite system (GPS) to provide increased accountability and security.
- Establish a Day Reporting Program in coordination with Probation, ADHMS and the Courts

**Focus Area Three: Enhance Recruiting and Retention Efforts and Provide Quality Training**

**Current Year (FY 07-08) Accomplishments:**

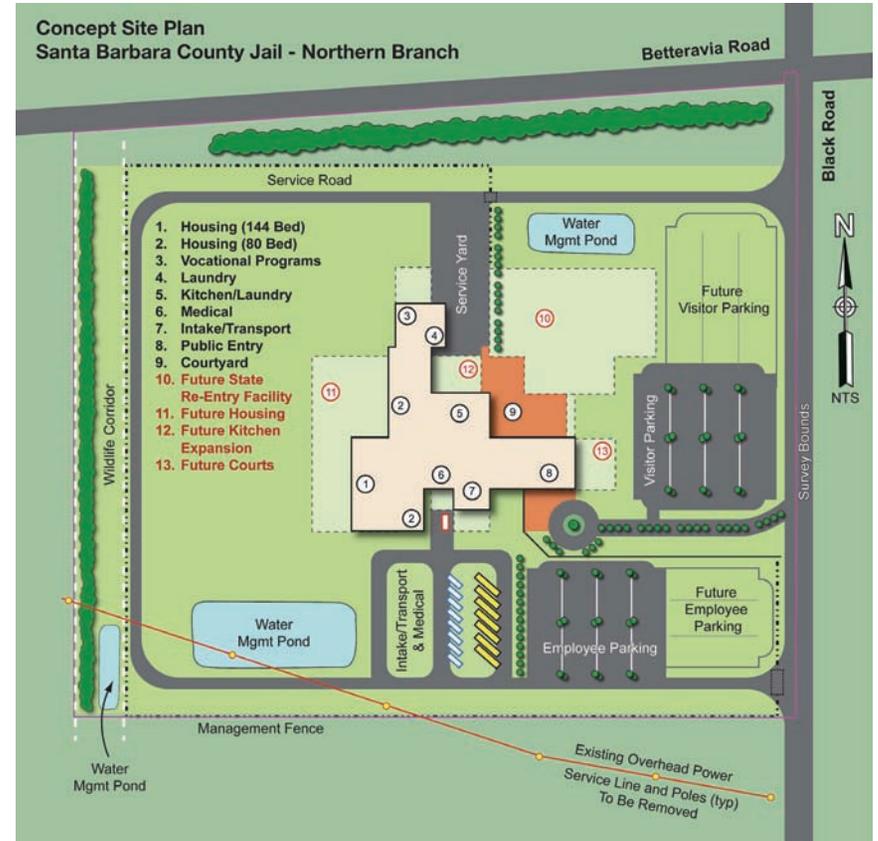
- Eliminated vacancies in the critical classifications of Deputy Sheriff, Corrections Officer/Custody Deputy through aggressive recruiting and hiring practices.
- Conducted two in-house basic custody deputy academies.
- Conducted an advanced training course for corrections officers to augment their training in preparation of becoming custody deputies.
- Conducted leadership and management training to further develop staff and plan for succession.
- Established an internal enhanced promotion process to identify superior candidates for promotion throughout the ranks.

**Proposed Strategic Actions**

- Develop and implement a succession plan for sworn and civilian positions to minimize the impact of future retirements on the department's ability to deliver service.

**Proposed Key Projects**

- Complete training for new Computer Aided Dispatch, Records Management System and Jail Management Systems.
- Develop and implement a mentoring program for new sergeants and lieutenants.



Plan for County Jail, Northern Branch

**Focus Area Four: Improve Information, Data Services and Facility Infrastructure**

**Current Year (FY 2007-08) Accomplishments:**

- Completed implementing an enhanced Computer Aided Dispatch (CAD) system.
- Initiated the implementation of an enhanced Jail Management System (JMS).
- Initiated the implementation of an updated Records Management System (RMS).
- Completed the construction of a new Sheriff/Fire Public Safety Building in the unincorporated area of Lompoc.
- Completed the construction of a new Isla Vista Foot Patrol Station.

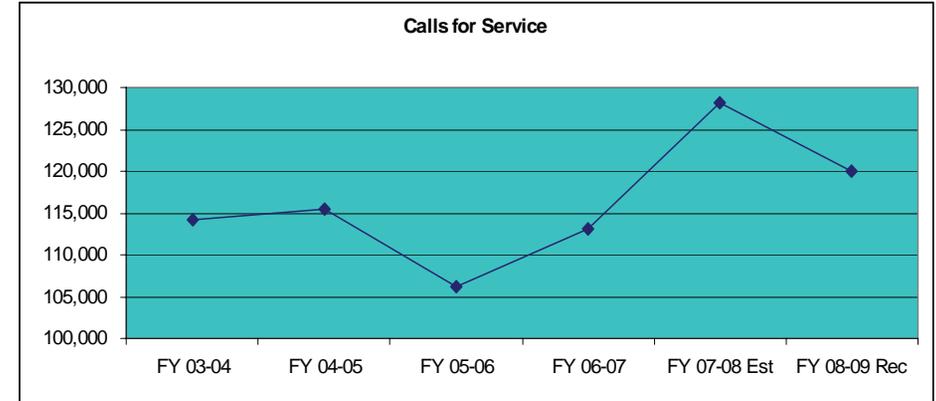
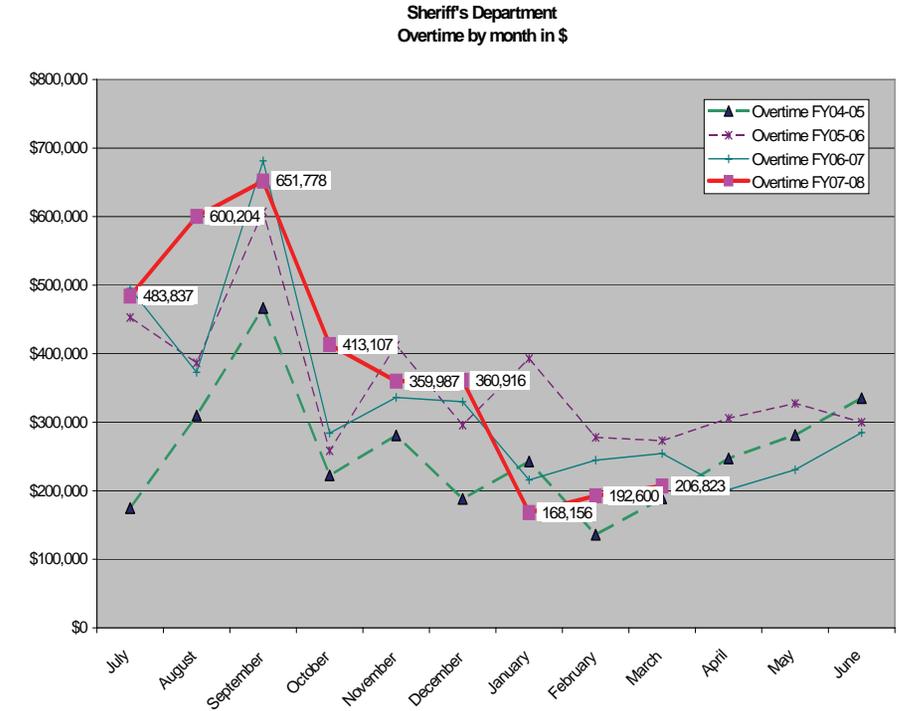
**Proposed Strategic Actions**

- Initiate a contract to develop a system that shares information and communication with allied law enforcement agencies.

**Proposed Key Projects**

- Establish an Integrated Justice System to link records management systems of county-wide law enforcement agencies.

**SHERIFF  
Department Summary (cont'd)**



**SHERIFF**  
**Law Enforcement Operations**

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Use of Funds Summary</b>				
<i>Operating Expenditures</i>				
Countywide Law Enforcement	\$ 27,223,817	\$ 29,078,964	\$ 28,622,545	\$ 29,359,280
Criminal Investigations	6,722,061	7,237,340	7,838,922	7,604,531
Special Operations	5,212,411	4,728,643	7,008,309	5,874,916
Law Enforcement Administration	260,416	301,102	299,996	306,057
Public Safety Dispatch	3,600,402	3,561,899	3,901,421	3,870,711
Operating Sub-Total	43,019,107	44,907,948	47,671,193	47,015,495
Less: Intra-County Revenues	(626,537)	(594,494)	(617,636)	(1,122,636)
Operating Total	42,392,570	44,313,454	47,053,557	45,892,859
<i>Non-Operating Expenditures</i>				
Capital Assets	106,005	--	1,015,600	--
Expenditure Total	42,498,575	44,313,454	48,069,157	45,892,859
<i>Other Financing Uses</i>				
Operating Transfers	765,261	--	23,208	--
Designated for Future Uses	2,091,710	344,147	320,000	270,000
Division Total	\$ 45,355,546	\$ 44,657,601	\$ 48,412,365	\$ 46,162,859

**Character of Expenditures**

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<i>Operating Expenditures</i>				
Regular Salaries	24,014,624	24,939,564	25,494,259	25,638,831
Overtime	2,106,739	1,605,811	2,971,007	2,051,018
Extra Help	211,161	38,406	135,100	15,500
Benefits	11,591,664	13,148,621	13,473,277	13,752,346
Salaries & Benefits Sub-Total	37,924,188	39,732,402	42,073,643	41,457,695
Services & Supplies	5,094,919	5,175,546	5,597,550	5,557,800
Operating Sub-Total	43,019,107	44,907,948	47,671,193	47,015,495
Less: Intra-County Revenues	(626,537)	(594,494)	(617,636)	(1,122,636)
Operating Total	42,392,570	44,313,454	47,053,557	45,892,859
<i>Non-Operating Expenditures</i>				
Capital Assets	106,005	--	1,015,600	--
Expenditure Total	\$ 42,498,575	\$ 44,313,454	\$ 48,069,157	\$ 45,892,859

**Source of Funds Summary**

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<i>Departmental Revenues</i>				
Public Safety Sales Tax	\$ 4,132,488	\$ 4,351,895	\$ 3,971,369	\$ 3,985,636
Fees, Fines & Forfeitures	271,789	286,300	270,300	265,300
Federal & State Revenues	2,660,867	1,255,614	2,364,797	1,795,000
Other Charges for Services	11,732,593	12,015,001	12,130,755	13,237,991
Miscellaneous Revenue	2,515,090	1,165,700	1,241,515	1,360,675
Revenue Sub-Total	21,312,827	19,074,510	19,978,736	20,644,602
Less: Intra-County Revenues	(626,537)	(594,494)	(617,636)	(1,122,636)
Revenue Total	20,686,290	18,480,016	19,361,100	19,521,966
<i>General Fund Contribution</i>				
	(507,877)	158,061	1,693,208	(525,610)
<i>Other Financing Sources</i>				
CSA 32 Contribution	23,384,738	25,234,964	25,234,964	26,700,053
Operating Transfers	50,000	--	--	69,000
Sale of Property	15,000	--	--	--
Use of Prior Fund Balances	1,727,395	784,560	2,123,093	397,450
Division Total	\$ 45,355,546	\$ 44,657,601	\$ 48,412,365	\$ 46,162,859

	Actual FY 06-07		Adopted FY 07-08		Est. Actual FY 07-08		Recommended FY 08-09	
	Pos.	FTE	Pos.	FTE	Pos.	FTE	Pos.	FTE
<b>Position Summary</b>								
<i>Permanent</i>								
Countywide Law Enforcement	221.5	198.9	228.5	216.0	228.5	201.6	206.8	201.7
Criminal Investigations	53.0	50.6	53.0	53.0	53.0	52.4	52.0	51.5
Special Operations	27.0	30.0	29.0	29.0	29.0	37.2	38.0	33.0
Law Enforcement Administration	1.0	1.5	1.0	1.5	1.0	1.7	1.0	1.5
Public Safety Dispatch	34.0	30.1	34.0	33.5	34.0	31.5	33.0	32.5
Total Permanent	336.5	311.2	345.5	332.9	345.5	324.4	330.8	320.2
<i>Non-Permanent</i>								
Extra Help	--	1.7	--	0.2	--	0.7	--	--
Total Positions	336.5	312.9	345.5	333.1	345.5	325.1	330.8	320.2

**SERVICE DESCRIPTION**

Execute court orders; perform preventive police patrols; investigate crimes; apprehend suspects; provide Coroner investigations, inquests and postmortems; provide Dispatch services, and furnish contract law enforcement services to the cities of Buellton, Carpinteria, Goleta and Solvang.

**Significant Changes (FY 2007-08 Adopted to FY 2007-08 Estimated Actual)**

The Estimated Actual operating expenditures increased by \$2,763,000, to \$47,671,000, from the Adopted Budget of \$44,908,000. This 6.2% increase is the result of:

- +\$1,318,000 – Overtime expense resulting from minimum staffing needs, the Zaca Fire event (\$451,000) and a major murder investigation (\$274,000);
- +\$926,000 – Higher than expected salary and benefit costs attributable to the Board approved hiring of deputy sheriff and custody deputy trainees in “overhire” lines with no budget appropriation, in anticipation of increased retirements in the spring of 2008;
- +\$110,000 – Replacement of specialized law enforcement equipment funded by a donation;
- +\$97,000 – Higher than expected extra help expense due to the use of cadets in the stations and coverage staff in the consolidated dispatch center;
- +\$84,000 – Increased motor pool charges from an increased cost of fuel;
- +\$64,000 – Purchase of 15 new units to upgrade several patrol cars to current technology for In Car Video (ICV);
- +\$164,000 – Other miscellaneous changes.

**Significant Changes (FY 2007-08 Estimated Actual to FY 2008-09 Recommended)**

The Recommended Budget’s operating expenditures will decrease by \$656,000, to \$47,015,000, from the prior year’s Estimated Actual of \$47,671,000. This 1.4% decrease is the result of:

- +\$398,000 – Higher salary and benefit costs due to anticipated cost of living increases offset by eliminating the unfunded positions used in FY2007-08 and the zero-funding of ten (10) law enforcement positions to assist in balancing the budget;
- +\$80,000 - Increased motor pool cost due to increased fuel cost and anticipated vehicle replacement costs;
- -\$894,000 – Lower overtime expense following one-time events in FY2007-08 and anticipated reduced usage due to full staffing;
- -\$139,000 – Lower services and supplies expense due to one-time purchases in FY2007-08;
- -\$120,000 – Lower extra help expense because of full staffing and constrained budgets;
- +\$19,000 – Other miscellaneous changes.

**SHERIFF**

**Law Enforcement Operations (cont'd)**

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Recurring Performance Measures</b>				
<b>Countywide Law Enforcement</b>				
Enter data from at least 95% of crime reports entered per year into local computer systems accurately and error-free (determined by random audit).	N/A -- --	95% 285 300	95% 285 300	95% 285 300
Enter data from at least 95% of mandatory reports entered per year into local and state computer systems accurately and error-free (determined by random audit).	N/A -- --	95% 285 300	95% 285 300	95% 285 300
Achieve a rating of satisfactory or better from at least 95% of internal and external customers surveyed regarding the overall service provided by Information Services personnel (determined by random survey).	95% 95 100	95% 95 100	95% 95 100	95% 95 100
Each of the Five High Schools in the Sheriff’s Department jurisdiction will have an updated current emergency response plan.	Yes	Yes	Yes	Yes
Number of calls for service handled by Sheriff’s Patrol staff including both dispatched and Deputy initiated activity.	113,082	120,000	128,272	120,000
<b>Criminal Investigations</b>				
Submit 90% or more of Latent Fingerprint Tracings to CALID within 3 business days (determined by a random audit).	96% 449 464	90% 270 300	90% 270 300	90% 270 300
Complete 90% of priority 1 fingerprint and evidence processing requests per year within 10 business days from the date the request is received by Forensics Bureau personnel (determined by a random audit).	97% 370 378	90% 180 200	90% 180 200	90% 180 200

**SHERIFF**

**Law Enforcement Operations (cont'd)**

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Recurring Performance Measures</b>				
Maintain or exceed a UCR "clearance by arrest" rate of 25% for crimes classified as Burglary. The FBI national average is 13%.	20% 140 672	25% 168 670	25% 168 670	25% 168 670
Maintain or exceed a UCR "clearance by arrest" rate of 81% for crimes classified as Aggravated Assault. The FBI national average is 56%.	70% 156 221	81% 179 220	81% 179 220	81% 179 220
Maintain or exceed a UCR "clearance by arrest" rate of 50% for crimes classified as Robbery. The FBI national average is 26%.	32% 11 34	51% 18 35	51% 18 35	51% 18 35
Maintain or exceed a UCR "clearance by arrest" rate of 76% for crimes classified as Forcible Rape. The FBI national average is 42%.	78% 30 38	77% 27 35	77% 27 35	77% 27 35
Maintain or exceed a UCR "clearance by arrest" rate of 100% for crimes classified as Homicide. The FBI national average is 63%.	100% 1 1	100% 1 1	100% 1 1	100% 1 1
Dispose of 75% or more of total adjudicated property/evidence cases stored in the evidence rooms per year.	96% 4,540 4,683	75% 1,800 2,400	75% 1,800 2,400	75% 1,800 2,400
<b>Special Operations</b>				
Maintain or exceed a filing rate of 89% for cases submitted by the Special Operations Division to the District Attorney's office.	99% 220 222	89% 198 222	90% 198 220	89% 198 222

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Recurring Performance Measures</b>				
<b>Law Enforcement Administration</b>				
School Resource Deputies will conduct a minimum of one educational presentation per month to students, staff, parents, or community groups.	112% 54 48	100% 48 48	100% 48 48	100% 48 48
Hosting or participating in a minimum of 2 separate public events during the fiscal year, such as Sheriff's Day or Kid's Day in the Park.	100% 2 2	100% 2 2	100% 2 2	100% 2 2
Conducting a minimum of 4 presentations to local community, business or civic organizations.	4	4	4	4
<b>Public Safety Dispatch</b>				
The total number of 911 calls received by the Sheriff's Department Public Safety Dispatch Center.	30,062	31,000	31,908	31,000
Answer 90% of calls coming in to Public Safety Communication Dispatch within 11 seconds.	90%	90%	95%	90%



Burton Mesa Public Safety Center in Lompoc

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
	Pos.	Pos.	Pos.	Pos.
<b>Position Detail</b>				
<b>Countywide Law Enforcement</b>				
Commander	2.0	2.0	2.0	2.0
Lieutenant	8.0	8.0	8.0	8.0
Sergeant	22.0	21.0	21.0	20.0
Deputy	122.0	134.0	134.0	131.0
Deputy Trainee	32.0	29.0	29.0	15.0
Departmental Assistant	2.0	--	--	--
Records Supervisor	6.0	6.0	6.0	6.0
Administrative Secretary	3.0	3.0	3.0	3.0
Parking Enforcement Officer	1.0	1.0	1.0	1.0
Office Assistant	5.0	7.0	7.0	7.0
Records Specialist	18.5	17.5	17.5	13.8
Sub-Division Total	221.5	228.5	228.5	206.8
<b>Criminal Investigations</b>				
Forensic Pathologist	1.0	1.0	1.0	1.0
Commander	1.0	1.0	1.0	1.0
Lieutenant	2.0	2.0	2.0	2.0
Sergeant	6.0	6.0	6.0	6.0
Deputy	27.0	27.0	27.0	24.0
Crime Data Technician	2.0	2.0	2.0	2.0
Identification Technician	3.0	3.0	3.0	5.0
Administrative Secretary	1.0	1.0	1.0	1.0
Evidence Officer	2.0	2.0	2.0	2.0
Office Assistant	8.0	8.0	8.0	8.0
Sub-Division Total	53.0	53.0	53.0	52.0

**SHERIFF**  
**Law Enforcement Operations (cont'd)**

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
	Pos.	Pos.	Pos.	Pos.
<b>Position Detail</b>				
<b>Special Operations</b>				
Commander	1.0	1.0	1.0	1.0
Lieutenant	2.0	2.0	2.0	2.0
Sergeant	4.0	4.0	4.0	6.0
Deputy	15.0	17.0	17.0	24.0
Aircraft Mechanic	2.0	2.0	2.0	2.0
Administrative Secretary	1.0	1.0	1.0	1.0
Office Assistant	2.0	2.0	2.0	2.0
Sub-Division Total	27.0	29.0	29.0	38.0
<b>Law Enforcement Administration</b>				
Chief Deputy Sheriff	1.0	1.0	1.0	1.0
Sub-Division Total	1.0	1.0	1.0	1.0
<b>Public Safety Dispatch</b>				
Commander	1.0	1.0	1.0	1.0
Lieutenant	1.0	1.0	1.0	--
Communications Operations Superv.	1.0	1.0	1.0	1.0
Communications Dispatch Superv.	5.0	5.0	5.0	5.0
Communications Dispatcher	26.0	26.0	26.0	26.0
Sub-Division Total	34.0	34.0	34.0	33.0
Division Total	336.5	345.5	345.5	330.8

**SHERIFF**  
Custody Operations

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Use of Funds Summary</b>				
<i>Operating Expenditures</i>				
Custody Administration	\$ 1,804,042	\$ 2,032,223	\$ 2,114,948	\$ 2,596,697
Custody Operations	26,149,823	26,655,877	27,869,695	28,089,729
Alternative Inmate Programs	4,129,097	4,148,813	4,719,639	4,579,453
Operating Sub-Total	32,082,962	32,836,913	34,704,282	35,265,879
Less: Intra-County Revenues	(208,594)	(58,832)	(50,293)	(5,460)
Operating Total	31,874,368	32,778,081	34,653,989	35,260,419
<i>Non-Operating Expenditures</i>				
Capital Assets	378,740	17,000	24,300	15,000
Expenditure Total	32,253,108	32,795,081	34,678,289	35,275,419
<i>Other Financing Uses</i>				
Operating Transfers	799,825	410,296	392,730	416,573
Designated for Future Uses	172,608	77,877	82,500	--
Division Total	\$ 33,225,541	\$ 33,283,254	\$ 35,153,519	\$ 35,691,992

**Character of Expenditures**

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<i>Operating Expenditures</i>				
Regular Salaries	13,816,981	15,323,435	15,217,230	15,806,204
Overtime	1,844,492	460,218	1,170,688	997,808
Extra Help	503,719	3,500	498,250	295,500
Benefits	7,729,088	8,459,548	8,331,758	8,777,086
Salaries & Benefits Sub-Total	23,894,280	24,246,701	25,217,926	25,876,598
Services & Supplies	8,188,682	8,590,212	9,486,356	9,389,281
Operating Sub-Total	32,082,962	32,836,913	34,704,282	35,265,879
Less: Intra-County Revenues	(208,594)	(58,832)	(50,293)	(5,460)
Operating Total	31,874,368	32,778,081	34,653,989	35,260,419
<i>Non-Operating Expenditures</i>				
Capital Assets	378,740	17,000	24,300	15,000
Expenditure Total	\$ 32,253,108	\$ 32,795,081	\$ 34,678,289	\$ 35,275,419

**Source of Funds Summary**

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<i>Departmental Revenues</i>				
Interest	\$ 53,145	\$ 50,000	\$ 62,000	\$ 65,000
Public Safety Sales Tax	9,581,640	10,157,207	9,269,071	9,302,370
Federal & State Revenues	900,645	550,760	1,297,751	1,049,540
Other Charges for Services	2,500,732	1,797,312	1,872,443	1,845,372
Miscellaneous Revenue	960,835	973,050	999,720	1,036,320
Revenue Sub-Total	13,996,997	13,528,329	13,500,985	13,298,602
Less: Intra-County Revenues	(208,594)	(58,832)	(50,293)	(5,460)
Revenue Total	13,788,403	13,469,497	13,450,692	13,293,142
<i>General Fund Contribution</i>				
	17,260,536	19,481,934	21,237,273	21,715,985
<i>Other Financing Sources</i>				
Operating Transfers	414,287	284,000	284,007	400,400
Sale of Property	--	--	800	--
Use of Prior Fund Balances	1,762,315	47,823	180,747	282,465
Division Total	\$ 33,225,541	\$ 33,283,254	\$ 35,153,519	\$ 35,691,992

	Actual FY 06-07		Adopted FY 07-08		Est. Actual FY 07-08		Recommended FY 08-09	
	Pos.	FTE	Pos.	FTE	Pos.	FTE	Pos.	FTE
<b>Position Summary</b>								
<i>Permanent</i>								
Custody Administration	13.0	13.6	14.0	13.9	14.0	12.9	14.0	14.0
Custody Operations	203.0	196.7	206.0	192.5	206.0	195.4	201.0	188.7
Alternative Inmate Programs	37.8	37.3	37.8	37.8	37.8	39.3	36.8	36.8
Total Permanent	253.8	247.6	257.8	244.1	257.8	247.6	251.8	239.4
<i>Non-Permanent</i>								
Extra Help	--	2.6	--	--	--	2.6	--	--
Total Positions	253.8	250.2	257.8	244.1	257.8	250.1	251.8	239.4

**SERVICE DESCRIPTION**

Provide facilities for the detention of pre-sentenced and sentenced male and female inmates as mandated by law. Services include booking, housing, transportation, medical services and security. Inmate education, vocation counseling, and community work programs are provided to reduce recidivism and facilitate return to the community.

**Significant Changes (FY 2007-08 Adopted to FY 2007-08 Estimated Actual)**

The Estimated Actual operating expenditures increased by \$1,867,000, to \$34,704,000, from the Adopted Budget of \$32,837,000. This 5.7% increase is the result of:

- +\$964,000 – Higher than expected extra help and overtime expense due to staffing vacancies created by training needs, illness and vacations;
- +\$454,000 – Increased costs associated with providing medical care for inmates from outside medical providers;
- +\$218,000 – Greater expense in providing mental health services to inmates from the Alcohol, Drug and Mental Health Services department;
- +\$138,000 – Higher food costs in the jail due to increases in commodity prices;
- +\$125,000 – Higher than anticipated costs in providing prescription drugs to inmates for treatment of medical conditions;
- -\$32,000 – Other miscellaneous changes.

**Significant Changes (FY 2007-08 Estimated Actual to FY 2008-09 Recommended)**

The Recommended Budget's operating expenditures will increase by \$562,000, to \$35,266,000, from the Fiscal Year 2007-08 Estimated Actual of \$34,704,000. This 1.6% increase is the result of:

- +\$1,068,000 – Higher salaries and benefits paid due to cost of living increases;
- +\$62,000 – Higher contract medical expenses with Prison Health Services (PHS) due to contract terms;
- -\$410,000 – Lower extra help and overtime expense due to full staffing in jail facility;
- -\$93,000 – Lower than anticipated food costs due to stabilized commodity prices compared to prior year;
- -\$50,000 – Lower pharmaceutical costs due to anticipated increase in medical management efficiencies;
- -\$15,000 – Other miscellaneous changes.

**SHERIFF**

**Custody Operations (cont'd)**

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Recurring Performance Measures</b>				
<b>Custody Operations</b>				
Maintain the average cost per jail meal at or below \$1.00 per meal.	\$1.00	\$1.00	\$1.00	\$1.00
Maintain or reduce the rate of physical altercations among inmates in the main jail, honor farms, and pre-trial facility to an average of 12 or fewer altercations per total population inmates per month.	13	12	12	12
Maintain standards for medical care provided by Prison Health Services at jail facilities to no more than 0 administration-related penalties per year.	1	--	--	--
Maintain standards for medical care provided by Prison Health Services at jail facilities to no more than 0 care-related penalties per year.	--	--	--	--
Total number of inmate trips provided by the Sheriff's Department Transportation Unit.	54,997	52,000	52,930	51,500
The number of new bookings, county wide, into the Sheriff's Department Jail or Lompoc City Jail.	18,703	18,000	18,104	17,500
Maintain the safety and security of inmates and personnel during the day shift by staffing 17 jail posts with Corrections Deputies without utilizing overtime during at least 80% of 30 (average) day shifts per month.	18% 69 365	80% 288 360	40% 144 360	80% 288 360

**SHERIFF**  
**Custody Operations (cont'd)**

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
--	--------------------	---------------------	-------------------------	-------------------------

**Recurring Performance Measures**

Maintain the safety and security of inmates and personnel during the night shift by staffing 15 jail posts with Corrections Deputies without utilizing overtime during at least 80% of 30 (average) night shifts per month.	17%	80%	36%	80%
	63	288	132	288
	365	360	360	360

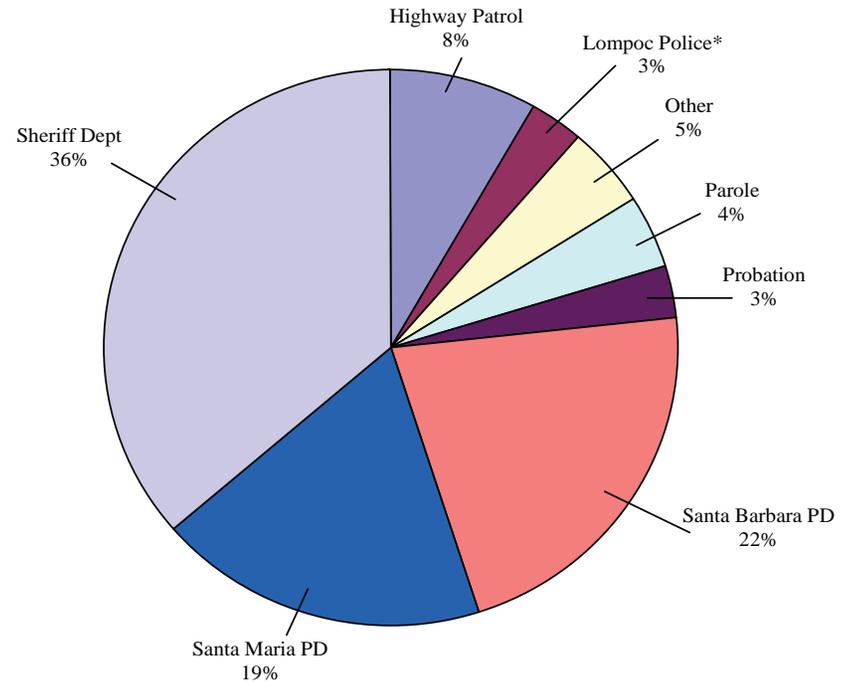
**Alternative Inmate Programs**

Maintain portion of in-custody inmates in minimum security facilities or alternative custody programs at 40% of total population in order to relieve jail overcrowding.	40%	40%	40%	40%
	6,182	6,400	6,400	6,400
	15,255	16,000	16,000	16,000



New inmate transport bus

**Agencies That Booked Inmates Into Jail During 2007**



\* Lompoc operates the only city jail in the County. Many of those booked into their city jail are not transferred to the County jail; hence, 3% is disproportionate to Lompoc's population.

**SHERIFF**

**Custody Operations (cont'd)**

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
	Pos.	Pos.	Pos.	Pos.
<b>Position Detail</b>				
<b>Custody Administration</b>				
Chief Deputy Sheriff	1.0	1.0	1.0	1.0
Commander	2.0	2.0	2.0	2.0
Corrections Commander	1.0	1.0	1.0	1.0
Corrections Lieutenant	3.0	4.0	4.0	4.0
Corrections Officer	--	--	--	1.0
Accountant	2.0	2.0	2.0	2.0
Executive Secretary	1.0	1.0	1.0	1.0
Accounting Technician	1.0	1.0	1.0	1.0
Accounting Assistant	1.0	1.0	1.0	1.0
Office Assistant	1.0	1.0	1.0	--
Sub-Division Total	13.0	14.0	14.0	14.0
<b>Custody Operations</b>				
Corrections Lieutenant	4.0	4.0	4.0	4.0
Deputy	1.0	1.0	1.0	1.0
Corrections Sergeant	15.0	14.0	14.0	14.0
Custody Deputy	--	--	--	17.0
Corrections Officer	123.0	128.0	128.0	106.0
Food Services Manager	1.0	1.0	1.0	1.0
Records Supervisor	5.0	5.0	5.0	5.0
Maintenance Painter	1.0	1.0	1.0	1.0
Cook	8.0	8.0	8.0	8.0
Park Ranger	1.0	1.0	1.0	1.0
Laundry Coordinator	2.0	2.0	2.0	2.0
Storekeeper	1.0	1.0	1.0	1.0
Intake and Release Specialist	24.0	24.0	24.0	24.0
Utility Worker	14.0	14.0	14.0	14.0
Office Assistant	3.0	2.0	2.0	2.0
Sub-Division Total	203.0	206.0	206.0	201.0

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
	Pos.	Pos.	Pos.	Pos.
<b>Position Detail</b>				
<b>Alternative Inmate Programs</b>				
Corrections Lieutenant	1.0	--	--	--
Corrections Sergeant	1.0	2.0	2.0	2.0
Corrections Officer	25.0	25.0	25.0	24.0
Departmental Assistant	2.0	2.0	2.0	2.0
Printshop Custody Supervisor	1.0	1.0	1.0	1.0
Accounting Technician	1.0	1.0	1.0	1.0
Drug Counselor	4.0	4.0	4.0	4.0
Storekeeper	1.0	1.0	1.0	1.0
Office Assistant	1.8	1.8	1.8	1.8
Sub-Division Total	37.8	37.8	37.8	36.8
Division Total	253.8	257.8	257.8	251.8



Corrections Officers were transitioned to Custody Deputy status in 2007

**SHERIFF**  
**Administration & Support**

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Use of Funds Summary</b>				
<i>Operating Expenditures</i>				
Executive Support	\$ 1,563,723	\$ 1,467,484	\$ 1,582,540	\$ 1,738,823
Systems and Technology	2,303,218	2,818,015	2,706,448	2,641,556
Administrative Services	4,614,474	5,013,252	5,660,904	5,717,631
Operating Sub-Total	8,481,415	9,298,751	9,949,892	10,098,010
Less: Intra-County Revenues	(88,309)	(57,925)	(71,805)	(11,000)
Operating Total	8,393,106	9,240,826	9,878,087	10,087,010
<i>Non-Operating Expenditures</i>				
Capital Assets	134,036	55,000	55,000	55,000
Expenditure Total	8,527,142	9,295,826	9,933,087	10,142,010
<i>Other Financing Uses</i>				
Operating Transfers	885,319	910,519	884,204	910,436
Designated for Future Uses	20,005	--	18,000	--
Division Total	\$ 9,432,466	\$ 10,206,345	\$ 10,835,291	\$ 11,052,446

**Character of Expenditures**

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<i>Operating Expenditures</i>				
Regular Salaries	4,319,149	4,663,130	5,110,572	5,052,521
Overtime	160,068	93,650	130,500	84,500
Extra Help	65,489	37,646	58,500	87,000
Benefits	1,920,281	2,214,234	2,261,282	2,549,523
Salaries & Benefits Sub-Total	6,464,987	7,008,660	7,560,854	7,773,544
Services & Supplies	2,016,428	2,290,091	2,389,038	2,324,466
Operating Sub-Total	8,481,415	9,298,751	9,949,892	10,098,010
Less: Intra-County Revenues	(88,309)	(57,925)	(71,805)	(11,000)
Operating Total	8,393,106	9,240,826	9,878,087	10,087,010
<i>Non-Operating Expenditures</i>				
Capital Assets	134,036	55,000	55,000	55,000
Expenditure Total	\$ 8,527,142	\$ 9,295,826	\$ 9,933,087	\$ 10,142,010

**Source of Funds Summary**

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<i>Departmental Revenues</i>				
Interest	\$ 12,228	\$ --	\$ 12,000	\$ --
Public Safety Sales Tax	1,061,252	1,117,371	1,019,669	1,023,332
Fees, Fines & Forfeitures	42,149	23,000	60,000	60,000
Federal & State Revenues	66,736	100,000	85,744	65,000
Other Charges for Services	112,389	177,925	191,805	135,200
Miscellaneous Revenue	70,806	5,900	7,900	6,100
Revenue Sub-Total	1,365,560	1,424,196	1,377,118	1,289,632
Less: Intra-County Revenues	(88,309)	(57,925)	(71,805)	(11,000)
Revenue Total	1,277,251	1,366,271	1,305,313	1,278,632
<i>General Fund Contribution</i>				
	8,071,925	8,755,074	9,285,698	9,671,919
<i>Other Financing Sources</i>				
Operating Transfers	--	85,000	145,520	85,000
Sale of Property	6,500	--	--	--
Use of Prior Fund Balances	76,790	--	98,760	16,895
Division Total	\$ 9,432,466	\$ 10,206,345	\$ 10,835,291	\$ 11,052,446

	Actual FY 06-07		Adopted FY 07-08		Est. Actual FY 07-08		Recommended FY 08-09	
	Pos.	FTE	Pos.	FTE	Pos.	FTE	Pos.	FTE

**Position Summary**

<i>Permanent</i>								
Executive Support	8.0	8.5	8.0	8.0	8.0	9.1	10.0	9.0
Systems and Technology	14.0	11.5	13.0	13.0	13.0	13.3	12.0	11.0
Administrative Services	37.0	35.8	39.0	37.5	39.0	44.2	46.0	40.5
Total Permanent	59.0	55.8	60.0	58.5	60.0	66.6	68.0	60.5
<i>Non-Permanent</i>								
Extra Help	--	0.3	--	0.5	--	0.8	--	--
Total Positions	59.0	56.1	60.0	59.0	60.0	67.4	68.0	60.5

**SERVICE DESCRIPTION**

Provide administrative and technological support to Sheriff operations and contract cities. Sustain human resource services; meet mandatory training requirements, supply needs, and fiscal supervision.

**Significant Changes (FY 2007-08 Adopted to FY 2007-08 Estimated Actual)**

Estimated Actual operating expenditures increased by \$651,000, to \$9,950,000, from the Adopted Budget of \$9,299,000. This 7.0% increase is the result of:

- +\$495,000 – Higher salaries and benefits paid due to the redeployment of several existing staff from other divisions to Administration;
- +\$60,000 – Unanticipated software licensing payment to Oracle Systems as a result of an audit by the vendor;
- +\$58,000 – Higher than expected extra help and overtime expense due to several technology projects and active recruitment activities to fill vacant positions;
- +\$40,000 – Unanticipated vehicle operations charges due to increase in fuel costs and usage by staff;
- -\$2,000 – Miscellaneous changes.

**Significant Changes (FY 2007-08 Estimated Actual to FY 2008-09 Recommended)**

The Recommended Budget’s operating expenditures will increase by \$148,000, to \$10,098,000, from the prior year’s Estimated Actual of \$9,950,000. This 1.5% increase is the result of:

- +\$213,000 – Higher salaries and benefits paid due to cost of living increases;
- +\$44,000 – Increased liability insurance due to allocation methodology amongst divisions;
- +\$22,000 – Increased training costs from higher cost of materials and a greater number of staff requiring training;
- +\$15,000 – Increased cost of County Information Technology (IT) services;
- -\$86,000 – A one-time software licensing payment made in the prior year plus savings enjoyed due to the implementation of new software and hardware solutions;
- -\$48,000 – Lower outside consultant services from completing several major technology projects;
- -\$18,000 – Lower extra help and overtime expense from completing several major technology projects;
- +\$6,000 – Miscellaneous changes.

The increase in positions noted in the Administration and Support Division is primarily due to the reassignment of existing positions to the Community Services Bureau. These positions such as DARE and Lifeskills training, academy training and Aero Squadron were spread throughout the department in prior years. All of these specialized responsibilities were brought under the one division and are budgeted in the Administration and Support Division for FY 2008-09.

**SHERIFF**

**Administration & Support (cont'd)**

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Recurring Performance Measures</b>				
<b>Administrative Services</b>				
To ensure an efficient and responsive government, the County will maintain the rate of General Liability claims filed at no more than 90 - 100% of the previous year's actual claims filed.	112% 46 41	100% 46 46	106% 49 46	100% 49 49
As an efficient and responsive government, the County will maintain the cost of workers' compensation incident claims to \$1.17 per \$100 payroll (salaries including overtime).	\$4.77 \$2,448,879 \$512,930	\$1.17 \$633,141 \$541,147	\$4.39 \$2,400,822 \$546,749	\$1.17 \$633,148 \$541,152
To improve workers' safety, the County will conduct its operations in order to maintain the rate of Workers' Compensation incident claims to 12 or less per 100 FTE employees Countywide.	23.46 160 6.82	22.89 160 6.99	23.27 158 6.79	23.87 158 6.62
As an efficient and responsive government, the County will maintain the rate of Workers' Compensation claims filed between 90 - 100% of the previous year's actual claims filed.	124% 160 129	100% 160 160	98% 158 160	100% 158 158
As an efficient and responsive government, the County will maintain a productive workforce through a countywide Lost Time Rate of 5.9% or less.	5.20% 71,228 1,375,837	5.20% 71,228 1,375,837	5.10% 71,526 1,391,457	5.20% 70,200 1,350,000
As an efficient and responsive government, the County will maintain a quality workforce through completing 90 -100% of departmental Employee Performance Reviews (EPRs) by the Anniversary Due Date.	100% 637 637	100% 704 704	100% 704 704	100% 704 704

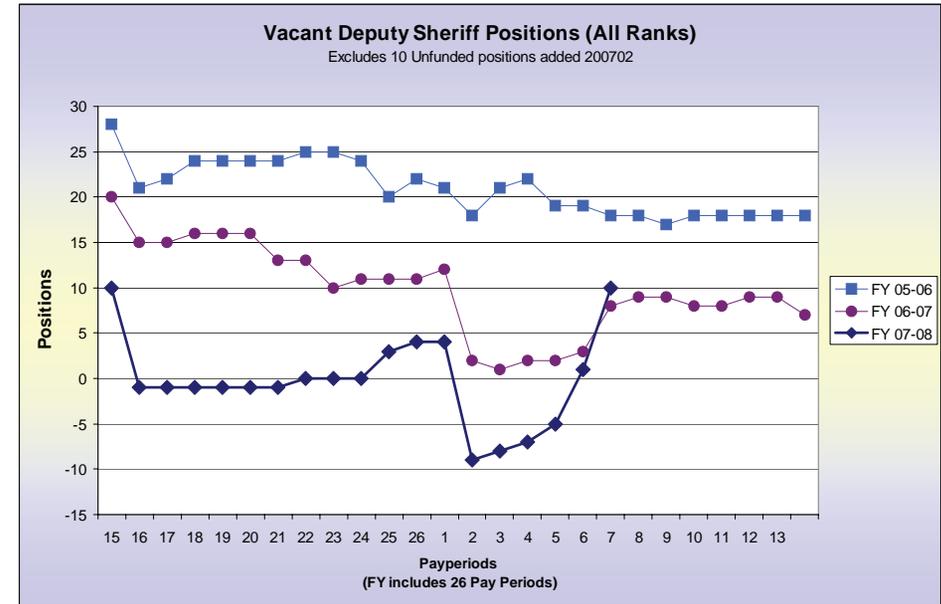
**SHERIFF**  
**Administration & Support (cont'd)**

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Recurring Performance Measures</b>				
Maintain Public Safety Critical Personnel vacancy level at or below 10% of current authorized positions.	11%	9%	9%	9%
	26	34	34	34
	231	343	343	343
Schedule 100% of newly promoted Sergeants and Lieutenants for mandated Peace Officer Standards and Training (POST) courses within the required time limits.	0%	100%	100%	100%
	--	4	4	8
	--	4	4	8
Schedule 100% of all personnel required to attend mandated STC training courses within the specified time limits.	97%	100%	98%	100%
	550	570	564	570
	567	570	570	570
<b>Systems and Technology</b>				
Maintain the amount of unscheduled downtime of Computer Aided Dispatch (CAD) at or below 2% per year.	0.07%	2%	2%	2%
	7	200	200	200
	8,760	8,760	8,760	8,760
Achieve a rating of satisfactory or better from at least 92% of internal customers surveyed regarding the overall service provided by Systems and Technology personnel in responding to Requests for System Enhancements (RSE's).	75%	92%	92%	92%
	75	92	92	92
	100	100	100	100
Maintain the amount of unscheduled downtime of servers at or below 2% a year.	3.00%	0%	0%	0%
	263.24	--	--	--
	8,760.00	--	--	--

	Actual FY 06-07 Pos.	Adopted FY 07-08 Pos.	Est. Actual FY 07-08 Pos.	Recommended FY 08-09 Pos.
<b>Position Detail</b>				
<b>Executive Support</b>				
Sheriff-Coroner	1.0	1.0	1.0	1.0
Undersheriff	1.0	1.0	1.0	1.0
Lieutenant	--	--	--	1.0
Sergeant	2.0	2.0	2.0	2.0
Deputy	2.0	2.0	2.0	2.0
Public Information Specialist	--	--	--	1.0
Corrections Officer	1.0	1.0	1.0	1.0
Executive Secretary	1.0	1.0	1.0	1.0
Sub-Division Total	8.0	8.0	8.0	10.0
<b>Systems and Technology</b>				
DP Manager Dept Sr	1.0	1.0	1.0	1.0
EDP Programmer	2.0	2.0	2.0	1.0
EDP Office Auto Spec	2.0	2.0	2.0	3.0
Computer Systems Specialist Supv	--	1.0	1.0	1.0
Systems & Programming Analyst	3.0	2.0	2.0	1.0
Computer Systems Specialist	4.0	4.0	4.0	4.0
EDP Computer Oper	1.0	--	--	--
Office Assistant	1.0	1.0	1.0	1.0
Sub-Division Total	14.0	13.0	13.0	12.0

**SHERIFF**  
**Administration & Support (cont'd)**

Position Detail	Actual	Adopted	Est. Actual	Recommended
	FY 06-07	FY 07-08	FY 07-08	FY 08-09
	Pos.	Pos.	Pos.	Pos.
<b>Administrative Services</b>				
Chief Deputy Sheriff	1.0	1.0	1.0	1.0
Commander	1.0	1.0	1.0	1.0
Lieutenant	3.0	3.0	3.0	3.0
Chief Financial Officer	1.0	1.0	1.0	1.0
Sergeant	3.0	3.0	3.0	5.0
Polygraph Examiner	1.0	2.0	2.0	2.0
Supervising Accountant	1.0	1.0	1.0	1.0
Deputy	4.0	4.0	4.0	9.0
Corrections Sergeant	1.0	1.0	1.0	1.0
Architectural Technician	1.0	1.0	1.0	1.0
Computer Systems Specialist	1.0	1.0	1.0	--
Corrections Officer	3.0	3.0	3.0	4.0
Accountant	1.0	1.0	1.0	1.0
Public Information Assistant	--	2.0	2.0	2.0
Accounting Technician	1.0	1.0	1.0	1.0
Human Resources Technician	2.0	3.0	3.0	3.0
Administrative Secretary	1.0	1.0	1.0	1.0
Storekeeper	1.0	1.0	1.0	1.0
Utility Worker	2.0	2.0	2.0	2.0
Custodian	2.0	2.0	2.0	2.0
Accounting Assistant	1.0	1.0	1.0	1.0
Office Assistant	5.0	2.0	2.0	3.0
Sub-Division Total	37.0	38.0	38.0	46.0
Division Total	59.0	60.0	60.0	68.0



**SHERIFF**  
**Court Services**

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Use of Funds Summary</b>				
<i>Operating Expenditures</i>				
Court Security Services	\$ 4,728,620	\$ 5,276,992	\$ 4,944,135	\$ 5,460,360
Court Support Services	2,073,515	2,334,474	1,917,215	1,842,540
Operating Total	6,802,135	7,611,466	6,861,350	7,302,900
<i>Non-Operating Expenditures</i>				
Capital Assets	53,389	--	--	--
Division Total	\$ 6,855,524	\$ 7,611,466	\$ 6,861,350	\$ 7,302,900
<b>Character of Expenditures</b>				
<i>Operating Expenditures</i>				
Regular Salaries	4,023,817	4,589,905	3,991,843	4,199,289
Overtime	144,014	43,500	139,000	143,500
Extra Help	263,069	--	255,000	270,000
Benefits	2,075,854	2,571,030	2,126,773	2,346,863
Salaries & Benefits Sub-Total	6,506,754	7,204,435	6,512,616	6,959,652
Services & Supplies	295,381	407,031	348,734	343,248
Operating Total	6,802,135	7,611,466	6,861,350	7,302,900
<i>Non-Operating Expenditures</i>				
Capital Assets	53,389	--	--	--
Expenditure Total	\$ 6,855,524	\$ 7,611,466	\$ 6,861,350	\$ 7,302,900
<b>Source of Funds Summary</b>				
<i>Departmental Revenues</i>				
Other Charges for Services	\$ 4,723,727	\$ 4,964,295	\$ 5,027,069	\$ 5,173,065
Miscellaneous Revenue	50,316	95,500	95,500	95,500
Revenue Total	4,774,043	5,059,795	5,122,569	5,268,565
General Fund Contribution	2,081,481	2,551,671	1,738,181	2,034,335
<i>Other Financing Sources</i>				
Sale of Property	--	--	600	--
Division Total	\$ 6,855,524	\$ 7,611,466	\$ 6,861,350	\$ 7,302,900

Actual FY 06-07		Adopted FY 07-08		Est. Actual FY 07-08		Recommended FY 08-09		
Pos.	FTE	Pos.	FTE	Pos.	FTE	Pos.	FTE	
<b>Position Summary</b>								
<i>Permanent</i>								
Court Security Services	41.0	42.0	42.0	42.5	42.0	42.0	38.0	39.3
Court Support Services	17.0	19.0	19.0	20.6	19.0	18.4	17.0	16.6
Total Positions	58.0	61.0	61.0	63.1	61.0	60.4	55.0	55.9

**Significant Changes (FY 2007-08 Adopted to FY 2007-08 Estimated Actual)**

The Estimated Actual operating expenditures decreased by \$750,000, to \$6,861,000, from the Adopted Budget of \$7,611,000. This 9.9% decrease is the result of:

- +\$350,000 – Greater use of extra help and overtime to partially offset vacancies;
- -\$1,042,000 – Lower salaries and benefits due to vacancies in selected positions caused by illness, reassignment and vacations;
- -\$50,000 – Lower than anticipated motor pool charges;
- -\$8,000 – Miscellaneous changes.

Actual Court Services expenses typically vary from year to year, depending on courtroom activity and the number of high-profile cases being heard.

**Significant Changes (FY 2007-08 Estimated Actual to FY 2008-09 Recommended)**

The Recommended Budget's operating expenditures will increase by \$442,000, to \$7,303,000, from the Fiscal Year 2007-2008 Estimated Actual of \$6,861,000. This 6.4% increase is the result of:

- +\$428,000 – Higher salaries and benefits paid due to cost of living increases;
- +\$20,000 – Increase in overtime and extra help expense based on past experience;
- -\$6,000 – Miscellaneous changes.

Additional costs for Court Services not currently included within the reimbursement guidelines create a General Fund obligation of \$447,000 within the Sheriff's Department operating budget.

**SERVICE DESCRIPTION**

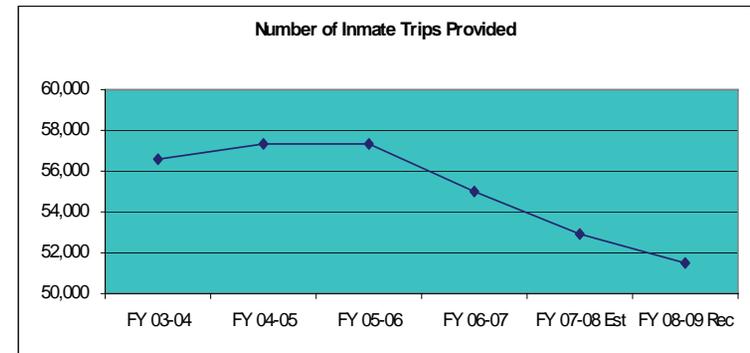
Serve the Superior Court of Santa Barbara County by providing transportation and supervision of inmates to and from courts; rendering Civil Process service throughout the County; and, by providing direct courtroom supervision and security.

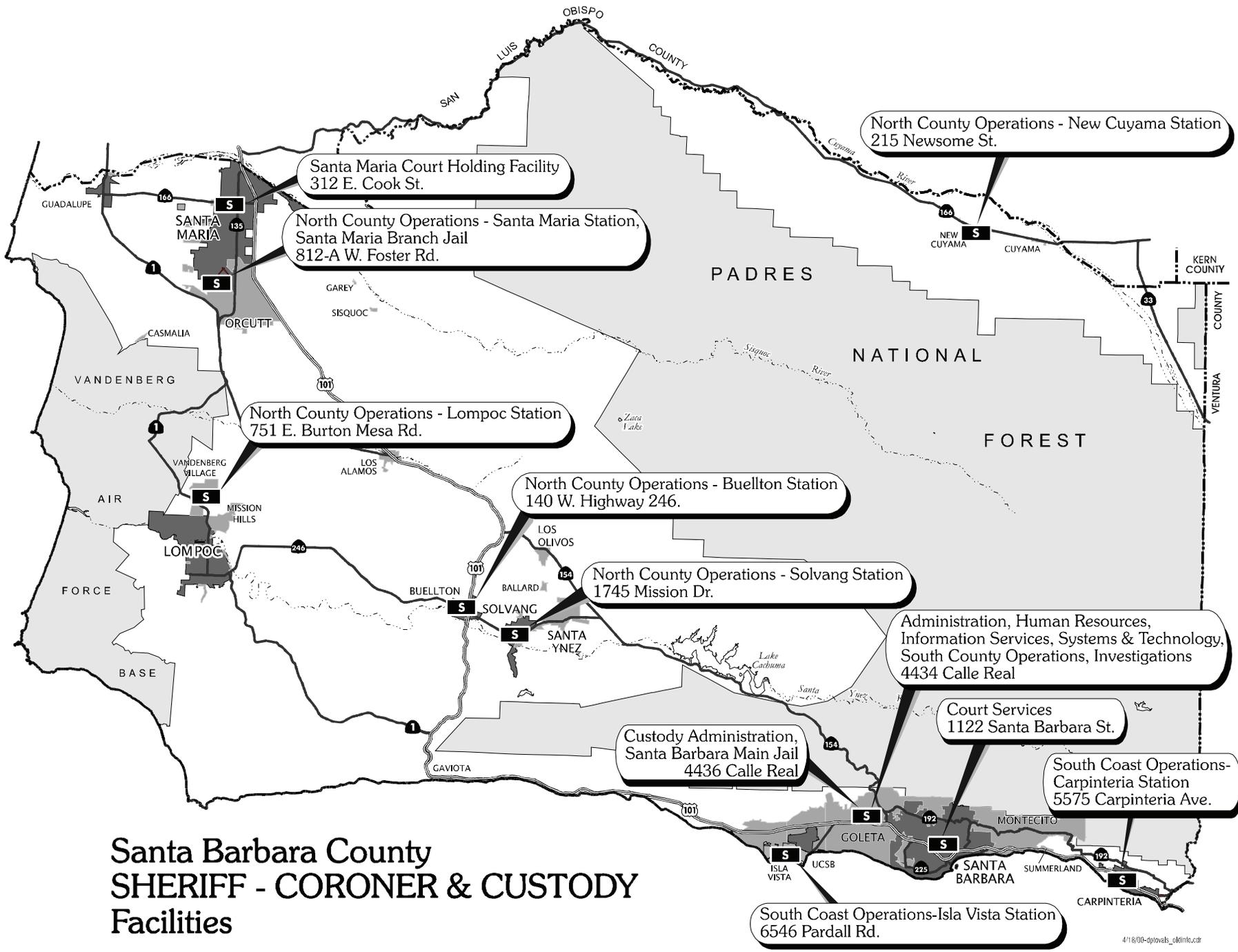
	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
	Pos.	Pos.	Pos.	Pos.
<b>Position Detail</b>				
<b>Court Security Services</b>				
Lieutenant	1.0	1.0	1.0	1.0
Sergeant	2.0	2.0	2.0	2.0
Deputy	28.0	29.0	29.0	26.0
Corrections Officer	10.0	10.0	10.0	9.0
Sub-Division Total	41.0	42.0	42.0	38.0
<b>Court Support Services</b>				
Lieutenant	1.0	1.0	1.0	1.0
Sergeant	2.0	3.0	3.0	1.0
Deputy	2.0	3.0	3.0	3.0
Corrections Officer	4.0	4.0	4.0	4.0
Office Assistant Principal	1.0	1.0	1.0	1.0
Judicial Assistant	7.0	7.0	7.0	7.0
Sub-Division Total	17.0	19.0	19.0	17.0
Division Total	58.0	61.0	61.0	55.0

**SHERIFF**

**Court Services (cont'd)**

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Recurring Performance Measures</b>				
<b>Court Security Services</b>				
Achieve a rating of satisfactory or better from at least 91% of 24 Judges and Commissioners surveyed regarding the overall performance of Bailiff personnel.	100%	91%	100%	91%
	24	22	24	22
	24	24	24	24
<b>Court Support Services</b>				
Successfully complete service of 97% of civil process papers per year.	97%	96%	96%	96%
	6,156	7,250	7,250	7,250
	6,320	7,500	7,500	7,500





# Santa Barbara County Sheriff - Coroner & Custody Facilities

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# HEALTH & PUBLIC ASSISTANCE

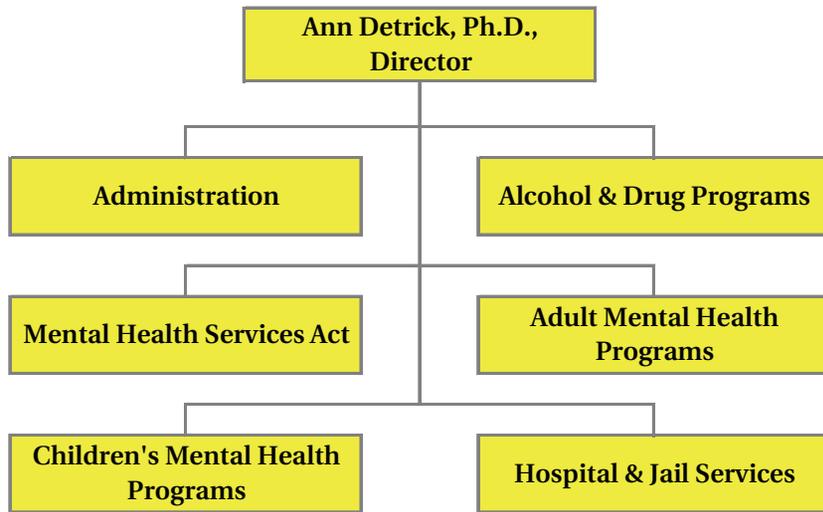
Use of Funds	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Operating Expenditures</b>				
Alcohol, Drug & Mental Health Svcs	\$ 66,864,866	\$ 72,553,305	\$ 72,261,323	\$ 64,130,615
Child Support Services	9,768,714	9,858,429	9,631,480	9,657,766
Public Health	76,620,494	83,883,987	80,627,060	84,564,194
Social Services	115,497,730	127,920,752	122,674,347	129,382,633
Total	268,751,804	294,216,473	285,194,210	287,735,208
<b>Capital Equipment &amp; Improvements</b>				
Alcohol, Drug & Mental Health Svcs	491,341	50,000	250,000	57,000
Child Support Services	6,491	19,000	19,000	--
Public Health	101,103	347,355	471,117	27,200
Social Services	7,742	219,998	642,172	389,997
Total	606,677	636,353	1,382,289	474,197
<b>Designated for Future Uses</b>				
Alcohol, Drug & Mental Health Svcs	3,603,689	3,770,070	3,717,651	744,700
Child Support Services	66,913	66,913	66,912	--
Public Health	10,334,425	8,420,869	9,470,961	6,540,912
Social Services	2,412,853	3,480,368	4,728,817	600,410
Total	16,417,880	15,738,220	17,984,341	7,886,022
<b>Operating Transfers Out</b>				
Alcohol, Drug & Mental Health Svcs	9,688,480	7,502,639	8,458,165	7,285,269
Child Support Services	12,283	12,220	12,220	12,220
Public Health	4,840,120	5,163,385	5,767,528	4,291,680
Social Services	6,765,170	7,196,701	6,961,293	7,927,429
Total	21,306,053	19,874,945	21,199,206	19,516,598
<b>Total Use of Funds</b>	<b>\$307,082,414</b>	<b>\$330,465,991</b>	<b>\$325,760,046</b>	<b>\$315,612,025</b>

Source of Funds	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Departmental Revenues</b>				
Alcohol, Drug & Mental Health Svcs	\$ 67,485,822	\$ 73,638,763	\$ 63,215,730	\$ 64,019,920
Child Support Services	9,834,402	9,889,650	9,632,124	9,669,986
Public Health	70,289,785	68,544,716	70,375,570	71,132,297
Social Services	105,539,534	116,000,135	111,931,240	119,752,580
Total	253,149,543	268,073,264	255,154,664	264,574,783
<b>General Fund Contribution</b>				
Alcohol, Drug & Mental Health Svcs	2,185,431	1,847,900	1,847,900	3,147,899
Child Support Services	--	--	--	--
Public Health	10,683,895	11,221,137	11,221,137	11,042,601
Social Services	11,096,443	11,265,139	11,265,137	8,379,001
Total	23,965,769	24,334,176	24,334,174	22,569,501
<b>Use of Designations/Prior Fund Balances</b>				
Alcohol, Drug & Mental Health Svcs	3,386,247	3,761,972	7,157,547	1,050,000
Child Support Services	--	66,912	66,912	--
Public Health	6,847,364	13,896,979	10,526,805	9,162,578
Social Services	1,373,679	4,051,074	4,321,359	1,686,139
Total	11,607,290	21,776,937	22,072,623	11,898,717
<b>Operating Transfers In</b>				
Alcohol, Drug & Mental Health Svcs	7,590,876	4,627,379	12,464,962	3,999,765
Child Support Services	19,999	--	30,576	--
Public Health	4,075,098	4,152,764	4,212,254	4,086,510
Social Services	6,673,489	7,501,471	7,488,893	8,482,749
Total	18,359,462	16,281,614	24,196,685	16,569,024
<b>Other Miscellaneous Financing Sources</b>				
Alcohol, Drug & Mental Health Svcs	--	--	1,000	--
Child Support Services	--	--	--	--
Public Health	--	--	900	--
Social Services	350	--	--	--
Total	350	--	1,900	--
<b>Total Source of Funds</b>	<b>\$307,082,414</b>	<b>\$330,465,991</b>	<b>\$325,760,046</b>	<b>\$315,612,025</b>

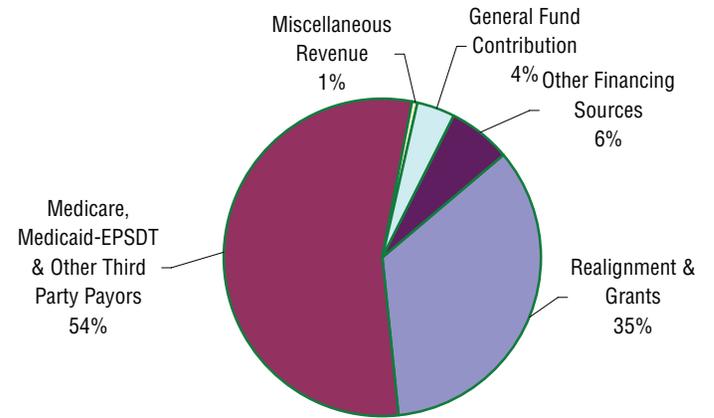
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# ALCOHOL, DRUG & MENTAL HEALTH SERVICES

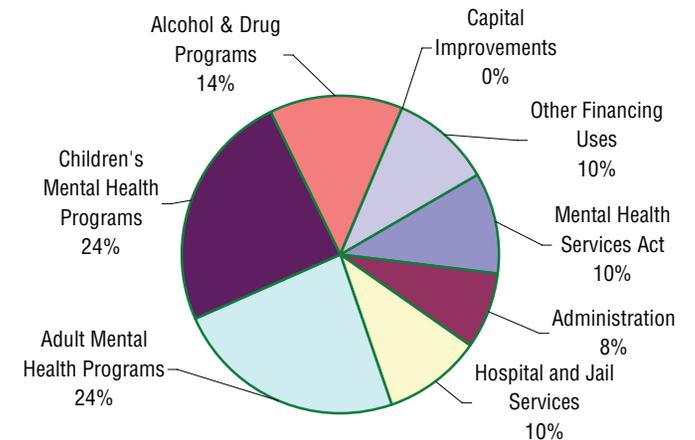
Budget & Positions (FTEs)	
Operating \$	64,130,615
Capital	57,000
Positions	263.4 FTEs



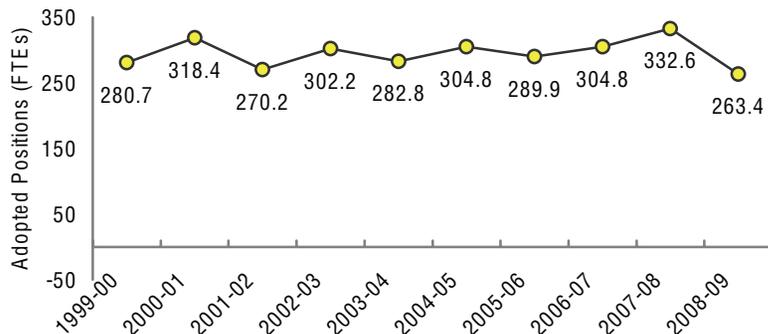
## SOURCE OF FUNDS



## USE OF FUNDS



## STAFFING TREND



**ALCOHOL, DRUG & MENTAL HEALTH SERVICES**  
**Department Summary**

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Use of Funds Summary</b>				
Operating Expenditures				
Mental Health Services Act	\$ 1,971,257	\$ 7,115,691	\$ 6,189,611	\$ 8,114,507
Administration	7,235,870	7,922,227	8,580,196	6,133,756
Hospital and Jail Services	7,001,652	7,081,444	7,356,248	7,668,088
Adult Mental Health Programs	23,417,452	24,181,022	24,079,747	18,440,866
Children's Mental Health Programs	19,699,248	17,309,067	18,151,934	19,187,113
Alcohol & Drug Programs	12,965,901	13,155,129	11,373,045	10,556,547
Operating Sub-Total	72,291,380	76,764,580	75,730,781	70,100,877
Less: Intra-County Revenues	(5,426,514)	(4,211,275)	(3,469,458)	(5,970,262)
Operating Total	66,864,866	72,553,305	72,261,323	64,130,615
Non-Operating Expenditures				
Capital Assets	491,341	50,000	250,000	57,000
Expenditure Total	67,356,207	72,603,305	72,511,323	64,187,615
Other Financing Uses				
Operating Transfers	9,688,480	7,502,639	8,458,165	7,285,269
Designated for Future Uses	3,603,689	3,770,070	3,717,651	744,700
Department Total	\$ 80,648,376	\$ 83,876,014	\$ 84,687,139	\$ 72,217,584

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Character of Expenditures</b>				
Operating Expenditures				
Regular Salaries	\$ 19,461,401	\$ 23,614,355	\$ 21,739,577	\$ 20,755,872
Overtime	417,683	299,992	464,200	457,700
Extra Help	811,659	295,627	1,262,289	354,159
Benefits	6,356,618	8,231,007	7,101,223	8,168,563
Salaries & Benefits Sub-Total	27,047,361	32,440,981	30,567,289	29,736,294
Services & Supplies	44,024,118	42,848,599	42,838,492	40,364,583
Public Assistance Payments	1,219,901	1,475,000	2,325,000	--
Operating Sub-Total	72,291,380	76,764,580	75,730,781	70,100,877
Less: Intra-County Revenues	(5,426,514)	(4,211,275)	(3,469,458)	(5,970,262)
Operating Total	66,864,866	72,553,305	72,261,323	64,130,615
Non-Operating Expenditures				
Capital Assets	491,341	50,000	250,000	57,000
Expenditure Total	\$ 67,356,207	\$ 72,603,305	\$ 72,511,323	\$ 64,187,615

Note: Presentation of the individual program amounts for fiscal years 2006-07 and 2007-08 have been adjusted to provide a consistent level of detail with the fiscal year 2008-09 budget, however, the totals for 2006-07 and 2007-08 have not been changed.

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Source of Funds Summary</b>				
Departmental Revenues				
Interest	(196,844)	(150,000)	(505,914)	(604,000)
Federal & State Revenues	30,875,801	29,459,401	26,285,285	27,284,424
Other Charges for Services	42,113,249	48,384,037	40,755,572	43,154,458
Miscellaneous Revenue	120,130	156,600	150,245	155,300
Revenue Sub-Total	72,912,336	77,850,038	66,685,188	69,990,182
Less: Intra-County Revenues	(5,426,514)	(4,211,275)	(3,469,458)	(5,970,262)
Revenue Total	67,485,822	73,638,763	63,215,730	64,019,920
General Fund Contribution	2,185,431	1,847,900	1,847,900	3,147,899
Other Financing Sources				
Operating Transfers	7,590,876	4,627,379	12,464,962	3,999,765
Sale of Property	--	--	1,000	--
Use of Prior Fund Balances	3,386,247	3,761,972	7,157,547	1,050,000
Department Total	\$ 80,648,376	\$ 83,876,014	\$ 84,687,139	\$ 72,217,584

	Actual FY 06-07		Adopted FY 07-08		Est. Actual FY 07-08		Recommended FY 08-09	
	Pos.	FTE	Pos.	FTE	Pos.	FTE	Pos.	FTE
<b>Position Summary</b>								
Permanent								
Mental Health Services Act	--	7.1	34.3	35.4	34.3	23.6	40.8	41.9
Administration	45.0	37.2	42.0	36.2	42.0	32.7	38.0	32.6
Hospital and Jail Services	42.8	42.5	43.3	39.7	43.3	38.6	41.8	37.5
Adult Mental Health Programs	143.3	106.4	131.8	115.8	131.8	100.5	77.8	65.9
Children's Mental Health Programs	76.0	66.5	70.0	62.3	70.0	61.7	62.0	54.3
Alcohol & Drug Programs	26.5	26.0	30.0	29.2	30.0	24.6	19.0	20.6
Total Permanent	333.5	285.6	351.3	318.6	351.3	281.8	279.3	252.8
Non-Permanent								
Contract	--	8.4	--	12.0	--	11.0	--	6.9
Extra Help	--	--	--	2.0	--	--	--	3.7
Total Positions	333.5	294.1	351.3	332.6	351.3	292.7	279.3	263.4

Note: FTE and position totals may not sum correctly due to rounding.

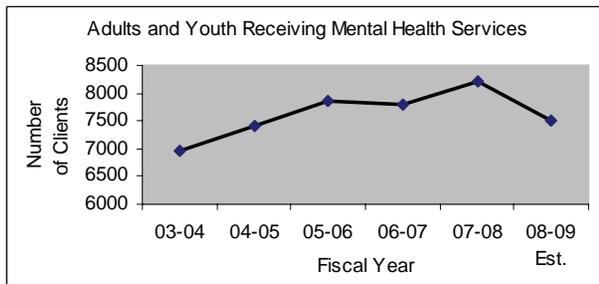
## MISSION STATEMENT

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

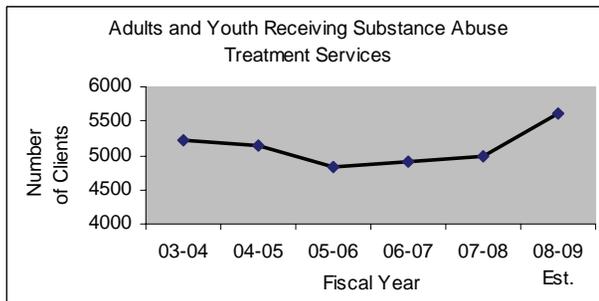
## Budget Organization

Alcohol, Drug & Mental Health Services (ADMHS) is a six division department, organized into more than 35 cost centers with a staff of approximately 263. The divisions are: Administration, Alcohol and Drug Programs (ADP), Adult Mental Health Programs, Children's Mental Health Programs, Hospital and Jail Services and Mental Health Service Act Programs (MHSA).

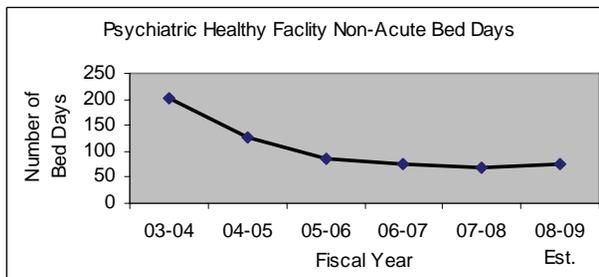
## Activity Indicators



The number of mental health clients served grew by 18% from FY 03-04 to FY 07-08. In FY 08-09 the number of clients served is expected to decline to 7,500.



Although there was a slight decrease in clients served by the Alcohol & Drug Program in FY 05-06 due to decreased SACPA/Prop 36 referrals, the number of clients receiving substance abuse treatment services is increasing.



Departmental efforts have been successful at reducing the number of hospital days utilized by patients that have been stabilized and are awaiting placement so that more patients with acute psychiatric symptoms can be served.

## ALCOHOL, DRUG & MENTAL HEALTH SERVICES

### Department Summary (cont'd)

#### Significant Changes (FY 2007-08 Adopted to FY 2007-08 Estimated Actual)

The Department faced several challenges in FY 07-08 particularly in the Adult Mental Health Division, as reduced State funding of AB2034 and realignment funds combined with reduced Medi-Cal eligibility rates for clients served resulted in a significant reduction in anticipated revenues. In the short term, these events required additional General Fund contributions.

Estimated Actual operating expenditures decreased by \$1,034,000 to \$75,731,000 from the Adopted Budget of \$76,765,000. This 1% decrease is due to:

- -\$1,874,000 - Salary and benefit savings resulting from unfilled vacant positions
- -\$627,000 - Deferral of discretionary expenses such as computers, training/travel, furniture/fixtures/equipment and office supplies and expenses
- -\$263,000 - MHSA budgeted leases for programs that were outsourced, or program late start-up including Vida Nueva, CARES Mobile Crisis, OARRS, Spirit, New Heights and Connections
- -\$246,000 - Clothing/food/household expenses contracted out to CBOs during the year
- +\$1,134,000 - Services provided by CBOs primarily for the new CARES Residential and continuation of the Casa del Mural program
- +\$465,000 - Temporary medical personnel to assist with vacant positions
- +\$369,000 - MIS Contractual services related to new Medi-Cal/Medicare/EPSTD and other services billing system

Estimated Actual Other Financing Uses increased by \$903,000 to \$12,176,000 from the Adopted Budget of \$11,273,000. The 8% increase is due to:

- +\$1,526,000 - Transfers for MHSA funding of a Homeless program and one-time administrative transfers
- +\$301,000 - Increase in allocated administrative costs to Children's Programs
- -\$731,000 - Decrease in Substance Abuse and Crime Prevention Act (SACPA) or Prop. 36 funds due to State reductions. These funds are received in Fund 0047 and transferred into Fund 0044 to pay for program costs

Estimated Actual operating revenue decreased by \$11,165,000 to \$66,685,000 from the Adopted Budget of \$77,850,000. This 14% decline is due to:

- -\$6,064,000 - Reductions in revenue due to less services provided to clients eligible for Medi-Cal/Medicare, Drug Medi-Cal and Early Periodic Screening Diagnosis Treatment (EPSTD)
- -\$1,375,000 - Elimination of AB2034 funding for housing for the homeless mentally ill by the State

## ALCOHOL, DRUG & MENTAL HEALTH SERVICES

### Department Summary (cont'd)

- -\$1,150,000 - Budgeted State Aid Realignment allocation that did not increase as anticipated
- -\$960,000 - Allocation of administrative expenses to ADP programs (change nets out against ADP program expenses)
- -\$757,000 - Discontinued administrative fee revenue from fee-for-service providers
- -\$701,000 - Budgeted SB90 funding which will not be funded in FY 07-08
- -\$377,000 - Reduction in State Prop 36, Substance Abuse and Crime Prevention Act funding
- -\$356,000 - Additional interest charges due to delays in State payments
- +\$429,000 - Grant funding (Perinatal services and various other programs)
- +\$50,000 - Increases in patient fees
- +\$96,000 - The remaining \$96,000 is comprised of several miscellaneous accounts.

Estimated Actual Other Financing Sources increased by \$11,234,000 to \$19,623,000 from the Adopted Budget of \$8,389,000 due to non-recurring transfers from the General Fund strategic reserve of \$6,900,000; increase in use of prior year designations for MHSA programs \$3,364,000; and increase in transfers from MHSA for indirect costs \$938,000.

#### **Significant Changes** (FY 2007-08 Estimated Actual to FY 2008-09 Recommended)

Operating expenditures will decrease by \$5,630,000 to \$70,101,000 from the prior year's Estimated Actual of \$75,731,000. This 7% decrease is due to:

- -\$4,549,000 - Contract reductions with CBOs, a budget balancing action due to lower revenue
- -\$987,000 - Workforce reductions
- -\$908,000 - Extra help
- -\$442,000 - Contractual services
- -\$314,000 - Temporary medical personnel to provide services in the absence of regular medical staff
- + \$1,265,000 - Employee Retirement (\$1,019,000) and Health Insurance (\$244,000)
- +\$165,000 - County cost allocations for services rendered by other County departments
- +\$128,000 - Liability insurance

The Recommended Budget's Other Financing Uses decreased by \$4,146,000 to \$8,030,000 from the prior year's Estimated Actual of \$12,176,000. This 34% decrease is due to:

- -\$1,632,000 - Non-recurring use of prior year's MHSA fund balance in FY 07-08
- -\$1,342,000 - A non-recurring transaction in Mental Health core programs to cover prior year's deficit
- -\$924,000 - A decrease in transfer from MHSA for Direct and Indirect costs
- -\$498,000 - A decrease in transfers for SACPA expenditures
- +\$215,000 - These reductions are offset by an increase in transfer to Other County Departments.

The Recommended Budget's operating revenues will increase by \$3,305,000 to \$69,990,000 from the prior year's Estimated Actual of \$66,685,000. This 5% increase is due to:

- +\$2,809,000 - Increased allocation of administrative expenses to programs
- +\$1,479,000 - State funding of MHSA programs
- +\$466,000 - Increases in net services provided to clients eligible for Medi-Cal/Medicare, drug Medi-Cal and early periodic screening diagnosis treatment (EPSDT)
- -\$679,000-SACPA (Prop 36) funding
- -\$709,000 - Discontinued administrative fee revenue from fee-for-service providers interest expense
- -\$61,000 - The remaining \$61,000 is comprised of several miscellaneous accounts.

The Recommended Budget's Other Financing Sources decreased by \$14,574,000 to \$5,050,000 from the prior year's Estimated Actual of \$19,624,000. This 74% decrease is due to:

- -\$6,900,000 - A non-recurring General Fund Strategic Reserve transfer to meet FY 07-08 shortfalls
- -\$6,089,000 - Non-recurring use of MHSA and ADP prior year's designations for FY 07-08 program operations
- -\$847,000 - A decrease in transfers for MHSA related expenditures
- -\$498,000 - Decrease in transfer for SACPA related expenses due to reduced funding
- -\$220,000 - A non recurring transfer from General Services of unspent capital project funds

The Recommended Budget's FTE's will decrease by 69.2 to 263.4 from the Adopted FY 07-08 Budgeted FTE's of 332.6. This decrease is due to the elimination of unfilled positions and staff reductions, partially offset by increases as new MHSA programs came on line in 07-08.

## ALCOHOL, DRUG & MENTAL HEALTH SERVICES

### Department Summary (cont'd)

#### **Fiscal constraints require staffing and service level reductions in FY 08-09.**

Due to fiscal constraints caused by a 23% reduction in revenues in the Adult Mental Health Division, the Department will reduce its staffing level in all divisions (except Alcohol and Drug Programs, shown below) by 61 FTEs (24 filled and 37 vacant FTEs), reconfigure the existing Assertive Community Treatment (ACT) teams and reduce supportive housing and intensive residential service levels. Basic core services will be maintained; however, contracts with community providers will be reduced by \$4.3 million. Services will be offered through County Clinics, contract providers and Mental Health Services Act programs. The new service delivery framework will have a single point of system access and clinical accountability for each client. The recently implemented Level of Care & Recovery Assessment System will assist in matching clients to appropriate and available services.

In the Alcohol and Drug Programs (ADP), service levels were maintained over the last few years by using reserve funds to bridge the gap between revenues and expenditures. In FY 08-09, ADMHS will reduce ADP staffing levels by 8.2 FTEs (3.4 filled and 4.8 vacant FTEs) and contracted services by \$0.6 million. Treatment length of stay for SACPA clients will be reduced. Changes in the level of services to court-ordered adults will be made in collaboration with the Policy Council, comprised of the District Attorney and Public Defender, Superior Court, Probation and contracted service providers.

#### **Departmental Priorities and Their Alignment with County Goals.**

The Department's FY 08-09 challenge is to continue to provide core Adult Mental Health services with limited revenue. Currently core services are delivered through three community clinics, North and South CARES, North CARES Residential, the Psychiatric Health Facility and services provided by CBOs. Federal and State funding for these essential programs has not grown in proportion to the cost of providing these services.

The demand for services is increasing, particularly in the adult uninsured population, while the percentage of Medi-Cal eligible clients is declining. Compounding the issue of the increased service costs and demand, are the chronic delays in State Medi-Cal payments, which have resulted in an increased deficit due to interest charges on funds borrowed to meet normal operating costs. At the same time, additional revenues from the Mental Health Services Act (MHSA) are funding new programs to serve previously unserved and underserved populations.

The FY 08-09 recommended budget includes a reduction in the level of program expenditures since matching funds available to the Adult Mental Health Programs are insufficient to sustain the service level provided by the Adult Mental Health Division. Program reductions affect both staff and contracts with CBOs and contracted agencies. To meet these fiscal challenges, every effort has been made to minimize the impact to clients.

The Department is currently redesigning the Adult Mental Health System and restructuring the Department's business operations to strengthen fiscal accountability and oversight and has undertaken a number of initiatives to achieve cost effectiveness. These include working with the Department of Social Services to assist individuals with severe mental illness in the Medi-Cal /SSI application process; implementing a medication formulary to control pharmaceutical costs; and implementing utilization management for out-of-county hospitalizations.

The Alcohol & Drug Program division (ADP) will also experience financial challenges in FY 08-09. The State Department of Alcohol and Drug Programs is implementing funding reductions to the Substance Abuse and Crime Prevention Act (SACPA) program and Drug Medi-Cal. Other reductions include grants for prevention and perinatal programs which expired or were reduced in FY 07-08, as well as adult and youth treatment and prevention programs in which expenditures exceed revenues.

#### **The key projects and strategic actions are aligned with the following County goals:**

#### **Goal 1: Efficient and Responsive Government: An Efficient, Professionally Managed Government Able to Anticipate and to Effectively Respond to the Needs of the Community.**

#### Current Year (FY 07-08) Accomplishments:

- Implemented the Level of Care & Recovery System to establish a standardized method for aligning service demand with service capacity, determining the type and level of service needed with the goal of assuring that the appropriate services are accessible and available throughout the County. Baseline data were collected on all open clients in the Fall of 2007, and are being used as part of the Departmental system redesign.
- Conducted a multi-level planning process as part of the development of the Mental Health Services Act plan for use of the Workforce Education and Training funding.

#### Proposed Strategic Actions:

The Department's challenges are to continue to provide core services to clients with serious mental illness with declining Medi-Cal revenue. The Department's strategic actions are:

- Redesign the Department's business model and service delivery system. Continue to strengthen ADMHS internal controls and improve business operations through better integration of business functions.
- Strengthen ADMHS and CBO training on client care documentation requirements.
- Increase Medi-Cal penetration rate by working closely with benefit eligibility workers to move clients quickly through the Medi-Cal and SSI application processes.

## ALCOHOL, DRUG & MENTAL HEALTH SERVICES

### Department Summary (cont'd)

#### **Goal 2: Health and Safety: A Safe and Healthy Community in Which to Live, Work and Visit.**

##### Current Year (FY 07-08) Accomplishments:

- Opened North County CARES, an emergency drop-in facility, in Santa Maria in Fall 2007.
- Opened a 12-bed residential treatment facility at North CARES in Spring 2008, with an additional County General Fund contribution.
- Building on the goals established at the Countywide Methamphetamine Summit held in December 2006, ADMHS, Department of Social Services, County and community partners convened the Methamphetamine Prevention Network. The purpose of the Network is to implement evidence-based outreach, prevention and intervention strategies and develop an infrastructure to implement strategies and measure goal achievement.
- In partnership with CBOs and other partners, implemented the MHSA Community Services and Supports programs. During FY 07-08, ADMHS implemented Bridge to Care, Connections, Older Adult Response and Recovery Services, Vida Nueva and New Heights programs (described in a later section).
- Started the community planning process to develop the County's plan for use of the MHSA Workforce Training & Education funding through a series of town hall meetings to provide input on how approximately \$1.1 million in MHSA funds should be used.
- The Alcohol and Drug Program, in partnership with Probation and Child Welfare Services, increased family engagement in substance use treatment offered by the Youth and Family Treatment Centers.
- Continued to strengthen the skill levels of law enforcement to work with persons with mental illness and addictions by providing Crisis Intervention Training (CIT).
- Improved utilization review for hospital and Institute for Mentally Diseased (IMD) bed day management, which has resulted in decreased hospital length of stay and a reduction in out-of-county hospital placement.

##### Proposed Strategic Actions:

- Provide core services to clients using the level of care system and foster client recovery through integrated treatment, rehabilitation and support services.
- Manage the client admission process and the types and frequency of service delivery.
- The Countywide Mobile Crisis Team will phase in coverage of crisis services (currently provided by Mental Health Assessment Team) in three hospital emergency rooms and will conduct crisis and hospitalization evaluations for youth and families. Currently, Mobile Crisis offers service weekdays from 8am to 10pm.

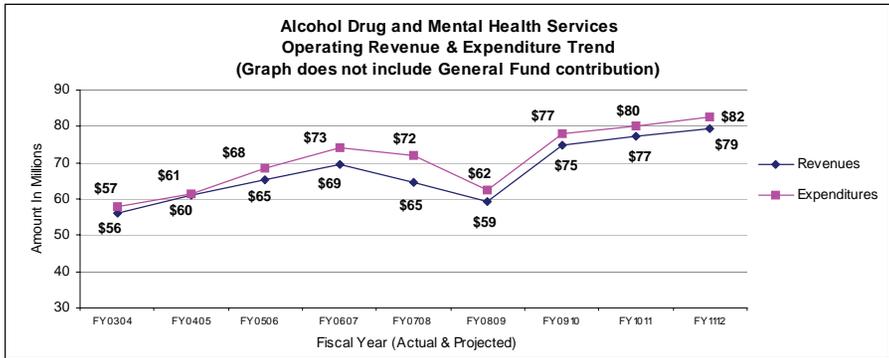
##### Proposed Key Projects:

- Develop alternative sentencing opportunities for persons with mental illness and non-violent, low-level drug offenders. The goal will be to increase the number of persons that enter treatment and remain in treatment longer, thereby, helping to divert persons from costly sanctions such as incarceration and involuntary care.
- Implement the MHSA Workforce Training & Education plan upon approval by the California Department of Mental Health.
- Conduct planning processes for upcoming funding sources through key components of the Mental Health Services Act for Prevention and Early Education, Capital Facilities and Technology and Innovative Programs.



Consumer art from the 2006 ADMHS Consumer Art Calendar

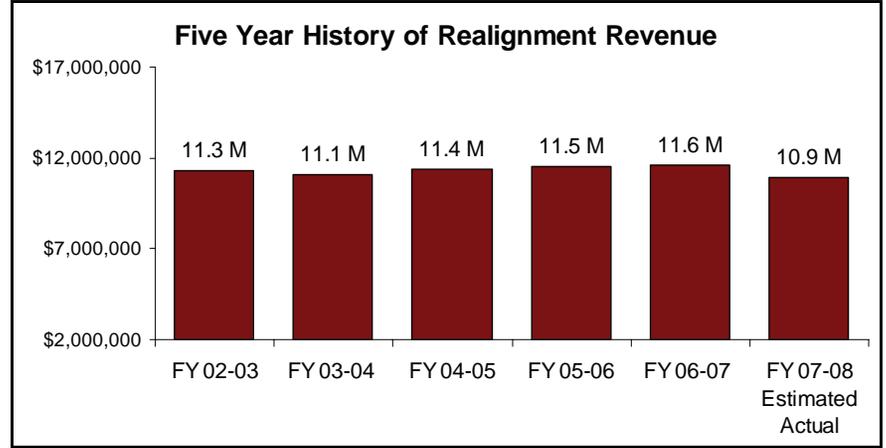
**ALCOHOL, DRUG & MENTAL HEALTH SERVICES**  
 Department Summary (cont'd)



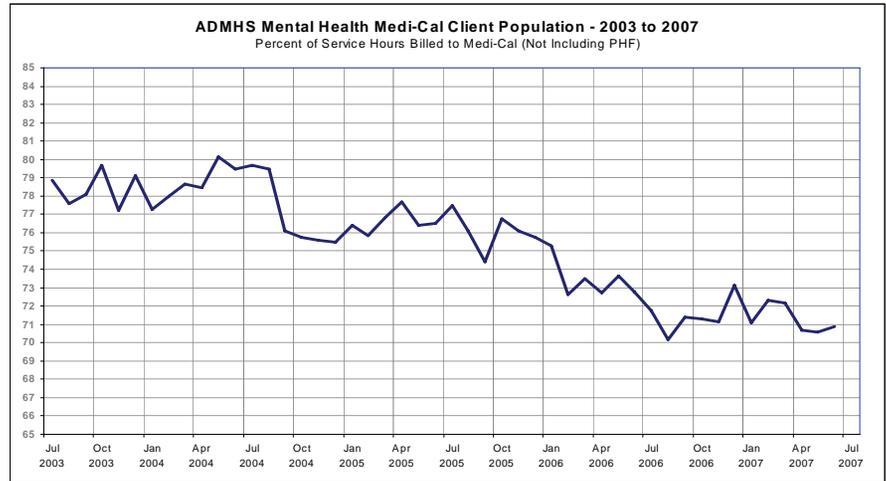
A key project in FY 08-09 will be to align expenditures with operating revenue by implementing several strategies including better assessment and direction of clients to the appropriate care.



Client art from the 2006 ADMHS Consumer Art Calendar



State Realignment (revenues from sales tax and motor vehicle license fees) continued to fund County operated mental health services. Realignment revenue has not kept pace with growth in service demand.



The above chart displays the actual and projected trends of Departmental revenue and expenditures. Over the last four years, the percentage of clients with Medi-Cal benefits has declined by approximately 10%. This reduction has made it increasingly difficult to serve the growing uninsured population while sustaining core mental health services.

**ALCOHOL, DRUG & MENTAL HEALTH SERVICES**  
**Administration**

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Use of Funds Summary</b>				
Operating Expenditures				
ADMHS Administration	\$ 3,891,040	\$ 4,621,670	\$ 5,180,131	\$ 2,435,762
Patient Rights	174,645	96,254	134,108	175,995
Mental Health Commission	1,648	1,630	3,232	3,232
Human Resources	376,691	350,652	342,803	251,539
Management Information Systems	1,605,510	1,627,625	1,416,037	1,557,548
Fiscal/Accounting/Contracts	1,098,474	1,139,378	1,401,052	1,616,131
Prog Eval & Perform Outcomes	87,862	85,018	102,833	93,549
Operating Sub-Total	7,235,870	7,922,227	8,580,196	6,133,756
Less: Intra-County Revenues	(525,000)	(425,000)	(425,000)	(3,233,759)
Operating Total	6,710,870	7,497,227	8,155,196	2,899,997
Non-Operating Expenditures				
Capital Assets	352,292	50,000	50,000	47,000
Expenditure Total	7,063,162	7,547,227	8,205,196	2,946,997
Other Financing Uses				
Operating Transfers	2,465,484	39,683	39,683	39,683
Designated for Future Uses	18,516,395	--	1,037,965	--
Division Total	\$ 28,045,041	\$ 7,586,910	\$ 9,282,844	\$ 2,986,680

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Character of Expenditures</b>				
Operating Expenditures				
Regular Salaries	2,699,345	2,577,627	2,947,194	2,656,874
Overtime	45,002	--	21,200	21,200
Extra Help	45,470	--	8,500	--
Benefits	894,950	935,816	897,906	1,067,212
Salaries & Benefits Sub-Total	3,684,767	3,513,443	3,874,800	3,745,286
Services & Supplies	2,771,330	2,933,784	2,380,396	2,388,470
Public Assistance Payments	779,773	1,475,000	2,325,000	--
Operating Sub-Total	7,235,870	7,922,227	8,580,196	6,133,756
Less: Intra-County Revenues	(525,000)	(425,000)	(425,000)	(3,233,759)
Operating Total	6,710,870	7,497,227	8,155,196	2,899,997
Non-Operating Expenditures				
Capital Assets	352,292	50,000	50,000	47,000
Expenditure Total	\$ 7,063,162	\$ 7,547,227	\$ 8,205,196	\$ 2,946,997

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Source of Funds Summary</b>				
Departmental Revenues				
Interest	(361,057)	(200,000)	(721,735)	(800,000)
Federal & State Revenues	13,433,743	3,063,504	4,554,076	--
Other Charges for Services	11,554,791	3,051,805	2,722,650	5,540,580
Miscellaneous Revenue	(60,259)	--	2,609	1,800
Revenue Sub-Total	24,567,218	5,915,309	6,557,600	4,742,380
Less: Intra-County Revenues	(525,000)	(425,000)	(425,000)	(3,233,759)
Revenue Total	24,042,218	5,490,309	6,132,600	1,508,621
General Fund Contribution	1,170,858	833,327	833,327	437,078
Other Financing Sources				
Operating Transfers	2,271,212	867,879	2,316,855	347,959
Use of Prior Fund Balances	560,753	395,395	62	693,022
Division Total	\$ 28,045,041	\$ 7,586,910	\$ 9,282,844	\$ 2,986,680

	Actual FY 06-07		Adopted FY 07-08		Est. Actual FY 07-08		Recommended FY 08-09	
	Pos.	FTE	Pos.	FTE	Pos.	FTE	Pos.	FTE
<b>Position Summary</b>								
Permanent								
ADMHS Administration	12.0	10.5	10.0	9.7	10.0	7.4	8.0	6.7
Patient Rights	1.0	1.1	1.0	0.9	1.0	--	1.0	0.9
Mental Health Commission	--	--	--	--	--	0.9	--	--
Human Resources	5.0	3.4	4.0	3.3	4.0	2.8	2.0	1.9
Management Information Systems	11.0	10.0	11.0	9.4	11.0	9.7	11.0	9.3
Fiscal/Accounting/Contracts	15.0	11.3	15.0	12.0	15.0	11.1	15.0	13.0
Prog Eval & Perform Outcomes	1.0	1.0	1.0	0.9	1.0	1.0	1.0	0.9
Total Permanent	45.0	37.2	42.0	36.2	42.0	32.7	38.0	32.6
Non-Permanent								
Contract	--	1.2	--	0.3	--	2.1	--	0.5
Total Positions	45.0	38.4	42.0	36.4	42.0	34.8	38.0	33.1

## SERVICE DESCRIPTION

Administrative services provides support to all divisions to ensure alcohol, drug and mental health prevention, rehabilitation and treatment services are offered in an efficient, cost effective and safe manner.

### Significant Changes (FY 2007-08 Adopted to FY 2007-08 Estimated Actual)

Estimated Actual operating expenditures increased by \$658,000 to \$8,580,000 from the Adopted Budget of \$7,922,000. This 8% increase is the result of:

- +\$850,000 - Unanticipated grant/audit settlements
- +\$374,000 - Increased payments for contractors due to the Interim Director and funding an unplanned Patients' Rights Advocate
- +\$171,000 - Higher than planned expenses related to an under-accrual of FY 06-07 software expenses and increased costs associated with a new billing system
- -\$617,000 - Purchase of furniture and fixtures and computers as the Department has deferred certain repairs and planned upgrades
- -\$133,000 - Maintenance of structures and grounds

Estimated Actual operating revenue increased by \$643,000 to \$6,558,000 from the Adopted Budget of \$5,915,000. This 11% increase is a result of:

- +\$1,495,000 - An increased allocation of State Realignment revenue previously allocated to the Psychiatric Health Facility)
- -\$329,000 - offset by decreases in Medi-Cal administrative reimbursement
- +\$522,000 - Increased interest expense attributable to a delay in Medi-Cal reimbursements from the State

### Significant Changes (FY 2007-08 Estimated Actual to FY 2008-09 Recommended)

The Recommended Budget's operating expenditures will decrease by \$2,446,000 to \$6,134,000 from the prior year's Estimated Actual of \$8,580,000. This 29% decrease is primarily due to:

- -\$2,235,000 - Expected grant/audit settlements being paid through a separate fund
- -\$384,000 - Decreased contractors on payroll costs now that the Director's position is filled and other planned reductions
- -\$74,000 - Decreased contractual services
- +\$160,000 - These decreases are partially offset by increased retirement contributions.
- -\$87,000 - The remaining \$87,000 is due to several miscellaneous decreases.

## ALCOHOL, DRUG & MENTAL HEALTH SERVICES

### Administration (cont'd)

The Recommended Budget's operating revenues will decrease by \$1,816,000 to \$4,742,000 from the prior year's Estimated Actual of \$6,558,000. This 28% decrease is due to:

- -\$4,554,000 - A reduction in the VLF (now allocated to the PHF) and State Mental Health Realignment allocations to this Division (now allocated to Adult MH Programs)
- -\$78,000 - Increased interest expense
- +\$2,809,000 - Increase in Intra-fund transfers into the Administrative Division as administrative costs are allocated to the various Divisions in the FY 08-09 budget



Crisis Recovery and Emergency Services (CARES) residential facility in Santa Maria

**ALCOHOL, DRUG & MENTAL HEALTH SERVICES**  
**Administration (cont'd)**

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Department-wide Effectiveness Measures</b>				
To ensure an efficient and responsive government, the County will maintain a count of 3 or less Medical Malpractice claims filed per quarter.	0	0	5	0
To ensure an efficient and responsive government, the County will maintain the rate of General Liability claims filed at no more than 90 - 100% of the previous year's actual claims filed.	550% 11 2	100% 11 11	64% 7 11	100% 7 7
As an efficient and responsive government, the County will maintain the cost of workers' compensation incident claims to \$1.17 per \$100 payroll (salaries and benefits).	\$1.32 \$273,678 \$207,118	\$0.55 \$140,172 \$252,605	\$0.80 \$186,641 \$234,691	\$0.65 \$140,172 \$215,677
To improve workers' safety, the County will conduct its operations in order to maintain the rate of Workers' Compensation incident claims to 12 or less per 100 FTE employees Countywide.	3.59 12 3.34	3.60 12 3.33	7.51 22 2.93	8.37 22 2.63
As an efficient and responsive government, the County will maintain the rate of Workers' Compensation claims filed between 90 - 100% of the previous year's actual claims filed.	50% 12 24	100% 12 12	183% 22 12	100% 22 22
As an efficient and responsive government, the County will maintain a productive workforce through a countywide Lost Time Rate of 5.9% or less.	4.3% 29,931 694,720	4.5% 30,935 692,640	4.9% 29,699 609,440	5.9% 32,275 547,040
As an efficient and responsive government, the County will maintain a quality workforce through completing 95 -100% of departmental Employee Performance Reviews (EPRs) by the Anniversary Due Date.	40% 192 474	100% 350 350	52% 143 275	100% 250 250

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Recurring Performance Measures</b>				
<b>ADMHS Administration</b>				
To ensure funding of MHSA programs, the amount of Medi-Cal/EPSDT/Medicare claims and other Charges for Services must equal or exceed \$3,340,400.	--	--	--	3,340,400
To ensure funding of ADP programs, the amount of Drug Medi-Cal claims and other Charges for Services must equal or exceed \$2,434,700.	--	--	--	2,434,700
To ensure funding of Children's Mental Health programs, the amount of Medi-Cal/EPSDT claims and other Charges for Services must equal or exceed \$18,966,000.	--	--	--	18,966,000
To ensure funding of Adult Mental Health programs, the amount of Medi-Cal/Medicare claims and other Charges for Services must equal or exceed \$8,359,000.	--	--	--	8,359,000
<b>Fiscal/Accounting/Contracts</b>				
To ensure uninterrupted service delivery to clients from private providers, process 85% of an estimated 470 complete invoices within 30 days of receipt.	84% 398 473	85% 400 470	90% 485 535	85% 400 470
In order to provide safe facilities for the public and staff, process 98% of approximately 300 facility work requests, or 25 requests per month, within 2 business days.	99% 313 317	98% 294 300	98% 295 300	98% 295 300

**ALCOHOL, DRUG & MENTAL HEALTH SERVICES**  
**Administration (cont'd)**

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
	Pos.	Pos.	Pos.	Pos.
<b>Position Detail</b>				
<b>ADMHS Administration</b>				
Director	1.0	1.0	1.0	1.0
Assistant Director	1.0	1.0	1.0	1.0
Facilities Manager	1.0	1.0	1.0	1.0
Department Analyst Program	1.0	--	--	--
Administrative Support Supervisor	--	1.0	1.0	2.0
Departmental Assistant	4.0	2.0	2.0	1.0
Administrative Services Clerk	1.0	--	--	--
Administrative Secretary	--	1.0	1.0	--
Building Maintenance Worker	1.5	1.5	1.5	1.5
Office Assistant	1.0	1.0	1.0	--
Clerical Aide	0.5	0.5	0.5	0.5
Sub-Division Total	12.0	10.0	10.0	8.0
<b>Patient Rights</b>				
Patients Rights Advocate	1.0	1.0	1.0	1.0
Sub-Division Total	1.0	1.0	1.0	1.0
<b>Human Resources</b>				
Human Resources Manager	1.0	1.0	1.0	1.0
Departmental Assistant	1.0	1.0	1.0	--
Human Resources Technician	2.0	2.0	2.0	1.0
Office Assistant	1.0	--	--	--
Sub-Division Total	5.0	4.0	4.0	2.0
<b>Management Information Systems</b>				
Computer Systems Specialist Supervisor	--	--	--	1.0
EDP Systems & Prog Analyst	3.0	3.0	3.0	3.0
Computer Systems Specialist	5.0	6.0	6.0	5.0
Data Processing Manager	1.0	1.0	1.0	1.0
Data Entry Operator	2.0	1.0	1.0	1.0
Sub-Division Total	11.0	11.0	11.0	11.0

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
	Pos.	Pos.	Pos.	Pos.
<b>Position Detail</b>				
<b>Fiscal/Accounting/Contracts</b>				
Assistant Director	--	--	--	1.0
Chief Financial Officer	1.0	1.0	1.0	1.0
Fiscal Manager	1.0	1.0	1.0	1.0
Accountant Supervising	--	--	--	1.0
Contracts Coordinator	--	--	--	1.0
Cost Analyst	2.0	2.0	2.0	2.0
Department Analyst Program	1.0	1.0	1.0	1.0
Accountant	5.0	5.0	5.0	3.0
Departmental Assistant	1.0	1.0	1.0	--
Accounting Technician, Senior	1.0	1.0	1.0	2.0
Accounting Technician	2.0	2.0	2.0	1.0
Accounting Assistant Sr	1.0	1.0	1.0	1.0
Sub-Division Total	15.0	15.0	15.0	15.0
<b>Prog Eval &amp; Perform Outcomes</b>				
Department Analyst Program	1.0	1.0	1.0	1.0
Sub-Division Total	1.0	1.0	1.0	1.0
Division Total	45.0	42.0	42.0	38.0



Client art from 2007 ADMHS Consumer Art Calendar

## ALCOHOL, DRUG & MENTAL HEALTH SERVICES

### Alcohol & Drug Programs

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Character of Expenditures</b>				
Operating Expenditures				
Regular Salaries	1,520,376	1,891,001	1,576,528	1,338,583
Overtime	4,719	--	1,000	1,000
Extra Help	63,687	--	62,200	--
Benefits	524,620	715,904	580,372	578,472
Salaries & Benefits Sub-Total	2,113,402	2,606,905	2,220,100	1,918,055
Services & Supplies	11,080,392	10,548,224	9,152,945	8,638,492
Public Assistance Payments	(227,893)	--	--	--
Operating Sub-Total	12,965,901	13,155,129	11,373,045	10,556,547
Less: Intra-County Revenues	(2,287,426)	(1,417,916)	(420,389)	(420,723)
Operating Total	10,678,475	11,737,213	10,952,656	10,135,824
Non-Operating Expenditures				
Capital Assets	139,049	--	--	--
Expenditure Total	<u>\$ 10,817,524</u>	<u>\$ 11,737,213</u>	<u>\$ 10,952,656</u>	<u>\$ 10,135,824</u>

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Use of Funds Summary</b>				
Operating Expenditures				
ADP - Program Administration	\$ 1,483,837	\$ 1,432,583	\$ 1,341,213	\$ 1,659,004
ADP - Treatment Services	9,907,174	10,494,748	8,830,640	8,107,951
ADP - Prevention Services	1,543,122	1,188,893	1,169,719	749,469
ADP - Drinking Driver Services	31,768	25,463	29,916	26,447
ADP - Other Services	--	13,442	1,557	13,676
Operating Sub-Total	12,965,901	13,155,129	11,373,045	10,556,547
Less: Intra-County Revenues	(2,287,426)	(1,417,916)	(420,389)	(420,723)
Operating Total	10,678,475	11,737,213	10,952,656	10,135,824
Non-Operating Expenditures				
Capital Assets	139,049	--	--	--
Expenditure Total	10,817,524	11,737,213	10,952,656	10,135,824
Other Financing Uses				
Operating Transfers	2,882,791	3,425,670	2,669,987	2,103,933
Designated for Future Uses	188,881	195,696	140,436	144,000
Division Total	<u>\$ 13,889,196</u>	<u>\$ 15,358,579</u>	<u>\$ 13,763,079</u>	<u>\$ 12,383,757</u>

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Source of Funds Summary</b>				
Departmental Revenues				
Interest	\$ 75,402	\$ 50,000	\$ 56,148	\$ 46,000
Federal & State Revenues	8,174,262	7,826,800	7,400,397	6,866,407
Other Charges for Services	3,860,039	4,243,700	2,779,425	2,948,423
Miscellaneous Revenue	176,547	156,600	147,636	153,500
Revenue Sub-Total	12,286,250	12,277,100	10,383,606	10,014,330
Less: Intra-County Revenues	(2,287,426)	(1,417,916)	(420,389)	(420,723)
Revenue Total	9,998,824	10,859,184	9,963,217	9,593,607
General Fund Contribution	110,517	110,517	110,517	110,517
Other Financing Sources				
Operating Transfers	2,327,860	2,859,500	2,128,047	1,629,633
Use of Prior Fund Balances	1,451,995	1,529,378	1,561,298	1,050,000
Division Total	<u>\$ 13,889,196</u>	<u>\$ 15,358,579</u>	<u>\$ 13,763,079</u>	<u>\$ 12,383,757</u>

	Actual FY 06-07		Adopted FY 07-08		Est. Actual FY 07-08		Recommended FY 08-09	
	Pos.	FTE	Pos.	FTE	Pos.	FTE	Pos.	FTE
<b>Position Summary</b>								
Permanent								
ADP - Program Administration	7.0	7.9	7.0	8.0	7.0	6.6	4.0	5.1
ADP - Treatment Services	17.5	15.1	21.0	18.4	21.0	14.9	13.0	13.2
ADP - Prevention Services	2.0	2.7	2.0	2.4	2.0	2.8	2.0	1.9
ADP - Drinking Driver Services	--	0.3	--	0.2	--	0.3	--	0.2
ADP - Other Services	--	--	--	0.1	--	0.0	--	0.1
Total Permanent	26.5	26.0	30.0	29.2	30.0	24.6	19.0	20.6
Non-Permanent								
Contract	--	0.3	--	0.8	--	0.2	--	--
Total Positions	<u>26.5</u>	<u>26.3</u>	<u>30.0</u>	<u>30.0</u>	<u>30.0</u>	<u>24.9</u>	<u>19.0</u>	<u>20.6</u>

**SERVICE DESCRIPTION**

The Alcohol and Drug Program provides and contracts for prevention, intervention and treatment services that build upon individual, family and community strengths and assets in order to overcome problems related to alcohol misuse and other drug abuse.

**Significant Changes (FY 2007-08 Adopted to FY 2007-08 Estimated Actual)**

Estimated Actual operating expenditures decreased by \$1,782,000 to \$11,373,000 from the Adopted Budget of \$13,155,000. This 14% decrease is due to:

- -\$960,000 - A reduction in the allocation of administrative expenses to ADP programs
- -\$658,000 - Decreased payments to providers for services to clients on a contracted basis
- -\$387,000 - Salary savings resulting from staff vacancies
- +\$228,000 - These decreases are partially offset by increased trust fund consulting and prevention services

Estimated Actual operating revenue decreased by \$1,893,000 to \$10,384,000 from the Adopted Budget of \$12,277,000. This 15% decrease is due to:

- -\$960,000 - A reduced allocation of administrative expenses to ADP programs
- -\$613,000 - Reduced State Grant Funding
- -\$269,000 - Reduced Administrative and Other Service charges
- -\$244,000 - Drug Medi-Cal eligible clients
- +\$250,000 - These decreases are partially offset by an increase in Federal Grant Funds
- -\$57,000 - The remaining \$57,000 is due to several miscellaneous reductions.

**Significant Changes (FY 2007-08 Estimated Actual to FY 2008-09 Recommended)**

The Recommended Budget's operating expenditures will decrease by \$816,000 to \$10,557,000 from the prior year's Estimated Actual of \$11,373,000. This 7% decrease is due to:

- -\$599,000 - A decrease in treatment services to clients provided on a contracted basis
- -\$302,000 - Salary savings from workforce reductions
- +\$90,000 - These reductions were partially offset by increased cost allocations

The Recommended Budget's operating revenue will decrease by \$370,000 to \$10,014,000 from the prior year's Estimated Actual of \$10,384,000. This 4% decrease is due to:

- -\$679,000 - A decrease in Substance Abuse and Crime Prevention Act funding
- +\$270,000 - Partially offset by increased Federal grant funding and increased charges for billable services

**ALCOHOL, DRUG & MENTAL HEALTH SERVICES**

**Alcohol & Drug Programs (cont'd)**

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommender FY 08-09
<b>Recurring Performance Measures</b>				
<b>ADP - Treatment Services</b>				
To increase the likelihood of successful treatment and recovery, increase the percentage of youth with length of treatment stay of 30 days or more by 5% from 90% to 95%.	0%	110%	129%	105%
	--	77	90	95
	--	70	70	90
To increase the likelihood of successful treatment and recovery, increase the percentage of adults with length of treatment stay of 30 days or more by 5% from 73% to 77%.	0%	110%	95%	105%
	--	55	73	77
	--	50	77	73
To promote self-sufficiency and maintain recovery of adult clients completing treatment, increase the number of ADP clients who are employed, in job training or enrolled in school when discharge from treatment by 20%, from 190 to 228 per quarter. Note: Calculation of this KPI has been modified to quarterly for FY 07/08 Estimated Actuals forward.	97%	110%	24%	29%
	979	1,100	191	228
	1,000	1,000	792	800
To promote the health and well-being of children, ensure that 100% of an estimated 25 children born to women receiving peri-natal alcohol and drug treatment services will be drug-free.	0%	100%	100%	100%
	--	25	25	25
	--	25	25	25
To promote program effectiveness, 79% of 47 graduates from Adult Drug Court will have no new jail time when compared to the previous year.	85%	80%	80%	80%
	40	32	32	32
	47	40	40	40
Administer an effective program such that 66% of 800 adult Substance Abuse Crime Prevention Act (SACPA-Prop 36) clients will not be convicted for a new offense, excluding traffic violations, while in treatment.	80%	66%	65%	65%
	364	528	525	525
	455	800	800	800

**ALCOHOL, DRUG & MENTAL HEALTH SERVICES**

**Alcohol & Drug Programs (cont'd)**

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
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**Recurring Performance Measures**

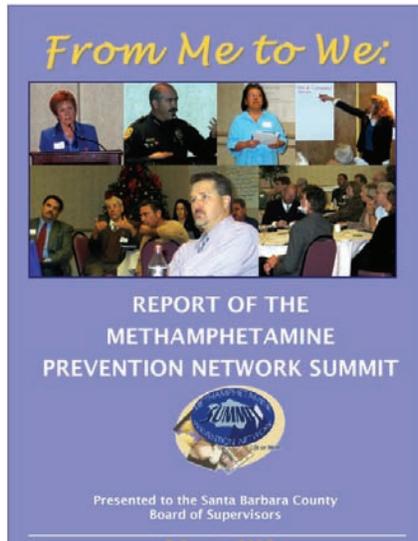
To support client efforts to return to work through intensive Alcohol and Drug services, increase the number of new CalWORKs assessments completed by 11%, from 19 to 21 per month. Note: Calculation of this KPI has been modified to monthly for FY 07/08 Estimated Actuals forward.

	207	1,100	18	19
--	-----	-------	----	----

**ADP - Prevention Services**

Enhance public awareness of alcohol and drug services by reaching approximately 400,000 individuals annually in the community with public service media messages.

	19,483	11,000	813,790	400,000
--	--------	--------	---------	---------



Building on the goals established at the Countywide Methamphetamine Summit held in December 2006, ADMHS, Department of Social Services, County and community partners convened the Methamphetamine Prevention Network.

	Actual FY 06-07 Pos.	Adopted FY 07-08 Pos.	Est. Actual FY 07-08 Pos.	Recommended FY 08-09 Pos.
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**Position Detail**

**ADP - Program Administration**

Assistant Director	1.0	1.0	1.0	--
Program Manager	1.0	--	--	--
Department Analyst Program	1.0	1.0	1.0	1.0
Administrative Secretary	1.0	1.0	1.0	1.0
Office Assistant	3.0	4.0	4.0	2.0
Sub-Division Total	7.0	7.0	7.0	4.0

**ADP - Treatment Services**

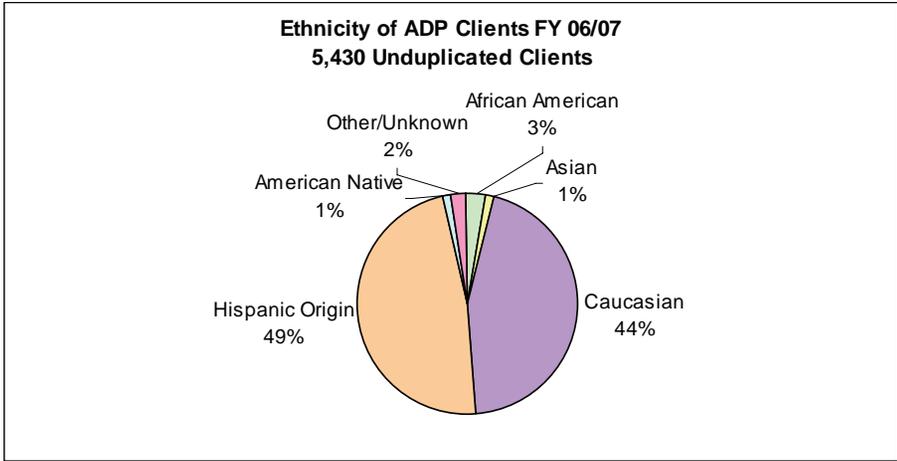
Division Chief	--	--	--	1.0
Program Manager	--	1.0	1.0	--
Team Supervisor	3.0	3.0	3.0	2.0
Clinical Psychologist	1.0	1.0	1.0	--
Practitioner	4.0	5.0	5.0	3.0
Rehab Specialist	2.0	2.0	2.0	--
Alcohol & Drug Service Specialist	6.0	6.0	6.0	6.0
Case Worker	--	2.0	2.0	--
Office Assistant	1.5	1.0	1.0	1.0
Sub-Division Total	17.5	21.0	21.0	13.0

**ADP - Prevention Services**

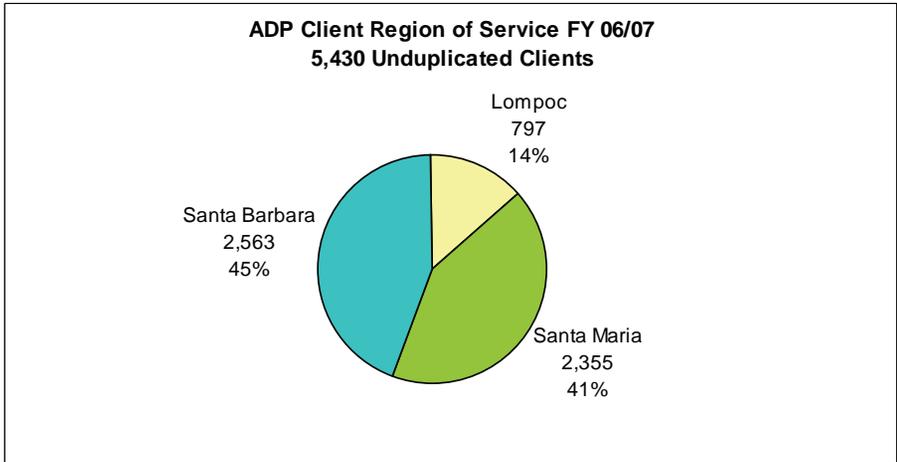
Team Supervisor	1.0	1.0	1.0	1.0
Alcohol & Drug Service Specialist	1.0	1.0	1.0	1.0
Sub-Division Total	2.0	2.0	2.0	2.0

Division Total	26.5	30.0	30.0	19.0
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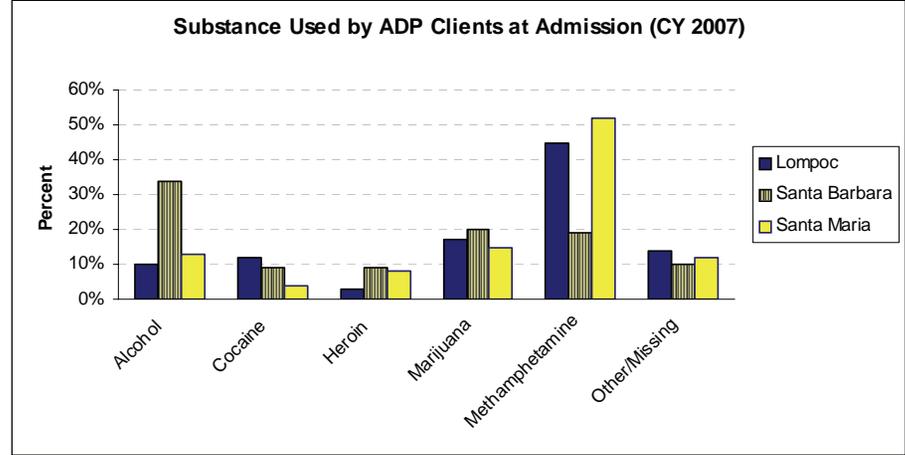
**ALCOHOL, DRUG & MENTAL HEALTH SERVICES**  
**Alcohol & Drug Programs (cont'd)**



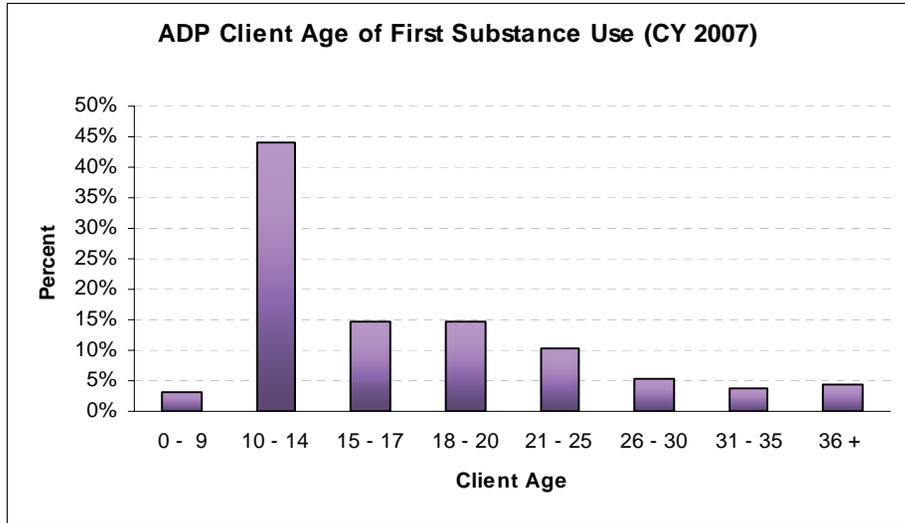
Consistent with departmental goals, ADMHS strives to provide culturally and linguistically appropriate services to meet the needs of the diverse ethnic groups in Santa Barbara County.



The need for services in North and Central County is increasing. Over half of clients receive services in North and Central County. As such, ADMHS continues to increase its capacity to provide high quality services to our clients.



Methamphetamine use is on the rise, particularly in North County. The impact on children, families and the community requires a coordinated approach by ADMHS and its community partners that includes education, prevention, treatment services and legal and safety measures and is a key project for the Alcohol & Drug Program.



Effective prevention and intervention strategies such as mentoring programs through Big Brothers & Big Sisters address youth at risk for substance use. Collaboration with local coalitions, parents and school groups are also needed to counter community influences and messages that promote unsafe alcohol and drug use.

**ALCOHOL, DRUG & MENTAL HEALTH SERVICES**

**Adult Mental Health Programs**

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Use of Funds Summary</b>				
Operating Expenditures				
Adult Program Administration	\$ 214,705	\$ 324,044	\$ 596,163	(3,580,861)
Santa Barbara Adult Services	2,910,967	3,147,137	2,753,365	1,764,557
Lompoc Adult Services	1,459,185	1,602,275	1,640,553	847,261
Santa Maria Adult Services	3,300,470	3,410,128	3,292,615	2,650,000
Quality Care & Compliance	2,738,541	3,226,725	3,054,459	5,137,116
Adult Housing & Intensive Support	3,118,540	2,856,538	3,019,050	2,203,229
Adult Community Based Org.	6,498,480	6,638,893	6,256,937	7,764,600
Special Projects	3,176,564	2,975,282	3,466,605	1,654,964
Operating Sub-Total	23,417,452	24,181,022	24,079,747	18,440,866
Less: Intra-County Revenues	(280,000)	(280,000)	(280,000)	(280,000)
Operating Total	23,137,452	23,901,022	23,799,747	18,160,866
Non-Operating Expenditures				
Capital Assets	--	--	--	10,000
Expenditure Total	23,137,452	23,901,022	23,799,747	18,170,866
Other Financing Uses				
Operating Transfers	488,511	299,769	217,144	292,703
Designated for Future Uses	--	--	--	86,833
Division Total	\$ 23,625,963	\$ 24,200,791	\$ 24,016,891	\$ 18,550,402

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Character of Expenditures</b>				
Operating Expenditures				
Regular Salaries	6,890,865	8,361,153	7,505,987	5,718,375
Overtime	107,580	--	122,600	122,600
Extra Help	267,578	--	218,600	--
Benefits	2,323,219	2,920,674	2,487,313	2,230,770
Salaries & Benefits Sub-Total	9,589,242	11,281,827	10,334,500	8,071,745
Services & Supplies	13,828,210	12,899,195	13,745,247	10,369,121
Operating Sub-Total	23,417,452	24,181,022	24,079,747	18,440,866
Less: Intra-County Revenues	(280,000)	(280,000)	(280,000)	(280,000)
Operating Total	23,137,452	23,901,022	23,799,747	18,160,866
Non-Operating Expenditures				
Capital Assets	--	--	--	10,000
Expenditure Total	\$ 23,137,452	\$ 23,901,022	\$ 23,799,747	\$ 18,170,866

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Source of Funds Summary</b>				
Departmental Revenues				
Federal & State Revenues	\$ 2,667,046	\$ 8,959,641	\$ 3,657,219	\$ 7,295,361
Other Charges for Services	9,203,448	13,662,650	12,218,184	8,638,793
Miscellaneous Revenue	2,100	--	--	--
Revenue Sub-Total	11,872,594	22,622,291	15,875,403	15,934,154
Less: Intra-County Revenues	(280,000)	(280,000)	(280,000)	(280,000)
Revenue Total	11,592,594	22,342,291	15,595,403	15,654,154
General Fund Contribution	300,000	300,000	300,000	1,996,248
Other Financing Sources				
Operating Transfers	603,592	900,000	8,020,060	900,000
Use of Prior Fund Balances	11,129,777	658,500	101,428	--
Division Total	\$ 23,625,963	\$ 24,200,791	\$ 24,016,891	\$ 18,550,402

	Actual FY 06-07		Adopted FY 07-08		Est. Actual FY 07-08		Recommended FY 08-09	
	Pos.	FTE	Pos.	FTE	Pos.	FTE	Pos.	FTE
<b>Position Summary</b>								
Permanent								
Adult Program Administration	5.0	1.6	3.0	2.0	3.0	1.6	2.0	1.4
Santa Barbara Adult Services	35.8	27.1	32.0	27.4	32.0	24.7	13.5	11.8
Lompoc Adult Services	17.5	14.4	18.5	14.7	18.5	13.4	6.0	4.2
Santa Maria Adult Services	38.0	29.8	34.3	31.1	34.3	27.0	21.5	18.7
Quality Care & Compliance	33.5	21.1	32.5	29.2	32.5	21.6	31.8	27.5
Adult Housing & Intensive Support	10.0	8.8	8.0	8.5	8.0	8.3	--	--
Special Projects	3.5	3.7	3.5	3.0	3.5	3.9	3.0	2.3
Total Permanent	143.3	106.4	131.8	115.8	131.8	100.5	77.8	65.8
Non-Permanent								
Contract	--	2.5	--	3.8	--	2.3	--	1.1
Total Positions	143.3	108.9	131.8	119.6	131.8	102.8	77.8	66.9

Note: Adult Program Administration in FY 08-09 includes reductions to Community-Base Organizations of (-\$5,007,301), and an allocation of administrative overhead costs (+\$1,114,000) and salaries and other charges (\$321,440).

## SERVICE DESCRIPTION

Adult Mental Health Services provides intensive mental health recovery model treatment and case management services in their natural environments, whenever possible; enhancing quality of life.

### Significant Changes (FY 2007-08 Adopted to FY 2007-08 Estimated Actual)

Estimated Actual operating expenditures decreased by \$101,000 to \$24,080,000 from the Adopted Budget of \$24,181,000. This is less than a 1% change and is due to:

- -\$947,000 - Decreased salaries and benefits from staff vacancies
- +\$536,000 - Increases in outside patient services (temporary doctors, nurses etc.) to backfill vacant permanent positions
- +\$297,000 -Facilities/hardware/installation costs associated with CARES north tenant improvements, originally planned for FY 06-07 but not incurred until FY 07-08
- +\$48,000 - Higher than planned utilities costs
- -\$66,000 - The remaining \$66,000 is due to several miscellaneous reductions.

Estimated Actual operating revenue decreased by \$6,747,000 to \$15,875,000 from the Adopted Budget of \$22,622,000. This 30% decrease is the result of:

- -\$4,008,000 - Reallocation of State Realignment funds to the Jail/Hospital Division
- -\$1,930,000 - Reduced services to Medi-Cal eligible clients due to decreased eligibility and partially offset by an increase in Medicare revenue
- -\$1,375,000 - Loss of AB2034 State revenues for housing for homeless mentally ill clients

These decreases are offset by increased revenues from:

- +\$434,000 - Administrative revenue charged to Mental Health providers which was a new practice started during FY 06-07 with FY 07-08 expected to be the first full year of this revenue source
- +\$79,000 - Other Federal Program Funding due to a prior year payment received in 07/08 (timing of payment issue)
- +\$52,000 - Increase in Patient Fees

### Significant Changes (FY 2007-08 Estimated Actual to FY 2008-09 Recommended)

The Recommended Budget's operating expenditures will decrease by \$5,639,000 to \$18,441,000 from the prior year's Estimated Actual of \$24,080,000. This 23% decrease is the result of:

- -\$4,272,000 - Decreases in services provided by CBOs and other Patient Services
- -\$2,263,000 - Decreases in salaries and benefits due to workforce reductions
- -\$112,000 - Decrease in furniture, software and maintenance costs through deferral of normal replacement/upgrade timetable

## ALCOHOL, DRUG & MENTAL HEALTH SERVICES

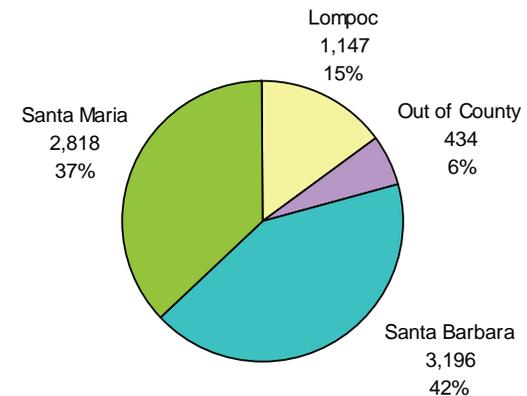
### Adult Mental Health Programs (cont'd)

- -\$69,000 - Decrease in contracted physician services
- -\$26,000 - Decrease in patients served
- +\$1,114,000 - Allocation of administrative costs (new distribution in FY 08-09)

The Recommended Budget's operating revenue will increase by \$59,000 to \$15,934,000 from the prior year's Estimated Actual of \$15,875,000. This less than 1% increase is the result of:

- +\$3,706,000 - An increased allocation of State Realignment funds to this Division (previously allocated to Administration)
- -\$2,894,000 - Decreases in Medi-Cal/Medicare eligible client revenues (based on reduced service levels)
- -\$633,000 - Elimination of administrative charges to CBOs
- -\$68,000 - Decreased Other Federal Program Funding due to timing of receipt of MHAT funding from cities. FY 07-08 included regular funding plus approximately \$70,000 of FY 06-07 funding.
- -\$52,000 - Decreased Patient Fees

**Adult MH Client Region of Service FY 06/07  
6,458 Unduplicated Clients**



The need for services in North and Central County is increasing. Over half of ADMHS clients receive services in North and Central County. As such, ADMHS continues to increase its capacity to provide high quality and culturally respectful services to clients.

**ALCOHOL, DRUG & MENTAL HEALTH SERVICES**

**Adult Mental Health Programs (cont'd)**

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Recurring Performance Measures</b>				
<b>Adult Program Administration</b>				
Provide mental health services to adults with serious mental illness (clients served).	5,227	5,200	5,200	5,000
<b>Quality Care &amp; Compliance</b>				
Avoid hospitalization and stabilize community members in crisis such that 80% of the 300 residents arriving at North County CARES in crisis are not hospitalized within 24 hours of a crisis contact.	0%	80%	88%	80%
	--	240	440	240
	--	300	500	300
To improve the mental health of community members, provide prompt assessment, supervision, oversight and referral to 100% of the 800 community members per year who arrive at North County CARES for mental health and/or substance abuse services.	722	800	990	800
Avoid hospitalization and stabilize community members in crisis such that 80% of the 400 residents arriving at South County CARES in crisis are not hospitalized within 24 hours of a crisis contact.	0%	80%	73%	80%
	--	320	470	320
	--	400	640	400
To improve the mental health of community members, provide prompt assessment, supervision, oversight and referral to 100% of the 1,500 community members per year who arrive at South County CARES for mental health and/or substance abuse services.	1,743	1,500	2,250	1,500

	Actual FY 06-07 Pos.	Adopted FY 07-08 Pos.	Est. Actual FY 07-08 Pos.	Recommended FY 08-09 Pos.
<b>Position Detail</b>				
<b>Adult Program Administration</b>				
Assistant Director	--	1.0	1.0	1.0
Division Chief	2.0	2.0	2.0	1.0
Project Coordinator	1.0	--	--	--
Clinical Psychologist	1.0	--	--	--
Office Assistant	1.0	--	--	--
Sub-Division Total	5.0	3.0	3.0	2.0
<b>Santa Barbara Adult Services</b>				
Psychiatrist	3.8	2.0	2.0	2.0
Program Manager	1.0	1.0	1.0	1.0
Team Supervisor	2.0	2.0	2.0	1.0
Psychiatric Nurse	2.0	3.0	3.0	1.0
Clinical Psychologist	1.0	1.0	1.0	--
Practitioner	10.0	9.0	9.0	3.0
Rehab Specialist	1.0	1.0	1.0	--
Case Worker	5.0	3.0	3.0	2.0
Psych. Technician	4.0	3.0	3.0	2.0
Patient Representative	1.0	2.0	2.0	--
Recovery Assistant	2.0	2.0	2.0	--
Office Assistant	3.0	3.0	3.0	1.5
Sub-Division Total	35.8	32.0	32.0	13.5
<b>Lompoc Adult Services</b>				
Psychiatrist	1.0	1.0	1.0	1.0
Program Manager	--	1.0	1.0	--
Team Supervisor	1.0	1.0	1.0	--
Psychiatric Nurse	--	--	--	1.0
Clinical Psychologist	1.0	1.0	1.0	--
Practitioner	4.0	4.0	4.0	2.0
Rehab Specialist	1.0	1.0	1.0	--
Case Worker	1.0	1.0	1.0	--
Psych. Technician	4.0	4.0	4.0	1.0
Patient Representative	1.0	1.0	1.0	--
Recovery Assistant	1.0	1.0	1.0	--
Office Assistant	2.5	2.5	2.5	1.0
Sub-Division Total	17.5	18.5	18.5	6.0

**ALCOHOL, DRUG & MENTAL HEALTH SERVICES**

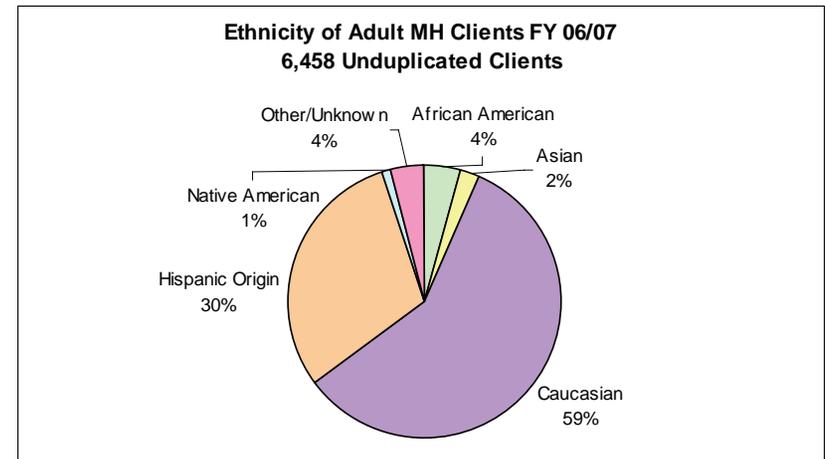
**Adult Mental Health Programs (cont'd)**

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
	Pos.	Pos.	Pos.	Pos.
<b>Position Detail</b>				
<b>Santa Maria Adult Services</b>				
Psychiatrist	2.0	1.8	1.8	2.5
Program Manager	1.0	--	--	--
Team Supervisor	2.0	2.0	2.0	2.0
Psychiatric Nurse	1.0	1.0	1.0	1.0
Clinical Psychologist	2.0	2.0	2.0	1.0
Practitioner	11.0	8.5	8.5	5.0
Rehab Specialist	--	--	--	1.0
Alcohol & Drug Service Specialist	--	1.0	1.0	1.0
Case Worker	4.0	3.0	3.0	2.0
Psych. Technician	7.0	6.0	6.0	4.0
Patient Representative	2.0	2.0	2.0	--
Recovery Assistant	3.0	3.0	3.0	--
Office Assistant	3.0	4.0	4.0	2.0
Sub-Division Total	38.0	34.3	34.3	21.5

**Quality Care & Compliance**

Psychiatrist	2.0	2.0	2.0	2.3
Health Care Practitioner	--	--	--	2.0
Utilization Review Manager	1.0	--	--	--
Program Manager	1.0	1.0	1.0	1.0
Team Supervisor	1.0	2.0	2.0	1.0
Psychiatric Nurse Sr.	1.0	1.0	1.0	--
Utilization Review Coordinator	1.0	1.0	1.0	1.0
Psychiatric Nurse	2.0	1.0	1.0	3.0
Clinical Psychologist	3.0	2.0	2.0	1.0
Practitioner	11.0	10.0	10.0	9.0
Case Worker	1.5	3.5	3.5	2.5
Psych. Technician	1.0	3.0	3.0	3.0
Patient Representative	1.0	2.0	2.0	2.0
Recovery Assistant	--	--	--	1.0
Office Assistant	7.0	4.0	4.0	3.0
Sub-Division Total	33.5	32.5	32.5	31.8

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
	Pos.	Pos.	Pos.	Pos.
<b>Position Detail</b>				
<b>Adult Housing &amp; Intensive Support</b>				
Psychiatrist	--	1.0	1.0	--
Program Manager	1.0	--	--	--
Psychiatric Nurse	1.0	1.0	1.0	--
Practitioner	4.0	4.0	4.0	--
Patient Representative	1.0	--	--	--
Recovery Assistant	1.0	1.0	1.0	--
Office Assistant	2.0	1.0	1.0	--
Sub-Division Total	10.0	8.0	8.0	--
<b>Special Projects</b>				
Psychiatrist	0.5	0.5	0.5	1.0
Program Manager	1.0	1.0	1.0	--
Psychiatric Nurse	1.0	1.0	1.0	1.0
Psych. Technician	1.0	1.0	1.0	1.0
Sub-Division Total	3.5	3.5	3.5	3.0
Division Total	143.3	131.8	131.8	77.8



ADMHS caseloads continue to reflect greater ethnic diversity. The Department continues to train staff in cultural sensitivity and hire bilingual staff and service providers so that cultural barriers do not inhibit the delivery of effective services.

**ALCOHOL, DRUG & MENTAL HEALTH SERVICES**

**Children's Mental Health Programs**

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Use of Funds Summary</b>				
Operating Expenditures				
Children's Program Administration	\$ 1,270,522	\$ 669,212	\$ 773,989	\$ 1,679,946
Santa Barbara Children's Services	1,550,844	1,469,677	1,613,827	1,450,231
Lompoc Children's Services	1,510,784	1,596,586	1,504,246	1,473,127
Santa Maria Children's Services	1,783,320	1,883,998	1,721,285	1,903,488
Services to Other Departments	1,600,314	1,819,051	1,700,327	1,732,121
Children's Intensive Support	552,289	628,563	820,760	809,200
Children's Community Based Org.	11,431,175	9,241,980	10,017,500	10,139,000
Operating Sub-Total	19,699,248	17,309,067	18,151,934	19,187,113
Less: Intra-County Revenues	(1,543,389)	(1,381,152)	(1,419,069)	(1,328,573)
Expenditure Total	18,155,859	15,927,915	16,732,865	17,858,540
Other Financing Uses				
Operating Transfers	2,341,617	2,369,638	2,637,264	2,878,818
Designated for Future Uses	--	4,677,737	428,803	7,900
Division Total	\$ 20,497,476	\$ 22,975,290	\$ 19,798,932	\$ 20,745,258

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Character of Expenditures</b>				
Operating Expenditures				
Regular Salaries	4,454,139	4,735,331	4,530,659	4,385,147
Overtime	(27,564)	--	1,000	1,000
Extra Help	207,627	95,627	209,000	154,159
Benefits	1,433,382	1,628,576	1,449,741	1,692,378
Salaries & Benefits Sub-Total	6,067,584	6,459,534	6,190,400	6,232,684
Services & Supplies	13,132,085	10,849,533	11,961,534	12,954,429
Public Assistance Payments	499,579	--	--	--
Operating Sub-Total	19,699,248	17,309,067	18,151,934	19,187,113
Less: Intra-County Revenues	(1,543,389)	(1,381,152)	(1,419,069)	(1,328,573)
Expenditure Total	\$ 18,155,859	\$ 15,927,915	\$ 16,732,865	\$ 17,858,540

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Source of Funds Summary</b>				
Departmental Revenues				
Federal & State Revenues	\$ 1,820,890	\$ 1,218,841	\$ 1,342,000	\$ 2,412,258
Other Charges for Services	15,404,860	22,533,545	19,270,945	19,057,517
Miscellaneous Revenue	160	--	--	--
Revenue Sub-Total	17,225,910	23,752,386	20,612,945	21,469,775
Less: Intra-County Revenues	(1,543,389)	(1,381,152)	(1,419,069)	(1,328,573)
Revenue Total	15,682,521	22,371,234	19,193,876	20,141,202
General Fund Contribution	604,056	604,056	604,056	604,056
Other Financing Sources				
Sale of Property	--	--	1,000	--
Use of Prior Fund Balances	4,210,899	--	--	--
Division Total	\$ 20,497,476	\$ 22,975,290	\$ 19,798,932	\$ 20,745,258

	Actual FY 06-07		Adopted FY 07-08		Est. Actual FY 07-08		Recommended FY 08-09	
	Pos.	FTE	Pos.	FTE	Pos.	FTE	Pos.	FTE
<b>Position Summary</b>								
Permanent								
Children's Program Administration	3.0	2.0	2.0	1.7	2.0	1.6	2.0	1.4
Santa Barbara Children's Services	18.8	15.0	15.8	12.9	15.8	13.8	13.8	12.0
Lompoc Children's Services	17.8	15.0	17.0	14.7	17.0	13.8	14.0	12.5
Santa Maria Children's Services	21.0	17.5	19.0	17.5	19.0	16.2	18.3	15.5
Services to Other Departments	15.5	16.9	16.3	15.5	16.3	16.3	14.0	13.0
Total Permanent	76.0	66.4	70.0	62.3	70.0	61.7	62.0	54.3
Non-Permanent								
Contract	--	2.4	--	3.0	--	2.7	--	2.0
Extra Help	--	--	--	2.0	--	--	--	3.7
Total Positions	76.0	68.9	70.0	67.2	70.0	64.4	62.0	60.1

**SERVICE DESCRIPTION**

Children's Mental Health Services identifies at-risk youth early, focusing on strength of youth and families to build a foundation for achieving and sustaining meaningful, successful lives.

**Significant Changes (FY 2007-08 Adopted to FY 2007-08 Estimated Actual)**

Estimated Actual operating expenditures increased by \$843,000 to \$18,152,000 from the Adopted Budget of \$17,309,000. This 5% increase is the result of:

- +\$1,058,000 - increased services provided by Community Based Organizations (CBOs);
- -\$269,000 - partially offset by salaries and benefits savings from staff vacancies;
- +\$54,000 - The remaining \$54,000 is due to several miscellaneous increases.

Estimated Actual operating revenue decreased by \$3,139,000 to \$20,613,000 from the Adopted Budget of \$23,752,000. This 13% decrease is due to a decrease in services provided by County clinics and on a contracted basis by CBOs including:

- -\$2,215,000 - Decreases in billable services to Medi-Cal and EPSDT eligible clients
- -\$1,066,000 - Elimination of administrative charges to CBOs
- -\$700,000 - Decrease in SB90 State Funding
- +\$824,000 - Increase in Individuals with Disabilities Education Act (IDEA)

**Significant Changes (FY 2007-08 Estimated Actual to FY 2008-09 Recommended)**

The Recommended Budget's operating expenditures will increase by \$1,035,000 to \$19,187,000 from the prior year's Estimated Actual of \$18,152,000. This 6% increase is the result of:

- +\$1,300,000 - Allocated administrative costs not included in estimated actual amounts
- +\$269,000 - Increased retirement/health insurance costs

These increases are partially offset by:

- -\$286,000 - A decrease in services provided on a contracted basis by CBOs
- -\$200,000 - Net workforce reductions (salaries, contractors on payroll and extra help

The Recommended Budget's operating revenue will increase by \$857,000 to \$21,470,000 from the prior year's Estimated Actual of \$20,613,000. This net 4% increase is the result of:

- +\$1,070,000 - Allocated State Aid Realignment funds to cover EPSDT baseline County funding
- -\$96,000 - Net decrease in revenues from Medi-Cal and EPSDT eligible clients
- -\$90,000 - Reduced intra-County revenues

**ALCOHOL, DRUG & MENTAL HEALTH SERVICES**

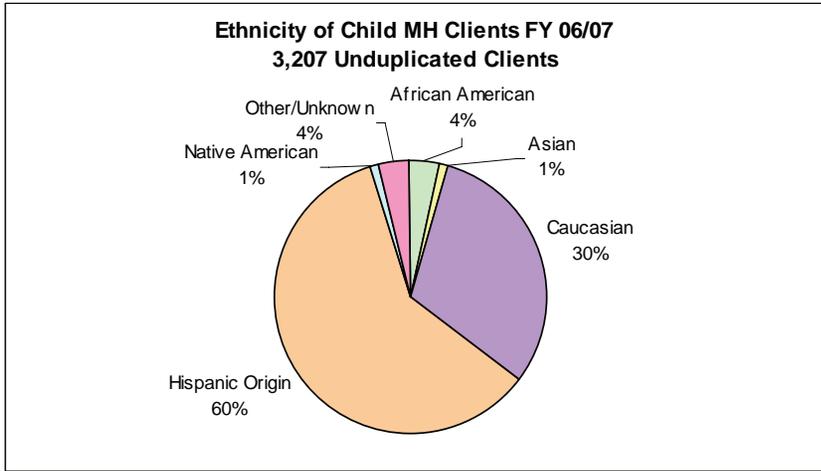
**Children's Mental Health Programs (cont'd)**

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Recurring Performance Measures</b>				
<b>Children's Program Administration</b>				
Provide mental health services to youth with emotional disturbances and their families (number of clients served).	2,945	3,000	2,500	2,500
<b>Santa Barbara Children's Services</b>				
To ensure timely mental health intervention at SB-Children's Clinic, provide the first clinical contact to 100% of an estimated 130 new clients, or approximately 11 clients per month, within 10 business days of initial contact.	100%	100%	100%	100%
	10	130	125	130
	10	130	125	130
<b>Lompoc Children's Services</b>				
To ensure timely and appropriate mental health intervention at the Children's Program Lompoc Clinic, provide the first clinical contact to 100% of an estimated 200 new clients, or approximately 17 clients per month, within 10 days of mental health inquiry.	100%	100%	100%	100%
	197	200	165	200
	197	200	165	200
<b>Santa Maria Children's Services</b>				
To ensure timely mental health intervention at the Santa Maria Children's Clinic, provide the first clinical contact to 100% of an estimated 120 new clients, within 10 days of mental health inquiry.	83%	100%	87%	100%
	10	120	105	120
	12	120	120	120

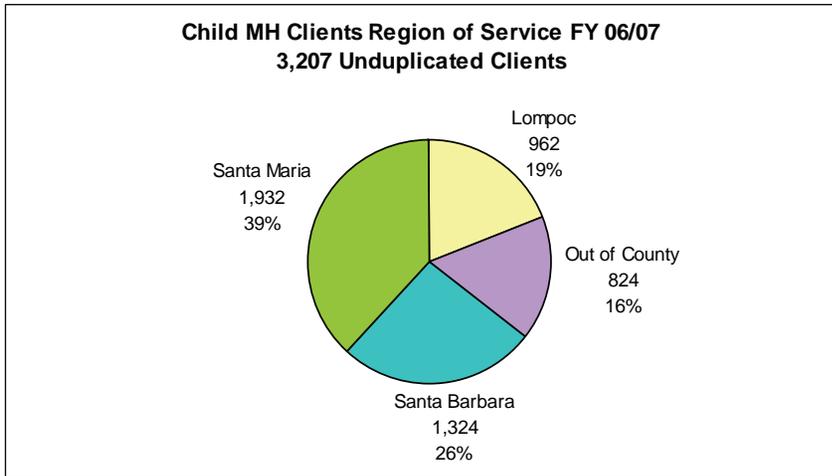
**ALCOHOL, DRUG & MENTAL HEALTH SERVICES**  
**Children's Mental Health Programs (cont'd)**

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
	Pos.	Pos.	Pos.	Pos.
<b>Position Detail</b>				
<b>Children's Program Administration</b>				
Assistant Director	1.0	--	--	--
Division Chief	1.0	1.0	1.0	1.0
Administrative Secretary	--	--	--	1.0
Office Assistant	1.0	1.0	1.0	--
Sub-Division Total	3.0	2.0	2.0	2.0
<b>Santa Barbara Children's Services</b>				
Psychiatrist	0.8	0.8	0.8	0.8
Program Manager	1.0	1.0	1.0	--
Team Supervisor	1.0	1.0	1.0	1.0
Psychiatric Nurse	1.0	1.0	1.0	1.0
Clinical Psychologist	2.0	--	--	--
Practitioner	7.0	7.0	7.0	7.0
Case Worker	2.0	1.0	1.0	--
Patient Representative	1.0	1.0	1.0	1.0
Office Assistant	3.0	3.0	3.0	3.0
Sub-Division Total	18.8	15.8	15.8	13.8
<b>Lompoc Children's Services</b>				
Psychiatrist	0.8	1.0	1.0	1.0
Program Manager	1.0	1.0	1.0	1.0
Team Supervisor	1.0	1.0	1.0	--
Psychiatric Nurse	1.0	1.0	1.0	1.0
Clinical Psychologist	2.0	2.0	2.0	1.0
Practitioner	6.0	6.0	6.0	5.0
Case Worker	2.0	1.0	1.0	1.0
Patient Representative	1.0	1.0	1.0	1.0
Office Assistant	3.0	3.0	3.0	3.0
Sub-Division Total	17.8	17.0	17.0	14.0

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
	Pos.	Pos.	Pos.	Pos.
<b>Position Detail</b>				
<b>Santa Maria Children's Services</b>				
Psychiatrist	1.0	1.0	1.0	1.3
Program Manager	1.0	1.0	1.0	1.0
Team Supervisor	1.0	1.0	1.0	--
Clinical Psychologist	2.0	2.0	2.0	2.0
Practitioner	7.0	5.0	5.0	5.0
Case Worker	3.0	3.0	3.0	3.0
Psych. Technician	1.0	1.0	1.0	1.0
Patient Representative	1.0	1.0	1.0	1.0
Office Assistant	4.0	4.0	4.0	4.0
Sub-Division Total	21.0	19.0	19.0	18.3
<b>Services to Other Departments</b>				
Psychiatrist	--	0.8	0.8	--
Program Manager	1.0	1.0	1.0	1.0
Team Supervisor	--	1.0	1.0	--
Clinical Psychologist	2.0	2.0	2.0	2.0
Practitioner	10.5	9.5	9.5	9.0
Psych. Technician	1.0	1.0	1.0	1.0
Office Assistant	1.0	1.0	1.0	1.0
Sub-Division Total	15.5	16.3	16.3	14.0
<b>Division Total</b>				
	76.0	70.0	70.0	62.0



Over half of the children served are persons of color. ADMHS is committed to increasing its cultural competency by continuing to hire bilingual, multicultural staff and ensuring that services are culturally sensitive.



ADMHS continues to partner with regional prevention, intervention and treatment service providers to ensure that needed resources are equitably distributed across the country.



Client art courtesy of the Mental Health Association in Santa Barbara County

**ALCOHOL, DRUG & MENTAL HEALTH SERVICES**

**Hospital and Jail Services**

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Use of Funds Summary</b>				
Operating Expenditures				
Medical Direction	\$ 304,194	\$ 286,653	\$ 244,947	\$ 753,909
Medical Records	383,668	448,028	381,761	373,526
Medi-Cal Consolidation	144,516	450,000	464,600	450,500
Adult Acute Care	5,705,771	5,420,547	5,823,951	5,558,848
Adult Acute Care - Jail Services	463,503	476,216	440,989	531,305
Operating Sub-Total	7,001,652	7,081,444	7,356,248	7,668,088
Less: Intra-County Revenues	(790,699)	(707,207)	(925,000)	(707,207)
Expenditure Total	6,210,953	6,374,237	6,431,248	6,960,881
Other Financing Uses				
Designated for Future Uses	--	--	--	28,157
Division Total	\$ 6,210,953	\$ 6,374,237	\$ 6,431,248	\$ 6,989,038

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Character of Expenditures</b>				
Operating Expenditures				
Regular Salaries	3,294,189	3,605,472	3,326,433	3,499,362
Overtime	284,527	300,000	311,900	311,900
Extra Help	174,844	200,000	282,200	200,000
Benefits	1,036,635	1,130,261	1,076,267	1,291,459
Salaries & Benefits Sub-Total	4,790,195	5,235,733	4,996,800	5,302,721
Services & Supplies	2,043,015	1,845,711	2,359,448	2,365,367
Public Assistance Payments	168,442	--	--	--
Operating Sub-Total	7,001,652	7,081,444	7,356,248	7,668,088
Less: Intra-County Revenues	(790,699)	(707,207)	(925,000)	(707,207)
Expenditure Total	\$ 6,210,953	\$ 6,374,237	\$ 6,431,248	\$ 6,960,881

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Source of Funds Summary</b>				
Departmental Revenues				
Federal & State Revenues	\$ 426,600	\$ 2,636,059	\$ 4,167,162	\$ 4,067,500
Other Charges for Services	2,090,111	2,453,193	3,168,368	3,628,745
Miscellaneous Revenue	1,582	--	--	--
Revenue Sub-Total	2,518,293	5,089,252	7,335,530	7,696,245
Less: Intra-County Revenues	(790,699)	(707,207)	(925,000)	(707,207)
Revenue Total	1,727,594	4,382,045	6,410,530	6,989,038
Other Financing Sources				
Use of Prior Fund Balances	4,483,359	1,992,192	20,718	--
Division Total	\$ 6,210,953	\$ 6,374,237	\$ 6,431,248	\$ 6,989,038

	Actual FY 06-07		Adopted FY 07-08		Est. Actual FY 07-08		Recommended FY 08-09	
	Pos.	FTE	Pos.	FTE	Pos.	FTE	Pos.	FTE
<b>Position Summary</b>								
Permanent								
Medical Direction	2.0	1.1	1.0	1.4	1.0	0.2	1.0	1.3
Medical Records	6.0	4.4	6.0	4.6	6.0	4.0	5.0	3.7
Adult Acute Care	31.0	33.5	32.5	30.0	32.5	31.5	32.0	28.6
Adult Acute Care - Jail Services	3.8	3.5	3.8	3.8	3.8	2.9	3.8	3.8
Total Permanent	42.8	42.5	43.3	39.7	43.3	38.6	41.8	37.5
Non-Permanent								
Contract	--	1.8	--	2.9	--	2.4	--	2.1
Total Positions	42.8	44.3	43.3	42.6	43.3	41.0	41.8	39.6

**SERVICE DESCRIPTION**

Hospital and Jail Services provides assessment and treatment to the seriously mentally ill people in Department institutions, with the goal of rebuilding lives and reducing recidivism.

**Significant Changes (FY 2007-08 Adopted to FY 2007-08 Estimated Actual)**

Estimated Actual operating expenditures increased by \$275,000 to \$7,356,000 from the Adopted Budget of \$7,081,000. This 4% increase is the result of:

- +\$618,000 - Increased provider payments and extra help
- -\$285,000 - Reductions in salaries and contract labor
- -\$111,000 - Decrease in the actual need for contracted professional services (doctors/nurses) vs. a budgeted increase
- +\$53,000 - The remaining \$53,000 is due to several miscellaneous accounts.

Estimated Actual operating revenue increased by \$2,246,000 to \$7,335,000 from the Adopted Budget of \$5,089,000. This 44% increase is due to:

- +\$1,493,000 - An increase in realignment revenue allocation (previously allocated to Administration)
- +\$497,000 - Increased Medi-Cal eligible clients referred to the PHF
- +\$217,000 - Increased services and psychiatric health facility beds provided to jail clients

**Significant Changes (FY 2007-08 Estimated Actual to FY 2008-09 Recommended)**

The Recommended Budget's operating expenditures will increase by \$312,000 to \$7,668,000 from the prior year's Estimated Actual of \$7,356,000. This 4% increase is due to:

- +\$306,000 - Increased salaries and benefits, specifically retirement/health insurance costs and adding one net new position for additional utilization review
- +\$395,000 - Allocated administrative costs not included in estimated actual amounts
- -\$395,000 - Decrease in utilization of bed days at out-of-county mental hospital due to increased utilization review

The Recommended Budget's operating revenue will increase by \$361,000 to \$7,696,000 from the prior year's Estimated Actual of \$7,335,000. This 5% increase is due;

- +\$678,000 - Increased number of Medi-Cal eligible clients referred to the Psychiatric Health Facility (PHF)
- -\$217,000 - Decrease in PHF beds purchased by the Sheriff for jail clients
- -\$3,282,000 - Decrease in State Realignment funding
- +\$3,182,000 - Change in allocation of VLF funding source

**ALCOHOL, DRUG & MENTAL HEALTH SERVICES**

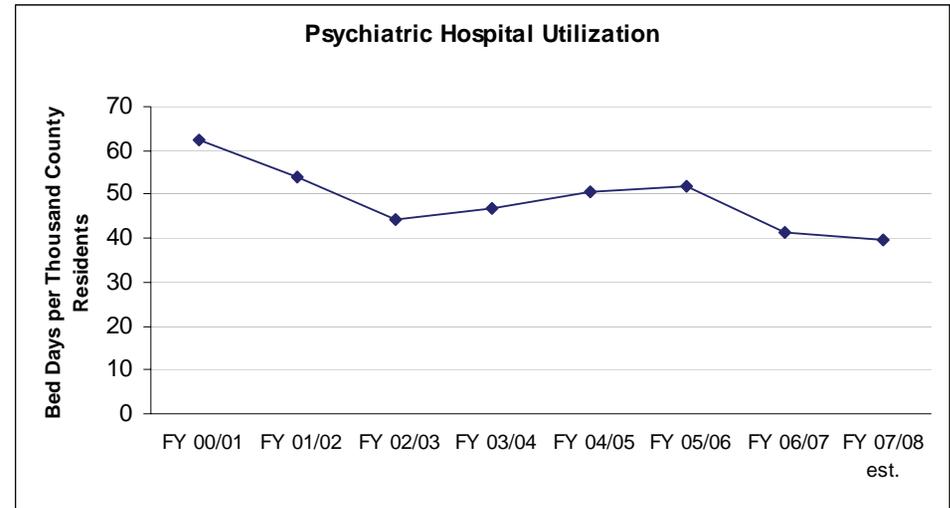
**Hospital and Jail Services (cont'd)**

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Recurring Performance Measures</b>				
<b>Adult Acute Care</b>				
Number of County Psychiatric Health Facility acute hospital bed days per month for individuals in crisis, excluding IMD (Institute for Mentally Diseased) bed days.	352	365	335	365
Maintain the average monthly number of County Psychiatric Health Facility bed-days occupied by non-acute patients awaiting placement at or below 75.	87	100	810	75
Reduce the hospitalization rates for North County residents by 21%, from 24 clients to 19 clients per month, by providing an effective 10-day stay crisis stabilization program at North County CARES Residential.	0%	0%	0%	79%
	--	--	--	19
	--	--	--	24
To provide cost effective services and help mentally ill individuals to live quality lives in the community, decrease the number of non-Psychiatric Health Facility acute psychiatric hospital bed days by 5% from an estimated 250 to 237 per month.	75%	95%	48%	95%
	338	428	215	237
	450	450	450	250
<b>Adult Acute Care - Jail Services</b>				
To ensure timely and effective intervention, provide face-to-face contact to 100% of an estimated 4,500 jail inmates, or 375 inmates per month, referred for evaluation.	87%	100%	87%	100%
	330	4,500	3,950	4,500
	376	4,500	4,500	4,500

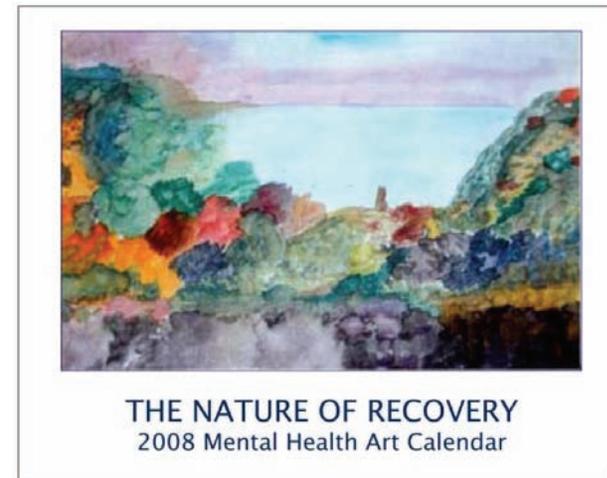
**ALCOHOL, DRUG & MENTAL HEALTH SERVICES**

**Hospital and Jail Services (cont'd)**

	Actual FY 06-07		Adopted FY 07-08		Est. Actual FY 07-08		Recommended FY 08-09	
	Pos.	FTE	Pos.	FTE	Pos.	FTE	Pos.	FTE
<b>Position Summary</b>								
<b>Medical Direction</b>								
Director	--	--	--	--	--	--	1.0	
Assistant Director	1.0		1.0		1.0		1.0	
Director of Nursing	1.0		--		--		--	
Sub-Division Total	2.0		1.0		1.0		2.0	
<b>Medical Records</b>								
Medical Records Administrator	1.0		1.0		1.0		1.0	
Medical Records Technician	5.0		5.0		5.0		4.0	
Sub-Division Total	6.0		6.0		6.0		5.0	
<b>Adult Acute Care</b>								
Psychiatrist	1.5		1.5		1.5		1.5	
Staff Physician	0.5		0.5		0.5		0.5	
Division Chief	--		--		--		1.0	
Psychiatric Nurse Supervising	--		1.0		1.0		1.0	
Program Manager	1.0		1.0		1.0		--	
Psychiatric Nurse Sr.	3.0		3.0		3.0		2.0	
Psychiatric Nurse	6.0		6.0		6.0		7.5	
Practitioner	2.0		2.0		2.0		2.0	
Recreational Therapist	1.0		1.5		1.5		1.5	
Psych. Technician	11.5		11.5		11.5		11.0	
Administrative Secretary	1.0		1.0		1.0		1.0	
Patient Representative	1.0		1.0		1.0		1.0	
Recovery Assistant	1.5		1.5		1.5		1.0	
Office Assistant	1.0		1.0		1.0		1.0	
Sub-Division Total	31.0		32.5		32.5		32.0	
<b>Adult Acute Care - Jail Services</b>								
Psychiatrist	0.8		0.8		0.8		0.8	
Team Supervisor	1.0		1.0		1.0		1.0	
Psychiatric Nurse	1.0		1.0		1.0		1.0	
Psych. Technician	1.0		1.0		1.0		1.0	
Sub-Division Total	3.8		3.8		3.8		3.8	
Division Total	42.8		43.3		43.3		41.8	

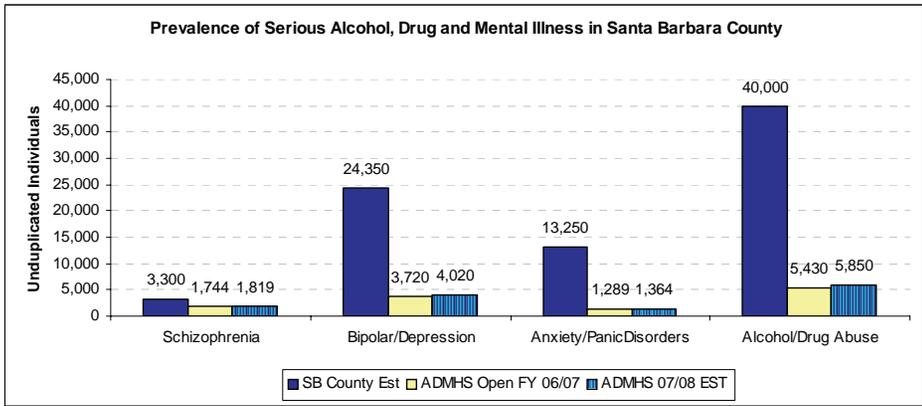


Inpatient hospitalizations are costly. By providing responsive outpatient services, ADMHS strives to reduce the cost and number of clients hospitalized each year. With inpatient utilization review and the opening of North and South CARES and North County CARES Residential, ADMHS has an increased ability to intervene during crises and keep hospitalizations at a minimum.



Consumer art courtesy of the Mental Health Association in Santa Barbara County

ALCOHOL, DRUG & MENTAL HEALTH SERVICES  
Hospital and Jail Services (cont'd)



This chart displays the number of clients meeting low income requirements served by ADMHS and the estimated prevalence of mental illness and substance abuse for all residents in Santa Barbara County based on national prevalence rates for these disorders in a given year (*National Institute of Mental Health and Substance Abuse & Mental Health Services Administration*). The chart does not represent clients that may have co-occurring substance abuse and mental health disorders.



Client art courtesy of the Mental Health Association in Santa Barbara County



Client art courtesy of the Mental Health Association in Santa Barbara County

**ALCOHOL, DRUG & MENTAL HEALTH SERVICES**

**Mental Health Services Act**

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Use of Funds Summary</b>				
Operating Expenditures				
Program Administration & Support	\$ 484,483	\$ 974,466	\$ 1,468,682	\$ 1,601,563
Adult Programs	1,223,755	3,509,686	3,003,527	4,224,669
Children/Transitional Age Programs	175,426	2,032,821	1,434,166	1,964,229
Co-Occuring Programs	87,593	598,718	283,236	324,046
Operating Total	<u>1,971,257</u>	<u>7,115,691</u>	<u>6,189,611</u>	<u>8,114,507</u>
Non-Operating Expenditures				
Capital Assets	--	--	200,000	--
Expenditure Total	<u>1,971,257</u>	<u>7,115,691</u>	<u>6,389,611</u>	<u>8,114,507</u>
Other Financing Uses				
Operating Transfers	1,510,077	1,367,879	2,894,087	1,970,132
Designated for Future Uses	3,363,918	2,232,593	2,232,593	1,170,832
Division Total	<u>\$ 6,845,252</u>	<u>\$ 10,716,163</u>	<u>\$ 11,516,291</u>	<u>\$ 11,255,471</u>

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Character of Expenditures</b>				
Operating Expenditures				
Regular Salaries	602,487	2,443,771	1,852,776	3,157,531
Overtime	3,419	(8)	6,500	--
Extra Help	52,453	--	481,789	--
Benefits	143,812	899,776	609,624	1,308,272
Salaries & Benefits Sub-Total	<u>802,171</u>	<u>3,343,539</u>	<u>2,950,689</u>	<u>4,465,803</u>
Services & Supplies	1,169,086	3,772,152	3,238,922	3,648,704
Operating Total	<u>1,971,257</u>	<u>7,115,691</u>	<u>6,189,611</u>	<u>8,114,507</u>
Non-Operating Expenditures				
Capital Assets	--	--	200,000	--
Expenditure Total	<u>\$ 1,971,257</u>	<u>\$ 7,115,691</u>	<u>\$ 6,389,611</u>	<u>\$ 8,114,507</u>

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Source of Funds Summary</b>				
Departmental Revenues				
Interest	\$ 88,811	\$ --	\$ 159,673	\$ 150,000
Federal & State Revenues	4,353,260	5,754,556	5,164,431	6,642,898
Other Charges for Services	--	2,439,144	596,000	3,340,400
Revenue Total	<u>4,442,071</u>	<u>8,193,700</u>	<u>5,920,104</u>	<u>10,133,298</u>
Other Financing Sources				
Operating Transfers	2,388,212	--	--	1,122,173
Use of Prior Fund Balances	14,969	2,522,463	5,596,187	--
Division Total	<u>\$ 6,845,252</u>	<u>\$ 10,716,163</u>	<u>\$ 11,516,291</u>	<u>\$ 11,255,471</u>

	Actual FY 06-07		Adopted FY 07-08		Est. Actual FY 07-08		Recommended FY 08-09	
	Pos.	FTE	Pos.	FTE	Pos.	FTE	Pos.	FTE
<b>Position Summary</b>								
Permanent								
Program Administration & Support	--	2.8	5.0	6.2	5.0	4.9	6.5	6.6
Adult Programs	--	2.0	12.3	12.3	12.3	10.3	25.3	26.1
Children/Transitional Age Programs	--	1.4	14.0	14.0	14.0	5.5	6.0	6.2
Co-Occuring Programs	--	0.9	3.0	3.0	3.0	2.9	3.0	3.0
Total Permanent	--	7.1	34.3	35.4	34.3	23.6	40.8	41.9
Non-Permanent								
Contract	--	0.3	--	1.3	--	1.3	--	1.2
Total Positions	--	7.3	34.3	36.7	34.3	24.9	40.8	43.1

## SERVICE DESCRIPTION

The MHSA Programs are funded by Proposition 63 and intended to transform the mental health system to be more culturally competent, consumer family member driven, focused on wellness, and collaborative to ensure an integrated service experience.

### Significant Changes (FY 2007-08 Adopted to FY 2007-08 Estimated Actual)

Estimated Actual operating expenditures decreased by \$926,000 to \$6,190,000 from the Adopted Budget of \$7,116,000. MHSA programs are relatively new and several programs either started during the current year and/or are not fully staffed and operational either by contractors or the department (as anticipated in the Adopted Budget). For this reason, both Estimated Actual expenditures and revenues are running behind the Adopted Budget levels. The 13% decrease in operating expenditures is the result of:

- -\$922,000 - Savings on salaries and related retirement and health insurance costs
- -\$272,000 - Rent savings associated with MHSA budgeted leases for programs that were outsourced, or delayed start-up including Vida Nueva, CARES Mobile Crisis, OARRS, Spirit, New Heights and Connections.
- -\$138,000 - Savings in clothing and personal items due to service provider contracts being amended to include these items as provider responsibilities.
- -\$137,000 - Training and travel savings
- +\$473,000 - These savings are offset by an increased variance in Extra Help costs (\$473,000) as temporary help has been utilized during the start up phase. These positions are being filled during FY 07-08.
- +\$70,000 - The remaining \$70,000 is due to several miscellaneous items.

Estimated Actual operating revenue decreased by \$2,274,000 to \$5,920,000 from the Adopted Budget of \$8,194,000 in FY 07-08 due to delayed start up date of MHSA programs.

### Significant Changes (FY 2007-08 Estimated Actual to FY 2008-09 Recommended)

The Recommended Budget's operating expenditures will increase by \$1,925,000 to \$8,115,000 from the prior year's Estimated Actual of \$6,190,000. MHSA programs were not fully implemented in FYs 07-08 and 08-09 will represent the first full year of operational programs resulting in significant increases in both revenues and operating expenses. This 31% increase in operating expenditures is primarily due to:

- +\$1,937,000 - Increased salaries and the related retirement and health insurance costs as full time employees are hired to operate new programs
- +\$399,000 - An increase in professional and contracted services to operate or assist in the operation of programs
- -\$473,000 - These increased costs are partially offset by a reduction in Extra Help Labor as full time staff are hired.
- +\$62,000 - The remaining \$62,000 is due to several miscellaneous increases.

## ALCOHOL, DRUG & MENTAL HEALTH SERVICES

### Mental Health Services Act

The Recommended Budget's operating revenues will increase by \$4,213,000 to \$10,133,000 from the prior year's Estimated Actual of \$5,920,000. This 71% increase is due to:

- + \$1,462,000 - Increased MHSA State funding for Community Services and Supports expansion is expected in FY 08-09
- +\$2,751,000 - (EPSDT) eligible client revenues. This significant increase reflects the various programs being fully staffed and operational in FY 08-09.

In collaboration with community partners, ADMHS implemented the MHSA Community Services and Supports funded community-based programs for persons with mental illness and addiction problems. The MHSA programs are organized as follows:

#### Adult Programs

- CARES Mobile Crisis was implemented in FY 06-07 and serves approximately 1,000 clients annually. The Mobile Crisis Team collaborates with law enforcement to respond to crises and increase access to care by extending comprehensive crisis services to the under-served.
- Vida Nueva, established in FY 07-08, is a 24/7 wraparound service for 140 mentally ill transitional age youth (age 16-25), adults and older adults that are homeless or at risk for homelessness in Lompoc.
- The Older Adult Response and Recovery Services (OARRS) program will be implemented by end of FY 07-08. OARRS is a 24/7 wraparound program for approximately 100 transitional-age older adults and older adults with mental illness that are at risk for homelessness and psychiatric hospitalization.
- Partners in Hope, established in FY 06-07, provides recovery-oriented activities, outreach and linkages to services to over 100 residents with mental illness and family members.

#### Children and Transitional Age Youth Programs

- SPIRIT, established in FY 06-07, provides individualized 24/7 wraparound services for 75 children and youth who are at risk of out-of-home placement or homelessness.
- New Heights, established in FY 07-08, is a drop-in center in Lompoc for 200 transitional age youth offering recovery support, access to services and life skill development.
- Connections, established in FY 07-08, offers countywide support, education, advocacy and outreach to 500 children with severe emotional disturbances and their families.

#### Co-Occurring Conditions Programs

- Bridge to Care will be implemented by end of FY 07-08. This program will provide psychiatric medication evaluation, prescriptions and medication monitoring to stabilize approximately 100 adults with mental illness that are in substance abuse treatment.
- Justice Alliance Program, established in FY 06-07, provides recovery-oriented treatment for an estimated 750 mentally ill and/or addicted adults in the criminal justice system.

**ALCOHOL, DRUG & MENTAL HEALTH SERVICES**

**Mental Health Services Act (cont'd)**

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
	Pos.	Pos.	Pos.	Pos.
<b>Position Detail</b>				
<b>Program Administration &amp; Support</b>				
Division Chief	--	--	--	1.0
Program Manager	--	2.0	2.0	1.0
Cost Analyst	--	1.0	1.0	1.0
Department Analyst Program	--	2.0	2.0	2.0
Departmental Assistant	--	--	--	0.5
Office Assistant	--	--	--	1.0
Sub-Division Total	--	5.0	5.0	6.5
<b>Adult Programs</b>				
Psychiatrist	--	1.3	1.3	1.8
Psychiatric Nurse Sr.	--	1.0	1.0	1.0
Psychiatric Nurse	--	4.0	4.0	6.0
Practitioner	--	3.0	3.0	5.5
Case Worker	--	--	--	2.0
Psych. Technician	--	--	--	2.0
Recovery Assistant	--	3.0	3.0	5.0
Office Assistant	--	--	--	2.0
Sub-Division Total	--	12.3	12.3	25.3
<b>Children/Transitional Age Programs</b>				
Program Manager	--	1.0	1.0	--
Clinical Psychologist	--	3.0	3.0	1.0
Practitioner	--	4.0	4.0	2.0
Case Worker	--	1.0	1.0	--
Recovery Assistant	--	3.0	3.0	3.0
Office Assistant	--	2.0	2.0	--
Sub-Division Total	--	14.0	14.0	6.0
<b>Co-Occuring Programs</b>				
Clinical Psychologist	--	1.0	1.0	1.0
Practitioner	--	2.0	2.0	2.0
Sub-Division Total	--	3.0	3.0	3.0
Division Total	--	34.3	34.3	40.8

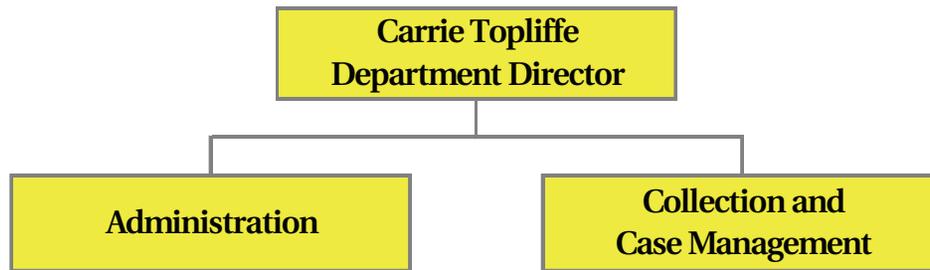
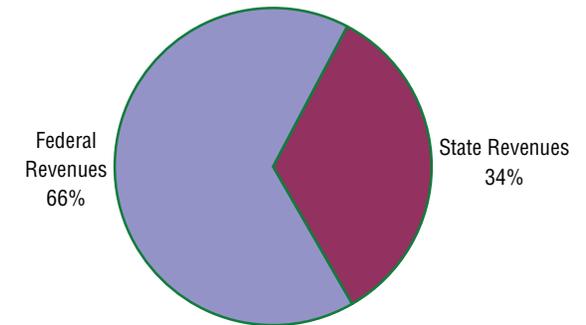


Client art courtesy of the Mental Health Association in Santa Barbara County

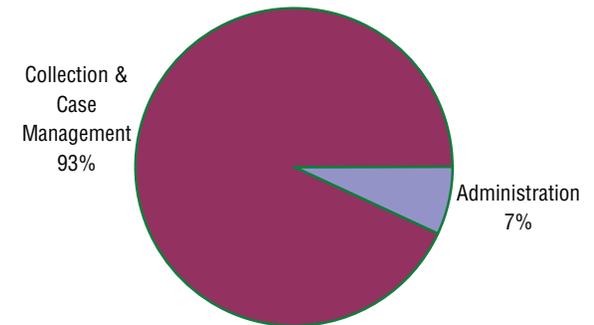
# CHILD SUPPORT SERVICES

Budget & Positions (FTEs)	
Operating \$	9,657,766
Capital	-
Positions	90.6 FTEs

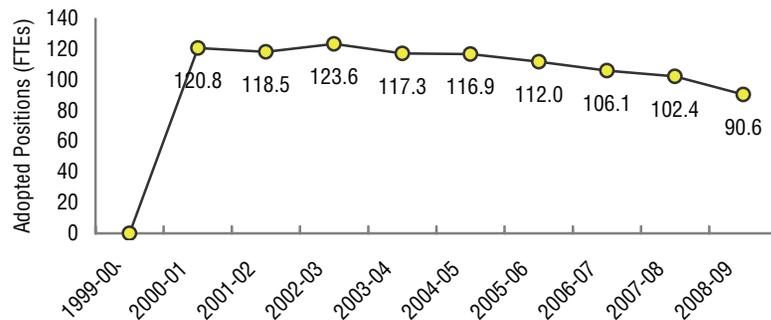
## SOURCE OF FUNDS



## USE OF FUNDS



## STAFFING TREND



## CHILD SUPPORT SERVICES

### Department Summary

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Use of Funds Summary</b>				
<i>Operating Expenditures</i>				
Administration	\$ 698,507	\$ 703,341	\$ 729,707	\$ 663,517
Collection & Case Management	9,070,207	9,155,088	8,901,773	8,994,249
Operating Total	9,768,714	9,858,429	9,631,480	9,657,766
<i>Non-Operating Expenditures</i>				
Capital Assets	6,491	19,000	19,000	--
Expenditure Total	9,775,205	9,877,429	9,650,480	9,657,766
<i>Other Financing Uses</i>				
Operating Transfers	12,283	12,220	12,220	12,220
Designated for Future Uses	66,913	66,913	66,912	--
Department Total	<u>\$ 9,854,401</u>	<u>\$ 9,956,562</u>	<u>\$ 9,729,612</u>	<u>\$ 9,669,986</u>

### Character of Expenditures

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<i>Operating Expenditures</i>				
Regular Salaries	\$ 5,535,938	\$ 5,713,521	\$ 5,647,135	\$ 5,342,998
Overtime	154,297	60,000	52,108	10,000
Extra Help	147,035	25,000	58,987	90,000
Benefits	1,806,056	2,106,432	1,930,171	2,295,938
Salaries & Benefits Sub-Total	7,643,326	7,904,953	7,688,401	7,738,936
Services & Supplies	2,125,388	1,953,476	1,943,079	1,918,830
Operating Total	9,768,714	9,858,429	9,631,480	9,657,766
<i>Non-Operating Expenditures</i>				
Capital Assets	6,491	19,000	19,000	--
Expenditure Total	<u>\$ 9,775,205</u>	<u>\$ 9,877,429</u>	<u>\$ 9,650,480</u>	<u>\$ 9,657,766</u>

Note: Presentation of the individual program amounts for fiscal years 2006-07 and 2007-08 have been adjusted to provide a consistent level of detail with the fiscal year 2008-09 budget, however, the totals for 2006-07 and 2007-08 have not been changed.

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Source of Funds Summary</b>				
<i>Departmental Revenues</i>				
Interest	\$ 71,485	\$ 40,000	\$ 41,000	\$ 40,000
Federal Revenues	6,355,846	6,425,982	6,309,860	6,354,471
State Revenues	3,365,096	3,421,668	3,275,868	3,273,515
Other Charges for Services	744	--	2,222	--
Miscellaneous Revenue	41,231	2,000	3,174	2,000
Revenue Total	9,834,402	9,889,650	9,632,124	9,669,986
<i>Other Financing Sources</i>				
Operating Transfers	19,999	--	30,576	--
Use of Prior Fund Balances	--	66,912	66,912	--
Department Total	<u>\$ 9,854,401</u>	<u>\$ 9,956,562</u>	<u>\$ 9,729,612</u>	<u>\$ 9,669,986</u>

	Actual FY 06-07		Adopted FY 07-08		Est. Actual FY 07-08		Recommended FY 08-09	
	Pos.	FTE	Pos.	FTE	Pos.	FTE	Pos.	FTE
<b>Position Summary</b>								
<i>Permanent</i>								
Administration	6.0	6.3	6.0	5.7	6.0	6.0	5.0	4.7
Collection & Case Management	107.8	100.7	108.8	95.7	108.8	96.1	99.8	85.9
Total Permanent	113.8	107.0	114.8	101.4	114.8	102.1	104.8	90.6
<i>Non-Permanent</i>								
Contract	--	1.0	--	1.0	--	0.9	--	--
Total Positions	<u>113.8</u>	<u>107.9</u>	<u>114.8</u>	<u>102.4</u>	<u>114.8</u>	<u>103.0</u>	<u>104.8</u>	<u>90.6</u>

Note: FTE and position totals may not sum correctly due to rounding.

## MISSION STATEMENT

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

### Budget Organization

The Department of Child Support Services is a single division department with two subdivisions. The subdivisions of Administration, and Collection and Case Management are supported by 90.6 full time equivalent (FTE) staff, with offices in Lompoc, Santa Barbara, and Santa Maria. Services are provided to residents in both the incorporated and unincorporated areas of the County and, when appropriate, to out-of-county residents in cooperation with other country, state and county jurisdictions.

### Departmental Overview

As the 2007-08 fiscal year closes, Santa Barbara County is functioning within a statewide electronic system that now covers 45 counties and half of the State's caseload. While awaiting the influx of Los Angeles County's massive Child Support caseload in November 2008, the federal government has agreed to evaluate and potentially certify the complex statewide system by June 2008, thus ending a 6-year era of \$200 million in annual penalties to California. Achieving this huge financial milestone has been an arduous undertaking. Since the first counties went live in May 2007, numerous system defects have been identified and corrected; many others are in the process of being resolved by the State. Transitioning to a highly complex, automated system is more than a technical change; business practices and processes also have to be changed, and the Department has formed "Change Management" groups to address these process changes and to evaluate the most effective ways of delivering customer service in this new technical environment. The Department has also partnered with other counties around the State in sharing staff for high priority projects and analyzing recommended new practices. Some of the short-term impacts of this conversion include delayed payments and delays in opening new cases. As seen in the accompanying chart, overall collections have declined, due to multi-year systems conversion activities that have consumed 15-20% of the Department's staff. However, as the system stabilizes, and as business practices are modified and staff training is conducted, the Department anticipates increased overall performance in FY 2008-09.

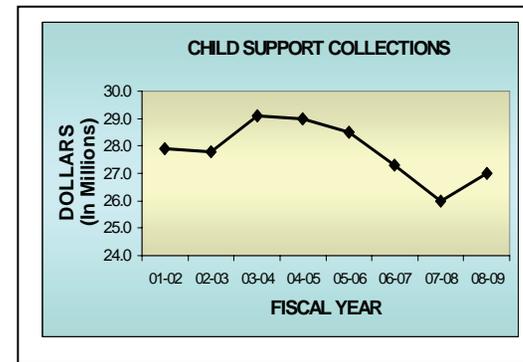
Mindful of the challenges facing Local Child Support Agencies such as Santa Barbara's, the State is shielding the program from some of the larger budget cuts being contemplated for other State-funded programs in FY 2008-09. Unfortunately, this is insufficient to balance the effects of six years of flat funding allocations, a reduction in the technology budget, and the major diversion of staffing that has accompanied the 18-month conversion period. To absorb cost increases over the past six years and sufficiently staff the conversion activities, Santa Barbara Child Support has suffered a functional decrease in staffing of thirty FTEs, or twenty-five percent of its budgeted FY 2002-03 level. Though staff is gradually being released from conversion activities, the total number of employees performing core Child Support functions will not increase, since the department will be balancing its budget by not filling positions that become vacant through attrition. This need for severe shrinkage is caused by sharp increases in Santa Barbara operating costs,

## CHILD SUPPORT SERVICES

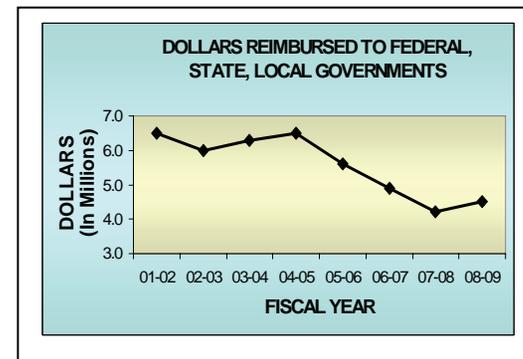
### Department Summary (cont'd)

exacerbated by a decrease in the State funded budget for technology costs -- based on the erroneous assumption that local costs would decrease as the system became statewide. These budget challenges are causing the Department to look carefully at its service delivery model and make process improvement a core value. Process improvement, coupled with anticipated systems stabilization will result in a more robust system and enable the Department to increase its performance to the level achieved in previous years. A major asset in achieving a successful transition to more efficient automation-aided business practices is Child Support's seasoned and dedicated staff.

### Activity Indicators



Of the overall collections, 64% is for ongoing support; 36% is for arrears. Collections are expected to increase as new statewide system stabilizes and efficiencies from robust system are gained.



Of the total dollars reimbursed, 50% goes to Federal, 47.5% to State, and 2.5% to County Governments. Reimbursements are directly related to overall collections.

**CHILD SUPPORT SERVICES**  
**Department Summary (cont'd)**

**Significant Changes (FY 2007-08 Adopted to FY 2007-08 Estimated Actual)**

**FY 2007-08 Adopted to FY 2007-08 Estimated Actual (Expenditures):**

Estimated Actual operating expenditures decreased \$227,000, to \$9,631,000, from the Adopted Budget of \$9,858,000. This 2.3% reduction is the result of:

- +\$61,000 professional and special services for systems analysis contract (\$32,000), process service cost increases and increased volume (\$15,000), and trust fund reconciliation efforts (\$14,000);
- +\$7,000 various line items in services and supplies;
- -\$217,000 decrease in salaries and benefits due to keeping positions vacant throughout the year;
- -\$78,000 decrease in services and supplies accounts due to: reduction of lease costs (\$13,000), Association dues (\$12,000), travel expenses (\$11,000), computer maintenance (\$9,000), legal fees (\$8,000), copier expenses (\$6,000), and minor decreases in several other line items (\$19,000);

**FY 2007-08 Adopted to FY 2007-08 Estimated Actual (Revenues):**

Estimated Actual Departmental revenues decreased \$258,000 to \$9,632,000 from the Adopted Budget of \$9,890,000. This 2.6% decrease is the result of:

- -\$258,000 based upon actual expenditures claimed. The significant changes identified for expenditures are mirrored in the revenue budget.

**Significant Changes (FY 2007-08 Estimated Actual to FY 2008-09 Recommended)**

**FY 2007-08 Estimated to FY 2008-09 Recommended (Expenditures):**

The Recommended Budget's operating expenses will increase by \$27,000 to \$9,658,000 from the prior year's Estimated Actual of \$9,631,000. This .2% increase is the result of:

- +\$366,000 increase in benefits, primarily retirement and health care costs;
- +\$76,000 increase in building lease costs;
- +\$63,000 increase in professional and special services for systems analysis;
- +\$31,000 increase in extra help to backfill vacant positions;
- +\$30,000 increases in various services and supplies accounts.
- +\$19,000 increase in data processing services;

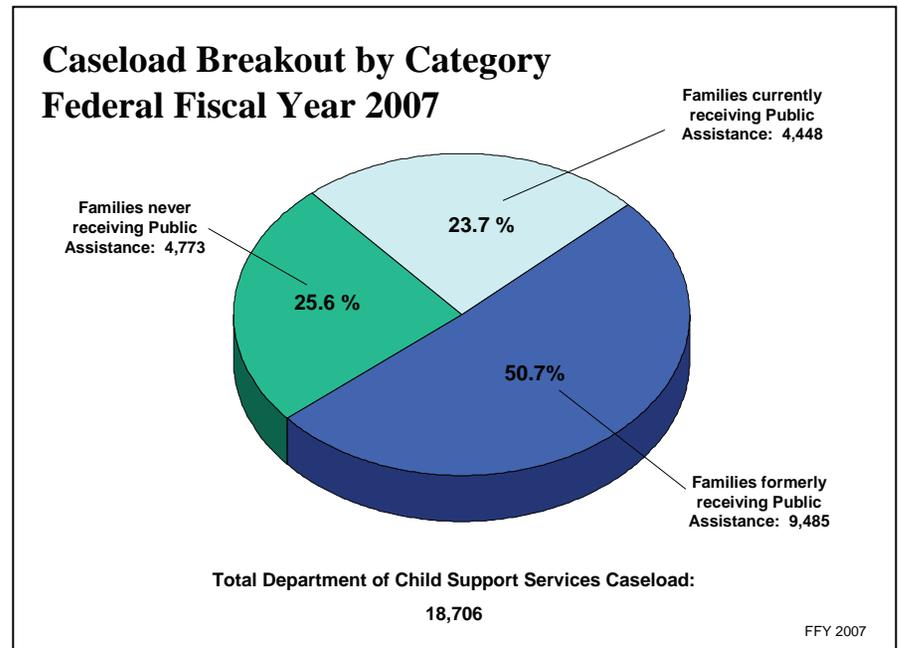
- -\$305,000 decrease in salaries due to staffing reductions;
- -\$197,000 decrease in cost allocation;
- -\$42,000 decrease in overtime;
- -\$15,000 miscellaneous reductions in various services and supplies accounts;

The Recommended Budget's non-operating expenses will decrease by \$19,000 due to one time purchase of server replacement in FY 2007-08.

**FY 2007-08 Estimated to FY 2008-09 Recommended (Revenues):**

The Recommended Budget's Departmental revenues will increase by \$38,000 to \$9,670,000, from the prior year's Estimated Actual of \$9,632,000. This .4% increase is the result of:

- +\$38,000 based upon FY 2008-09 initial planning allocation received from the State. Significant changes identified for expenditures are mirrored in the revenue budget.



## CHILD SUPPORT SERVICES

### Department Summary (cont'd)

#### Departmental Priorities and Their Alignment With County Goals

The Department of Child Support Services has responsibility for the establishment and enforcement of child and medical support orders. This mission is accomplished through a variety of case management services that include locating non-custodial parents, establishing parentage, and establishing, enforcing, and modifying orders for both child and medical support. The enforcement of child support orders encompasses the collection and distribution of payments and the maintenance of accurate accounting records. Providing these services is very much in line with the Critical Issue Area of Health Care and Social Service Delivery, which has been identified in the County Strategic Plan as Critical Issue 7. In terms of the Strategic Goals outlined in the County Strategic Plan, the work performed by the Department aligns primarily with Goal 6 - Families and Children: A Community that Fosters the Safety and Well-Being of Families and Children.

As an organizational mindset, and as a focus in the Departmental Strategic Plan, the Department of Child Support Services' activities align with:

**Goal 1 - Efficient and Responsive Government: An Efficient, Professionally Managed Government Able to Anticipate and to Effectively Respond to the Needs of the Community; and**

**Goal 6 - Families and Children: A Community that Fosters the Safety and Well-Being of Families and Children.**

#### Focus Area: Excel in the Federal and State Performance Measures

The Department of Child Support Services is unique in the Health and Public Assistance or "Safety Net" Departments in that revenue is generated by the services that the Department provides. The Department recoups public assistance dollars and returns them to the Federal (50%), State (47.5%), and County (2.5%) Governments. Child Support Services also coordinates with the Santa Barbara County Probation Department in recouping a portion of the cost of the placement of minors in juvenile facilities operated by the County.

The Federal Child Support Performance Measures, which are based on program performance, are the tools used by the Federal Government to distribute Incentive Funding to the states. The State of California is literally in competition with all other states for these incentive dollars, and the combined performance of the County Child Support Programs determines the amount of money the State earns. In addition to the major impact these measures have on funding, they are also designed to reflect the overall effectiveness and efficiency of local child support services. The measures of *Collections on Current Support*, *Collections on Cases with Arrears*, *Paternity Establishment*, and *Order Establishment* provide a meaningful baseline and method of comparison between the counties as well as the states. To meet collections performance measures this year, the Department must obtain a collection rate of 59.4% on current support due, and obtain a payment for arrears in 66.2% of the estimated 12,000 cases that have an arrearage.

#### Current Year (FY 07-08) Accomplishments

- Collected and distributed a total \$26,951,390 in Federal Fiscal Year 2007 for child support. Of this amount \$21,472,782 (79.7%) went directly to families; \$12,735,132 (59.3% of amount distributed to families) went to those families who at some point were, but no longer are, in receipt of public assistance.
- Collected and returned to the Federal and State Government \$4,784,836 (17.8% of dollars distributed) and to the Santa Barbara County Department of Social Services \$327,000 in Federal Fiscal Year 2007 to reimburse expenditures for public assistance grants; collected and forwarded to the Santa Barbara County Probation Department \$366,772 to reimburse expenditures for placement of minors in local juvenile facilities.
- Continued to rank higher than the State average and same-sized counties on collections on current and arrears support, and ranked higher than the State average on order establishment and paternity establishment as depicted on the accompanying charts.
- Successfully transitioned to California Child Support Automation System (CCSAS) Version 2, a single, statewide system, on November 1, 2007, by completing site set-up, data validation and data conversion tasks, and conducting extensive training sessions on the new system.
- Increased the use of electronic media (ACH direct deposit, electronic payment cards) from 17% to 26% in number of disbursements, and from 24% to 32% in actual dollars disbursed electronically, and reduced the amount of actual cash collections by approximately 40% during 2007, resulting in more timely receipt of child support payments to custodial parents.

#### Proposed Strategic Actions

- Continue to focus on the elements of the Department's Quality Assurance/Program Improvement Plan (QAPI) developed in accordance with the State Department of Child Support Services, which focuses on increasing current and arrears collections.
- Develop global perspective to encompass statewide system and the global environment by participating in consortium activities and develop relationships with colleagues from around the State and County, and by training staff to understand system linkage and inter-relationships.
- Enhance overall performance by maintaining technically focused training unit charged with road-testing all new State software releases, developing written training materials, and consulting with employees to ensure success of training endeavors.
- Continue to focus on specific performance enhancement activities, such as efficiently managing caseload with shrinking resources, developing greater efficiencies through the use of electronic systems, and increasing customer self-service.

**CHILD SUPPORT SERVICES**  
**Department Summary (cont'd)**

- Evaluate data requirements by establishing the Reports Committee, chartered to review and assess the data CCSAS Version 2 provides, and determine other relevant data needed to appropriately manage casework and overall performance.

**Focus Area: Strengthen Organizational Infrastructure**

Current Year (FY 07-08) Accomplishments

- Continued revitalization of Process Improvement Teams (“PIT Crew”) specifically focused this year on scheduling of appointments and how phone calls are answered to increase efficiency, as well as improve customer service.
- Developed customer appointment system that provides more efficient use of staff time, as well as improved customer service, by being available at formally scheduled times.
- Established an IT (Information Technology) single point of contact to provide more prompt assistance to employees while also enabling IT staff focused time to work on projects. Also implemented plan to increase individuals’ computer skills and improve overall computer savvy within the organization.
- Increased local computer resources by deploying laptops into the workforce, enabling employees to work remotely, and in the upcoming months to have regular telecommuting schedules.

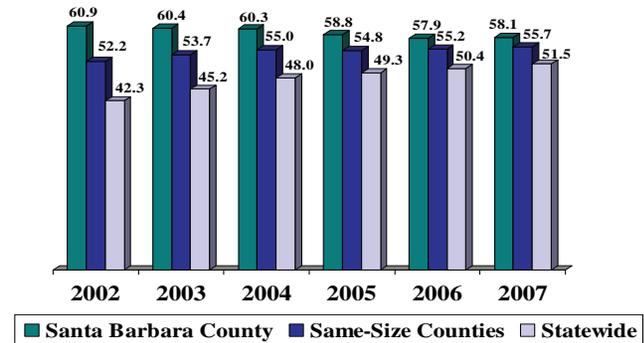
Proposed Strategic Actions

- Review and update policies and procedures to ensure compatibility with new State-mandated systems and smooth flow of information with State and County Departments, and other stakeholders.
- Re-evaluate local business processes to ensure maximum efficiency and compatibility with new State-mandated systems and reduced staffing levels.
- Assess effectiveness of customer service initiatives, such as expanded hours of operation, organization of caseload, and assessment of appropriate means of communication with clients (face-to-face, phone interviews, etc).

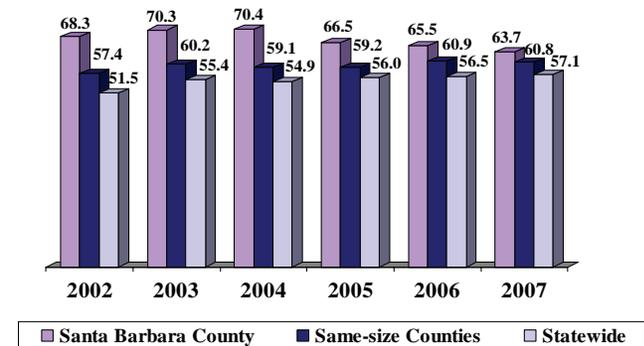
Proposed Key Project

- Implement process improvement philosophy by having all employees complete Process Improvement Training course through the County Employees’ University within a three-year period.

**Percent of Collections for Current Support  
 Federal Fiscal Year (FFY)**



**Percent of Collections for Arrears  
 Federal Fiscal Year (FFY)**



**CHILD SUPPORT SERVICES**  
**Department Summary (cont'd)**

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Department-wide Effectiveness Measures</b>				
To ensure an efficient and responsive government, the County will maintain the rate of General Liability claims filed at no more than 90 - 100% of the previous year's actual claims filed.	0%	0%	0%	0%
	0	0	1	0
	0	0	0	0
As an efficient and responsive government, the County will maintain the cost of workers' compensation incident claims to \$1.17 per \$100 payroll (salaries including overtime).	1.31	1.07	1.13	1.08
	76,391	65,425	65,425	58,800
	58,077	60,635	57,582	54,430
To improve workers' safety, the County will conduct its operations in order to maintain the rate of Workers' Compensation incident claims to 12 or less per 100 FTE employees Countywide.	8.73	6.95	8.00	8.00
	9.00	8.00	8.00	8.00
	1.03	1.15	1.00	1.00
As an efficient and responsive government, the County will maintain the rate of Workers' Compensation claims filed between 90 - 100% of the previous year's actual claims filed.	112%	88%	88%	100%
	9	8	8	8
	8	9	9	8
As an efficient and responsive government, the County will maintain a productive workforce through a countywide Lost Time Rate of 5.8% or less.	7.8%	5.8%	7.7%	5.8%
	17,149	12,680	16,763	12,180
	218,528	214,912	214,912	210,000
As an efficient and responsive government, the County will maintain a quality workforce through completing 95 -100% of departmental Employee Performance Reviews (EPRs) by the Anniversary Due Date.	95%	100%	97%	100%
	99	100	97	100
	104	100	100	100

**Recurring Performance Measures**

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
In order to promote financial stability of the County, update 100% of 12 monthly financial projections to ensure that actual departmental expenditures, at the end of the fiscal year, are within State appropriations.	12	12	12	12
In order to promote financial stability of the County, file 100% of 4 quarterly claims by the 15th of the month following the end of each quarter to expedite revenue recovery.	4	4	4	4
In order to promote a well educated and trained workforce delivering high-quality services, monitor and improve performance through review of data at no less than 4 department-wide informational sessions.	--	4	4	4
In order to promote a well educated and trained workforce delivering high-quality services, conduct a customer satisfaction survey with open-ended questions in each of the three branch offices and web-based surveys at least quarterly for a total of 12 annually. Comments provide timely feedback and enable continual process improvement.	12	12	12	12
In order to promote a safe and healthy community, conduct a minimum of 8 informational presentations and outreach projects annually to inform the public of the Department's services to ensure that the community is well informed and knows how to access available services.	8	8	8	8

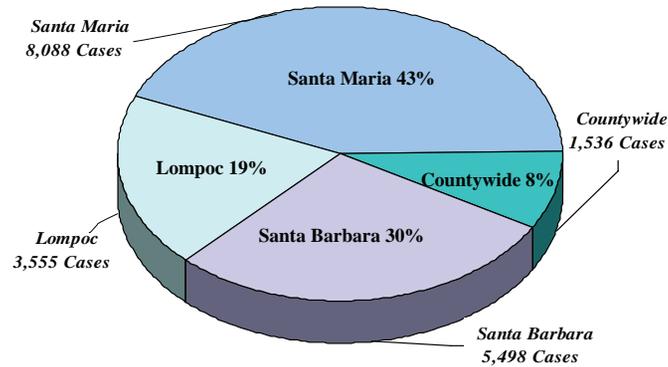
**CHILD SUPPORT SERVICES**  
**Department Summary (cont'd)**

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Recurring Performance Measures</b>				
In order to promote financial stability of the County, enforce Court Orders such that State Distribution Unit (SDU) can receive and distribute \$300,000 to Santa Barbara Department of Social Services for the reimbursement of public assistance expenditures.	349,389	300,000	275,000	300,000
In order to promote financial stability of the County, enforce Court Orders such that State Disbursement Unit (SDU) can receive and distribute to State and Federal Government, on behalf on Santa Barbara County, a total of \$4,500,000 annually for reimbursement of public assistance expended.	4,936,977	4,500,000	4,200,000	4,500,000
In order to promote financial stability of the County, enforce Court Orders such that State Distribution Unit (SDU) can receive and distribute to Santa Barbara Probation Department a total of \$350,000 annually to reimburse Juvenile placement costs to the County.	379,550	350,000	300,000	350,000
In order to ensure efficient and responsive government and to promote safety and well-being of families and children, obtain a payment for ongoing support in 73% of the estimated 7,300 cases where ongoing support is ordered.	72% 5,280 7,308	73% 4,964 6,800	72% 5,331 7,314	73% 5,330 7,300
In order to ensure efficient and responsive government and to promote safety and well-being of families and children, obtain a 59.4% collection rate of total current support due, thus providing a reliable source of income and helping families achieve a greater level of self-sufficiency.	58.2%	59.4%	58.1%	59.4%

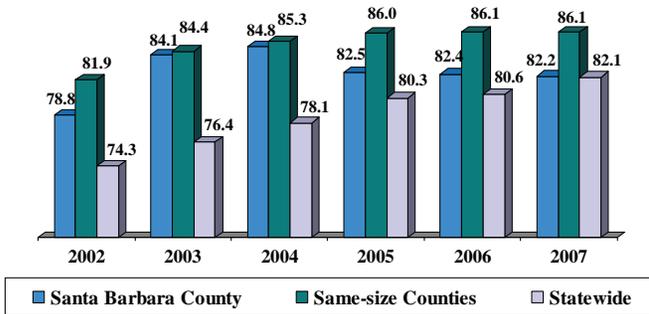
	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Recurring Performance Measures</b>				
In order to ensure efficient and responsive government and to promote safety and well-being of families and children, establish an order for support in 85% of the 18,200 open cases in our caseload.	82% 15,070 18,366	85% 15,725 18,500	82% 14,925 18,200	85% 15,470 18,200
In order to ensure efficient and responsive government and to promote safety and well-being of families and children, ensure paternity establishment for 90% of 19,000 children in the total caseload.	89% 16,965 18,993	90% 16,650 18,500	89% 17,043 19,000	90% 17,100 19,000
In order to ensure efficient and responsive government and to promote safety and well-being of families and children, enforce Court Orders such that State Disbursement Unit (SDU) can receive and distribute, on behalf of Santa Barbara County, a total of \$27,000,000; includes both on-going and arrearage collections.	27,315,411	27,000,000	26,000,000	27,000,000
In order to ensure efficient and responsive government and to promote safety and well-being of families and children, obtain a payment for arrears in 66.2% of the estimated 12,000 cases that have an arrearage.	63.6% 8,216 12,898	66.2% 7,282 11,000	63.6% 8,216 12,898	66.2% 7,944 12,000

**CHILD SUPPORT SERVICES**  
**Department Summary (cont'd)**

**Caseload by Area Served  
As of March 2008**



**Percent of Cases with Support Orders Established  
Federal Fiscal Year (FFY)**



	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
	Pos.	Pos.	Pos.	Pos.

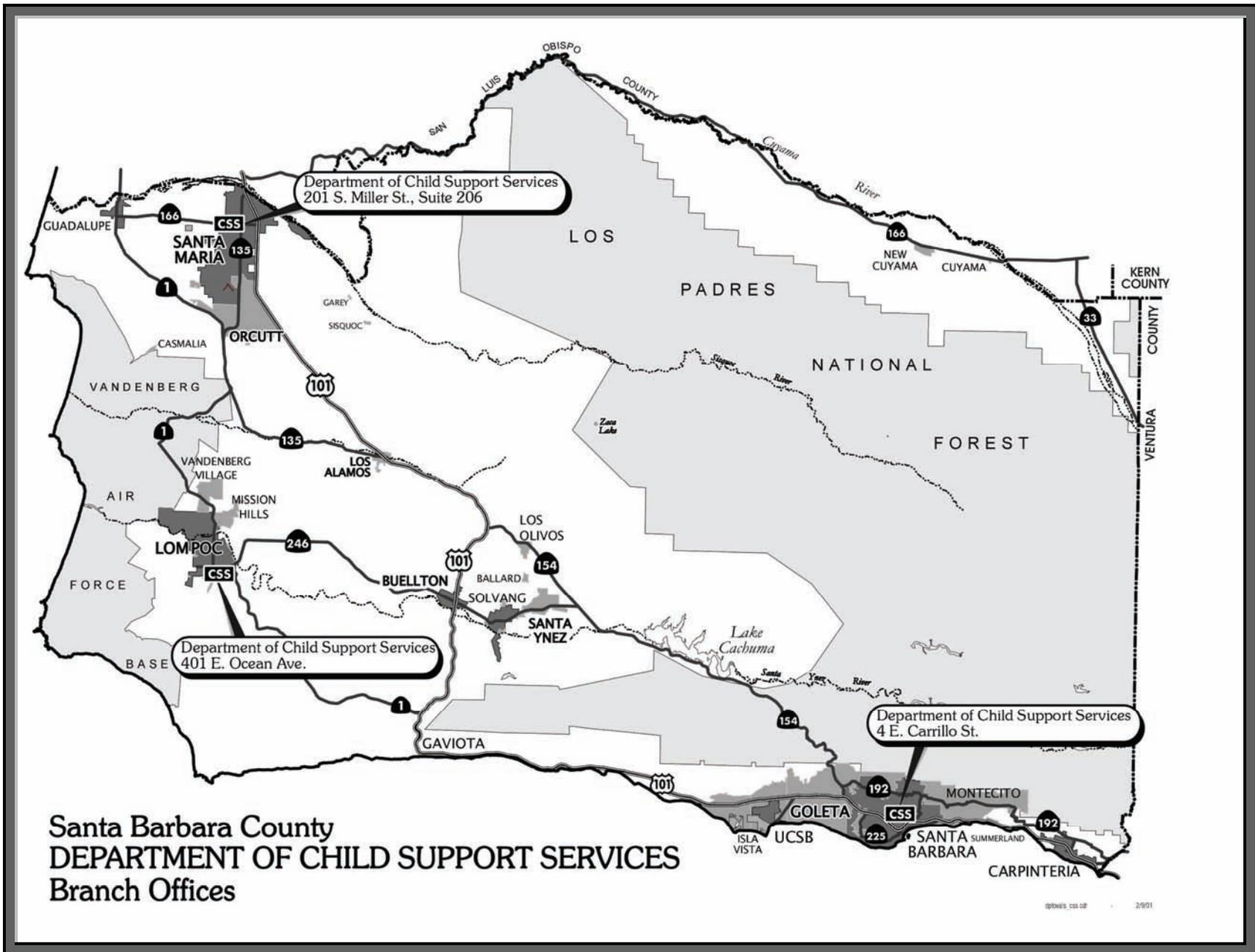
**Position Detail**

**Administration**

Child Support Services Director	1.0	1.0	1.0	1.0
Child Support Assistant Director	1.0	1.0	1.0	1.0
Business Manager III	1.0	1.0	1.0	1.0
Public Information Specialist	1.0	1.0	1.0	--
Executive Secretary	1.0	1.0	1.0	1.0
Administrative Services Clerk	1.0	1.0	1.0	1.0
Sub-Division Total	6.0	6.0	6.0	5.0

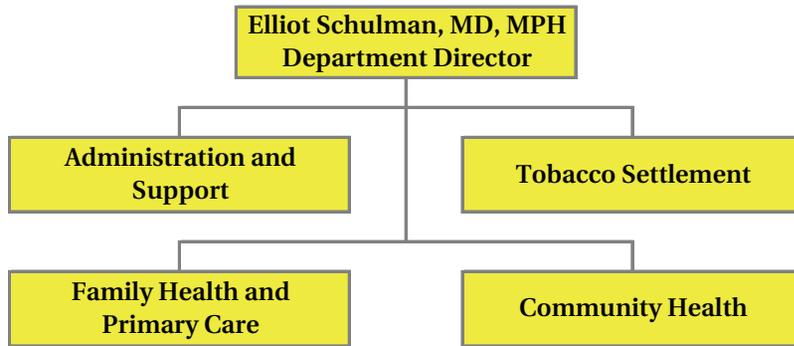
**Collection & Case Management**

Child Support Attorney, Supervising	0.5	1.0	1.0	1.0
Child Support Attorney, Sr.	--	1.0	1.0	--
Child Support Attorney IV	1.0	2.0	2.0	1.0
Child Support Attorney I-III	3.0	1.0	1.0	2.0
Child Support Manager	4.0	4.0	4.0	4.0
Child Support Officer, Supervising	5.0	5.0	5.0	6.0
Child Support Officer Sr.	6.0	6.5	6.5	6.5
Child Support Investigative Specialist	3.0	3.0	3.0	3.0
Child Support Officer I/II	51.3	51.3	51.3	47.3
Child Support IT Compliance Analyst	1.0	1.0	1.0	--
Computer Systems Spec II	2.0	2.0	2.0	2.0
Account Technician, Supervising	1.0	1.0	1.0	1.0
Account Technician	2.0	3.0	3.0	3.0
Accounting Assistant Sr.	5.0	5.0	5.0	4.0
Accounting Assistant II	1.0	--	--	--
Legal Secretary III	1.0	1.0	1.0	--
Legal Secretary II	5.0	5.0	5.0	5.0
Investigative Assistant	2.0	2.0	2.0	2.0
Office Assistant Sr.	3.0	4.0	4.0	4.0
Office Assistant II	10.0	9.0	9.0	7.0
Departmental Assistant Sr.	1.0	1.0	1.0	1.0
Sub-Division Total	107.8	108.8	108.8	99.8
Division Total	113.8	114.8	114.8	104.8

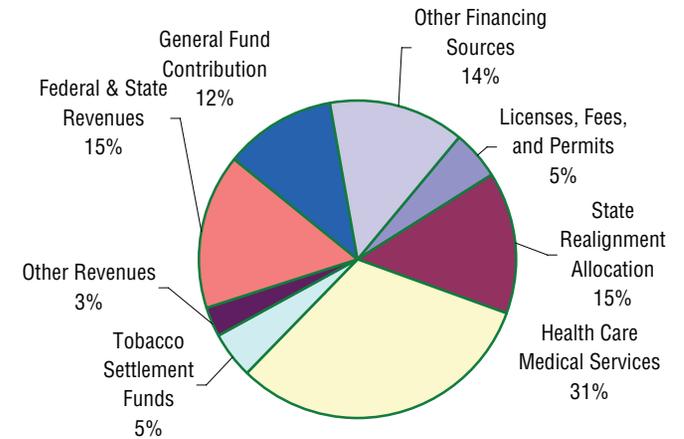


# PUBLIC HEALTH

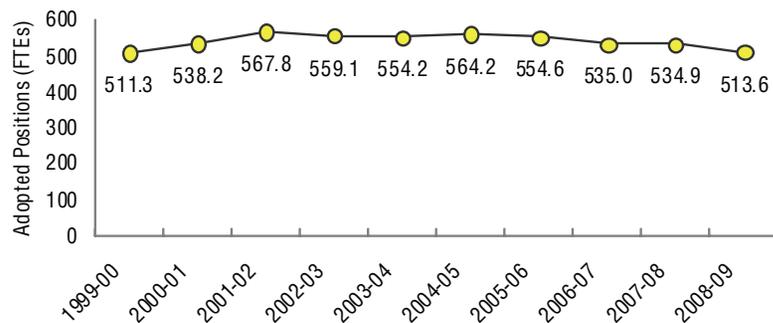
Budget & Positions (FTEs)	
Operating \$	84,564,194
Capital	27,200
Positions	513.6 FTEs



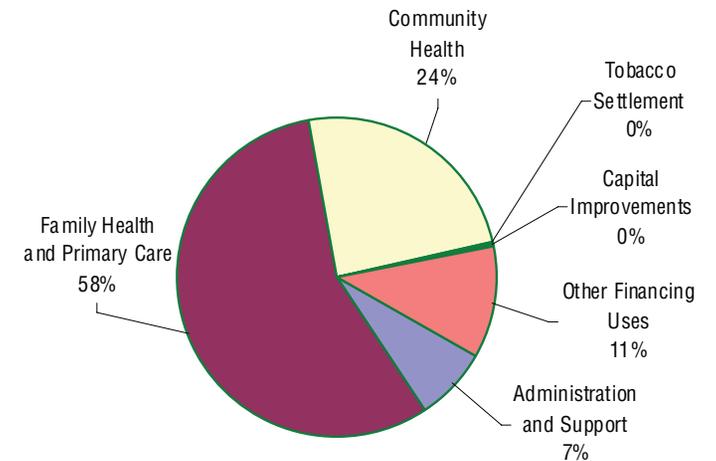
## SOURCE OF FUNDS



## STAFFING TREND



## USE OF FUNDS



**PUBLIC HEALTH**  
**Department Summary**

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Use of Funds Summary</b>				
<i>Operating Expenditures</i>				
Administration and Support	\$ 6,540,614	\$ 7,015,452	\$ 6,972,467	\$ 7,152,285
Family Health and Primary Care	48,666,497	52,536,843	50,877,332	54,486,674
Community Health	21,561,199	24,584,311	23,013,319	23,393,973
Tobacco Settlement	629,962	655,000	655,000	480,000
Operating Sub-Total	77,398,272	84,791,606	81,518,118	85,512,932
Less: Intra-County Revenues	(777,778)	(907,619)	(891,058)	(948,738)
Operating Total	76,620,494	83,883,987	80,627,060	84,564,194
<i>Non-Operating Expenditures</i>				
Capital Assets	101,103	347,355	471,117	27,200
Expenditure Total	76,721,597	84,231,342	81,098,177	84,591,394
<i>Other Financing Uses</i>				
Operating Transfers	4,840,120	5,163,385	5,767,528	4,291,680
20% Endowment Designation	341,092	246,975	252,645	240,690
TSAC Allocation Designation	4,410,363	4,086,264	4,769,931	4,621,827
Designated for Future Uses	5,582,970	4,087,630	4,448,385	1,678,395
Department Total	\$ 91,896,142	\$ 97,815,596	\$ 96,336,666	\$ 95,423,986

**Character of Expenditures**

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<i>Operating Expenditures</i>				
Regular Salaries	\$ 31,966,727	\$ 34,497,011	\$ 33,466,850	\$ 35,228,496
Overtime	235,458	214,245	263,644	210,613
Extra Help	502,781	164,757	758,810	169,981
Benefits	11,158,852	13,214,731	11,925,509	14,848,534
Salaries & Benefits Sub-Total	43,863,818	48,090,744	46,414,813	50,457,624
Services & Supplies	31,972,543	35,088,949	33,541,392	33,452,195
Contributions	1,561,911	1,611,913	1,561,913	1,603,113
Operating Sub-Total	77,398,272	84,791,606	81,518,118	85,512,932
Less: Intra-County Revenues	(777,778)	(907,619)	(891,058)	(948,738)
Operating Total	76,620,494	83,883,987	80,627,060	84,564,194
<i>Non-Operating Expenditures</i>				
Capital Assets	101,103	347,355	471,117	27,200
Expenditure Total	\$ 76,721,597	\$ 84,231,342	\$ 81,098,177	\$ 84,591,394

Note: Presentation of the individual program amounts for fiscal years 2006-07 and 2007-08 have been adjusted to provide a consistent level of detail with the fiscal year 2008-09 budget, however, the totals for 2006-07 and 2007-08 have not been changed.

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Source of Funds Summary</b>				
<i>Departmental Revenues</i>				
Licenses, Fees, and Permits	\$ 3,956,126	\$ 3,964,587	\$ 4,313,590	\$ 4,666,382
State Realignment Allocation	13,682,298	13,656,068	13,766,110	13,966,110
Health Care Medical Services	27,937,574	27,899,415	28,612,479	30,430,212
Federal & State Revenues	17,582,218	16,475,195	16,078,920	15,101,447
Other Charges for Services	309,108	319,066	318,957	323,053
Tobacco Settlement Funds	4,146,818	3,949,450	4,370,886	4,428,588
Tobacco Settlement Interest	450,487	383,789	459,335	433,929
Miscellaneous Revenue	3,002,934	2,804,765	3,346,351	2,731,314
Revenue Sub-Total	71,067,563	69,452,335	71,266,628	72,081,035
Less: Intra-County Revenues	(777,778)	(907,619)	(891,058)	(948,738)
Revenue Total	70,289,785	68,544,716	70,375,570	71,132,297
General Fund Contribution	10,683,895	11,221,137	11,221,137	11,042,601
<i>Other Financing Sources</i>				
Operating Transfers	4,075,098	4,152,764	4,212,254	4,086,510
Sale of Property	--	--	900	--
Use of Prior Fund Balances	6,847,364	13,896,979	10,526,805	9,162,578
Department Total	\$ 91,896,142	\$ 97,815,596	\$ 96,336,666	\$ 95,423,986

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09	
Pos.	FTE	Pos.	FTE	Pos.	FTE

**Position Summary**

<i>Permanent</i>									
Administration and Support	69.0	64.6	70.3	67.5	70.3	65.2	64.0	60.8	
Family Health and Primary Care	301.7	285.7	301.2	281.5	301.2	293.6	308.2	283.1	
Community Health	191.6	175.3	190.9	176.3	190.9	172.5	171.9	162.9	
Total Permanent	562.3	525.6	562.4	525.3	562.4	531.3	544.1	506.8	
<i>Non-Permanent</i>									
Contract	--	5.7	--	5.4	--	4.4	--	3.1	
Extra Help	--	--	--	4.3	--	--	--	3.8	
Total Positions	562.3	531.4	562.4	534.9	562.4	535.6	544.1	513.6	

Note: FTE and position totals may not sum correctly due to rounding.

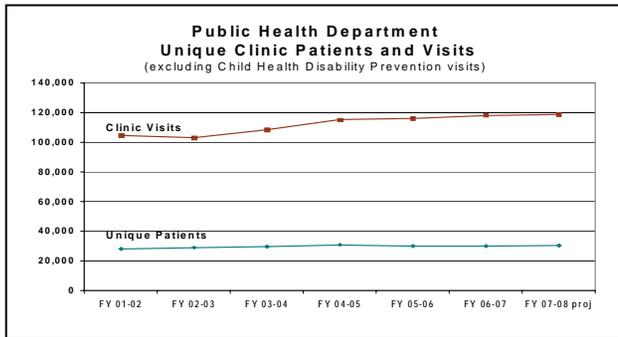
## MISSION STATEMENT

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

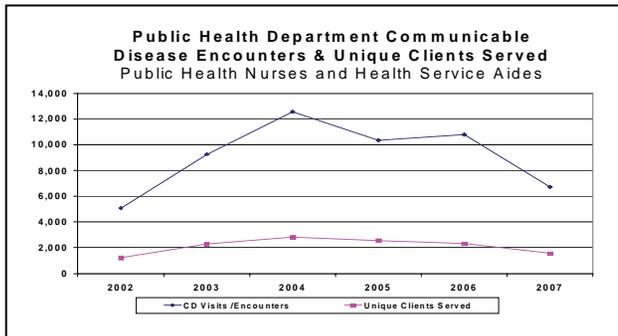
### Budget Organization

The Public Health Department has two service divisions, "Community Health" and "Primary Care and Family Health," and two administrative divisions, "Administration and Support" and "Tobacco Settlement." The Department has a total of 544 staff positions in 9 permanent locations and a variety of community service locations throughout the county.

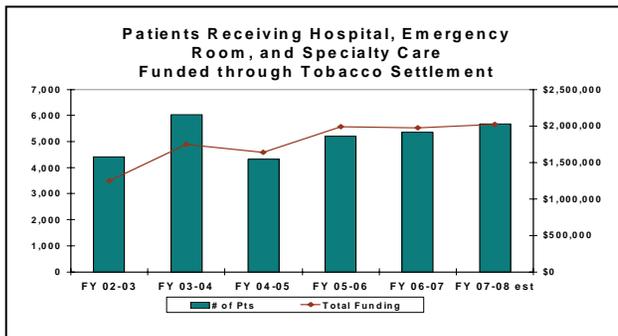
### Activity Indicators



More than 118,000 clinic visits were provided in FY 07-08 – a 13% increase since FY 01-02. Unique patients served increased 9% over the same period.



PHD staff prevents the spread of diseases by screening people exposed to communicable diseases.



Tobacco Settlement funding provides access to hospital and specialty care for more than 5,600 patients who do not qualify for coverage through Medi-Cal or other programs.

## PUBLIC HEALTH

### Department Summary (cont'd)

#### Significant Changes (FY 2007-08 Adopted to FY 2007-08 Estimated Actual)

The Estimated Actual operating expenditures decreased by \$3,274,000, to \$81,518,000, from the Adopted Budget of \$84,792,000. This 3.9% decrease is the result of:

- +\$335,000 - building maintenance for painting on the Calle Real Campus and a new lock and security system;
- +\$297,000 - registry nursing and temporary physician fees due to vacancies and recruiting difficulties;
- +\$250,000 - Centers for Disease Control (CDC) and Health Resources Services Administration (HRSA) grants for bioterrorism, disaster, and pandemic influenza preparedness;
- +\$237,000 - one-time start up costs due to the move and expansion of the Santa Maria Women's Center and the Franklin Center;
- +\$178,000 - HIV/AIDS grant augmentations;
- -\$1,677,000 - salaries and benefits due to staff vacancies and recruiting difficulties, particularly with physician and nursing professionals, and the timing of labor compensation agreements;
- -\$1,014,000 - inpatient and specialty referral costs for the Medically Indigent Adults (MIA) program, due to decreased patient volume;
- -\$883,000 - delayed implementation of Environmental Health Services Septic (EHS) projects such as sewer extension engineering and septic treatment facility feasibility studies and design;
- -\$545,000 - cost and volume decreases in pharmaceutical costs due to a change in acquisition methodology for injectible and specialty drugs and continued success at an initiative to use less costly generics;
- -\$360,000 - Medi-Cal Administrative Activities/Targeted Case Management (MAA/TCM) program pass-through dollars to Community Based Organizations that no longer participate in the program;
- -\$59,000 - utilities;
- -\$33,000 - other services and supplies expenses.

## PUBLIC HEALTH

### Department Summary (cont'd)

#### Significant Changes FY 2007-08 Adopted to FY 2008-09 Recommended

The Estimated Actual operating revenues increased by \$1,815,000, to \$71,267,000, from the Adopted Budget of \$69,452,000. This 2.6% increase is the result of:

- + 429,000 - Medi-Cal quality and utilization incentive payments from CenCal Health, as evidenced by the improvement in the department's performance measure to increase the number of preventative medicine evaluations for CenCal patients);
- +\$421,000 - Tobacco Master Settlement Agreement allocated funds;
- +\$333,000 - interest income due to higher cash balances and interest rates;
- +\$319,000 - Medi-Cal patient service revenues because of expansions of services;
- +\$250,000 - Federal funding from the Centers for Disease Control (CDC) and Health Resources Services Administration (HRSA) for bioterrorism, disaster, and pandemic influenza preparedness;
- +\$247,000 - Environmental Health Services revenues due to a fee increase;
- +\$229,000 - HIV/AIDS grant allocation changes;
- +\$203,000 - Maddy Fund revenues for physicians, surgeons, and hospitals;
- +\$145,000 - Women Infants and Children (WIC) program funding;
- +\$119,000 - Animal Services revenues due to service volume and city contract fee increases;
- +\$110,000 - Vehicle License fees base increase due to prior year's growth;
- +\$80,000 - California Children's Services revenues;
- +\$52,000 - Donation funds for a Santa Barbara animal shelter project;
- -\$930,000 - Med-Cal Administrative Activities/Targetted Case Management program for both the department and Community Based Organizations;
- -\$126,000 - State funding for Pandemic Influenza preparedness;
- -\$68,000 - other grants that support immunization and the AIDS Drug Assistance Program (ADAP).

#### Capital

The Estimated Actual expenditures increased by \$124,000, to \$471,000, from the Adopted Budget of \$347,000. This 35.7% increase is the result of:

- +\$97,000 - purchase of a new chemistry analyzer in the Clinical Laboratory;
- +\$51,000 - purchase of a new autoclave in the Public Health Laboratory;

- +\$48,000 - disaster preparedness equipment and supplies;
- +\$43,000 - radiology room improvements to accommodate a digital radiology system;
- +\$15,000 - new file server for the move of the Santa Maria Women's Center;
- -\$130,000 - project to replace pharmacy software not commenced.

#### Significant Changes (FY 2007-08 Estimated Actual to FY 2008-09 Recommended)

The Recommended Budget's operating expenditures will increase by \$3,995,000 to \$85,513,000, from the prior year's Estimated Actual of \$81,518,000. This 4.9% increase is the result of:

- +\$4,328,000 - salaries and benefits due to cost-of-living (COLA), merit, equity, and retirement rate adjustments for nursing and other licensed professionals needed to improve recruitment and retention;
- +\$448,000 - inpatient and specialty referral costs for the Medically Indigent Adults (MIA) program, due to projected patient volume increases;
- +\$246,000 - Environmental Health Services Septic projects;
- +\$220,000 - pharmaceuticals and other medical supplies costs;
- +\$161,000 - Countywide cost allocation charges;
- +\$114,000 - Liability insurance;
- +\$41,000 - Human Services allocations to community based organizations;
- -\$335,000 - building maintenance for prior year painting on the Calle Real Campus and a new lock and security system;
- -\$280,000 - Worker's Compensation insurance;
- -\$210,000 - non-salary expenditures for the Multi-purpose Seniors Services Program (MSSP);
- -\$195,000 - Centers for Disease Control (CDC) and Health Resources Services Administration (HRSA) for bioterrorism, disaster, and pandemic influenza preparedness;
- -\$175,000 - decreased Tobacco Settlement Allocation Committee (TSAC) allocations to two Community Based Organizations;
- -\$112,000 - registry nursing and temporary physicians;
- -\$103,000 - HIV/AIDS grants;
- -\$88,000 - malpractice insurance costs;
- -\$65,000 - miscellaneous services and supplies.

The Recommended Budget's operating revenues will increase by \$814,000, to \$72,081,000 from the Estimated Actual of \$71,267,000. This 1.1% increase is the result of:

- +\$1,437,000 - Medi-Cal patient service revenues because of a planned Federally Qualified Health Center (FQHC) retroactive rate increase process and expansions in service volume;
- +\$465,000 - California Children's Services revenues;
- +\$285,000 - Women Infants and Children (WIC) program funding;
- +\$238,000 - Primary care patient service revenues;
- +\$218,000 - Animal Services revenues due to service volume and city contract fee increases;
- +\$200,000 - Realignment revenues from the Social Services Agency Fund;
- +\$197,000 - Medi-Cal quality and utilization incentive payments from CenCal Health;
- +\$107,000 - Environmental Health Services revenues due to the discontinuance of a fee waiver for temporary food facility permits for non-profits;
- -\$857,000- Multi-purpose Senior Services Program (MSSP) revenues, due to the discontinuation of the grant by the department;
- -\$478,000 - Maddy Fund revenues for physicians, surgeons, and hospitals, due to the sunset of the legislation;
- -\$343,000 - Federal funding from CDC and HRSA for bioterrorism, disaster, and pandemic influenza preparedness;
- -\$194,000 - Maternal Child Adolescent Health (MCAH) program, due to the reduction of vacant positions;
- -\$156,000 - Medi-Cal Administrative Activities/Targetted Case Management program;
- -\$113,000 - Interest income due to lower cash balances;
- -\$81,000 - State funding for Pandemic Influenza preparedness;
- -\$59,000 - Senate Bill (SB) 90 Animal Adoption Mandate Reimbursement funds;
- -\$52,000 - Donation funds for a Santa Barbara animal shelter project completed in the prior year.

#### Capital

The Recommended Budget's operating expenditures will decrease by \$444,000, to \$27,000, from the prior year's Estimated Actual of \$471,000. This 94.2% decrease is the result of:

- -\$444,000 - budget constraints that postponed most capital upgrades, except for the most essential; two file servers in need of replacement.

The remaining \$27,000 is for the purchase of three IT servers and does not qualify for inclusion in the CIP.

## PUBLIC HEALTH

### Department Summary (cont'd)

**Fiscal year 2008-2009 constraints require the department to implement certain service level reductions.**

The department has incorporated reductions of \$967,640 and -12.4 FTEs to meet its General Fund target and to mitigate retirement rate increases. Some of these reductions result from increased efficiencies by utilizing technology, contract solutions with private partners, and increasing efficiencies of existing staffing. Others will result in service level reductions, such as water testing in non-mandated months and reduced funding to community partners for prevention activities. Other reductions will suspend some important department initiatives that will optimize training for staff and improve and modernize our patient care processes, such as the Electronic Medical Record (EMR).

The department has incorporated an additional \$522,000 and -10.5 FTEs in reduced General Fund support. These reductions will impact services available in the community for case-management to older adults, education for individuals at risk for HIV/AIDS, and some primary health care in Cuyama. Other reductions will eliminate a fee waiver for non-profit organization temporary food facilities and some administrative support in the Human Services program.

#### Departmental Priorities and Their Alignment with County Goals

##### Strategic Actions

The Public Health Department vision is "Healthier communities through leadership, partnership, and science." The Department's strategic actions are primarily aligned with the following adopted General Goals and Principles:

**Goal 1: Efficient and Responsive Government: An Efficient, Professionally Managed Government Able to Anticipate and to Effectively Respond to the Needs of the Community; and**

**Goal 2: Health and Safety: A Safe and Healthy Community in Which to Live, Work, & Visit;**

**Goal 4: Quality of Life: A High Quality of Life for All Residents; and**

**Goal 6: Families and Children: A Community that Fosters the Safety and Well-Being of Families and Children.**

## PUBLIC HEALTH

### Department Summary (cont'd)

The following focus areas have been identified for FY 2008-09:

#### **Focus Area 1: Health Care and Social Service Delivery**

Proposed Strategic Actions:

- Ensure access to primary health care
- Ensure quality of the emergency medical services system
- Administer funding to address County health and human service needs

Proposed Key Projects:

- Consolidate Utilization Management and Quality Improvement under the leadership of the Medical Director.
- Implement On-line Order Entry for Clinical Laboratory to improve efficiencies and coordination of care.

#### **Focus Area 2: Safe and Healthy Community**

Proposed Strategic Actions:

- Prevent or reduce chronic and communicable diseases
- Promote early identification and prevention of disease in the provision of care
- Prevent or reduce environmentally induced illness
- Prepare for and respond to disasters

Proposed Key Projects:

- Web-enable Environmental Health database and implement Field Inspection System to improve staff efficiency.

#### **Focus Area 3: Financial Stability**

Proposed Strategic Actions:

- Reduce Public Health Department (PHD) structural deficit.

Proposed Key Projects:

- Prepare Scope of Service change analysis and submission for State approval for possible Federally Qualified Health Center (FQHC) Medi-Cal rate increase.
- Prepare analysis for efficacy of Public Health Laboratory fees and rates. Re-engineer internal processes to take full advantage of efficiencies and new rate structure.

#### **Focus Area 4: Efficient and Responsive Government**

Proposed Strategic Actions:

- Provide effective administrative support services
- Build and support a competent, efficient, and responsive PHD infrastructure
- Promote high quality customer service

Proposed Key Projects:

- Expand Supervisor Training Seminars.
- Implement web-based module for Animal Services database to facilitate licensing and donations.
- Implement mobile access to Animal Services Chameleon application from laptops in the field.

#### **Significant Accomplishments for FY 2007-08:**

- Conducted a mass vaccination exercise where over 1,000 residents received free flu shots and organizations involved enhanced their disaster response skills.
- Conducted Project Healthy Neighbors where over 250 homeless clients received free tuberculosis testing, flu shots, vaccinations, blood pressure screening and clinic referrals.
- Completed expansion of clinic facilities and service capacity at Franklin Clinic; relocated and expanded women's health services in Santa Maria to meet growing demand for services.
- Implemented a Digital Radiology system to improve accuracy and efficiency in PHD Santa Barbara Radiology Unit.
- Implemented web-based access to restaurant and other food facility inspection reports.
- Opened a new Sexual Assault Response Team (SART) exam facility in Santa Maria, and implemented a new funding methodology and staffing system to provide for medical-legal exams 24 hours a day, 7 days a week.
- Implemented a pilot program for the acceptance of debit and credit cards to improve collections for services at the Calle Real Clinic and Pharmacy.
- Implemented an electronic signature process to facilitate signing Health Officer Orders
- Completed major facilities projects including: renovation of Santa Barbara Animal Shelter facilities which replaced the roof and installed new dog kennels, exterior painting project at Calle Real campus, and implementation of proximity card security system in eight PHD buildings.

**PUBLIC HEALTH**  
 Department Summary (cont'd)

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Department-wide Effectiveness Measures</b>				
Ensure that at least 95% of preschool children are fully immunized.	99%	99%	96%	95%
	5,807	5,750	5,928	5,985
	5,839	5,800	6,169	6,300
Maintain the percent of claims denied by Medi-Cal and Family Pact to less than 6%.	6%	6%	6%	6%
	10,440	9,000	10,100	9,000
	170,503	150,000	157,614	150,000
At least 80% of an estimated 200 customers surveyed will report they are satisfied or better with the services received from Animal Services.	97%	80%	80%	80%
	78	160	160	160
	80	200	200	200
Ensure at least 98% of Public Health Department clinic patients rate services received as good or very good.	98%	98%	98%	98%
	1,176	1,176	1,176	1,176
	1,200	1,200	1,200	1,200
Increase the number of unique homeless clients served by the Healthcare for the Homeless Program.				
	5,384	4,264	4,275	4,350



PHD Director and Health Officer Elliot Schulman was honored by the Santa Barbara Medical Society as their 2007 "Physician of the Year" for his efforts to make Santa Barbara County a healthier place to live, work, and visit.

**PUBLIC HEALTH**  
Administration and Support

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Use of Funds Summary</b>				
<i>Operating Expenditures</i>				
Administration	\$ 1,531,218	\$ 1,644,691	\$ 1,697,190	\$ 1,771,893
Information Tech	2,098,937	2,064,641	2,058,895	2,162,149
Human Resources	279,545	333,836	326,037	446,212
Fiscal Services	1,909,907	2,207,479	2,102,461	2,336,800
Facilities	721,007	764,805	787,884	435,231
Operating Sub-Total	6,540,614	7,015,452	6,972,467	7,152,285
Less: Intra-County Revenues	(397,441)	(511,035)	(499,756)	(509,121)
Operating Total	6,143,173	6,504,417	6,472,711	6,643,164
<i>Non-Operating Expenditures</i>				
Capital Assets	27,067	--	--	20,700
Expenditure Total	6,170,240	6,504,417	6,472,711	6,663,864
<i>Other Financing Uses</i>				
Operating Transfers	8,898	9,090	70,301	9,096
Designated for Future Uses	1,593,015	3	122,818	--
Division Total	\$ 7,772,153	\$ 6,513,510	\$ 6,665,830	\$ 6,672,960

**Character of Expenditures**

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<i>Operating Expenditures</i>				
Regular Salaries	3,666,407	4,234,874	4,139,001	4,165,050
Overtime	45,499	9,300	28,319	9,800
Extra Help	49,927	--	19,170	--
Benefits	1,288,028	1,631,510	1,486,319	1,735,218
Salaries & Benefits Sub-Total	5,049,861	5,875,684	5,672,809	5,910,068
Services & Supplies	1,490,753	1,139,768	1,299,658	1,242,217
Operating Sub-Total	6,540,614	7,015,452	6,972,467	7,152,285
Less: Intra-County Revenues	(397,441)	(511,035)	(499,756)	(509,121)
Operating Total	6,143,173	6,504,417	6,472,711	6,643,164
<i>Non-Operating Expenditures</i>				
Capital Assets	27,067	--	--	20,700
Expenditure Total	\$ 6,170,240	\$ 6,504,417	\$ 6,472,711	\$ 6,663,864

**Source of Funds Summary**

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<i>Departmental Revenues</i>				
Licenses, Fees, and Permits	\$ 322	\$ --	\$ --	\$ --
State Realignment Allocation	2,873,640	2,801,070	2,688,003	2,810,430
Health Care Medical Services	1,146,544	1,128,464	1,158,942	1,189,962
Federal & State Revenues	906,286	157,951	134,673	71,415
Other Charges for Services	30,839	35,594	35,594	28,231
Miscellaneous Revenue	1,059,680	900,634	1,198,381	1,072,766
Revenue Sub-Total	6,017,311	5,023,713	5,215,593	5,172,804
Less: Intra-County Revenues	(397,441)	(511,035)	(499,756)	(509,121)
Revenue Total	5,619,870	4,512,678	4,715,837	4,663,683
General Fund Contribution	2,129,456	1,937,681	1,827,597	2,009,277
<i>Other Financing Sources</i>				
Operating Transfers	--	--	61,198	--
Use of Prior Fund Balances	22,827	63,151	61,198	--
Division Total	\$ 7,772,153	\$ 6,513,510	\$ 6,665,830	\$ 6,672,960

**Position Summary**

	Actual FY 06-07		Adopted FY 07-08		Est. Actual FY 07-08		Recommended FY 08-09	
	Pos.	FTE	Pos.	FTE	Pos.	FTE	Pos.	FTE
<i>Permanent</i>								
Administration	6.0	8.7	6.8	8.8	6.8	8.0	8.5	9.3
Information Tech	17.0	15.5	17.0	16.2	17.0	15.8	16.5	15.1
Human Resources	3.0	3.0	3.0	3.0	3.0	3.0	4.0	3.9
Fiscal Services	31.5	27.4	32.5	28.5	32.5	28.0	30.0	27.5
Facilities	11.5	10.0	11.0	11.0	11.0	10.3	5.0	5.0
Total Positions	69.0	64.6	70.3	67.5	70.3	65.2	64.0	60.8

**SERVICE DESCRIPTION**

Provide an executive focus on community partnerships, leadership, and medical science that is responsive to both internal and external demands for financial planning and accounting, information technology development, human resource guidance, quality improvement, and facility management.

**Significant Changes (FY 2007-08 Adopted to FY 2007-08 Estimated Actual)**

Estimated Actual operating expenditures decreased by \$43,000, to \$6,972,000, from the Adopted Budget of \$7,015,000. This .6% decrease is the result of:

- +\$40,000 - general building maintenance projects, such as conference room carpet replacement;
- +\$38,000 - costs for outside information technology consultants;
- +\$31,000 - costs for forms and printing;
- +\$30,000 - housekeeping materials and supplies;
- +\$21,000 - internal service costs for Information Technology Services (ITS)
- -\$203,000 - salaries and benefits due to staff vacancies, and retirements.

**Significant Changes (FY 2007-08 Estimated Actual to FY 2008-09 Recommended)**

The Recommended Budget's operating expenditures will increase by \$180,000, to \$7,152,000, from the prior year's Estimated Actual of \$6,972,000. This 2.6% increase is the result of:

- +\$296,000 - salaries and benefits due to cost-of-living (COLA), merit adjustments and retirement rate increases, although there was a decrease in housekeeping staffing through an outsourcing of services;
- +\$13,000 - Countywide cost allocation charges;
- -\$58,000 - worker's compensation costs;
- -\$38,000 - general building maintenance projects;
- -\$33,000 - reduction in housekeeping materials and supplies.

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Recurring Performance Measures</b>				
<b>Administration</b>				
At least 95% of annual purchase order renewals will be signed and returned by the vendor by 8/7/08.	98%	95%	95%	95%
	363	380	235	261
	370	400	245	275

**PUBLIC HEALTH**

**Administration and Support (cont'd)**

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Recurring Performance Measures</b>				
To ensure an efficient and responsive government, the County will maintain the rate of General Liability claims filed at no more than 90 - 100% of the previous year's actual claims filed.	3	4	3	2
As an efficient and responsive government, the County will maintain the cost of workers' compensation incident claims to \$1.17 per \$100 payroll (salaries including overtime).	\$3.04 \$994,312.00 \$326,472.87	\$1.17 \$972,499.00 \$113,782.00	\$3.65 \$954,174.00 \$348,501.00	\$1.17 \$932,508.00 \$79,702.00
To improve workers' safety, the County will conduct its operations in order to maintain the rate of Workers' Compensation incident claims to 12 or less per 100 FTE employees Countywide.	13.53 547.00 74.00	11.96 535.00 64.00	15.33 535.00 82.00	11.70 513.00 60.00
As an efficient and responsive government, the County will maintain the rate of Workers' Compensation claims filed between 90 - 100% of the previous year's actual claims filed.	74	70	78	70
To ensure an efficient and responsive government, the County will maintain a count of 3 or less Medical Malpractice claims filed per quarter.	3	3	3	3
As an efficient and responsive government, the County will maintain a productive workforce through a countywide Lost Time Rate of 5.9% or less.	6.94% 75,303 1,084,016	5.90% 75,303 1,276,322	6.79% 76,968 1,133,260	5.90% 75,032 1,271,729
As an efficient and responsive government, the County will maintain a quality workforce through completing 95 -100% of departmental Employee Performance Reviews (EPRs) by the Anniversary Due Date.	84% 533 634	90% 495 550	87% 536 616	95% 523 550
<b>Information Tech</b>				
Provide at least 12 in-depth training sessions annually to build technical skills for high-end computer users.	--	12	12	12

**PUBLIC HEALTH**  
**Administration and Support (cont'd)**

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Recurring Performance Measures</b>				
Provide data reports by the requested deadline at least 90% of the time.	92%	92%	84%	90%
	132	120	110	90
	143	130	130	100
Resolve at least 85% of computer technical support calls immediately.	84%	85%	87%	85%
	4,735	6,000	3,950	6,000
	5,619	7,000	4,500	7,000

**Human Resources**

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
Reduce the average number of days from the date the list of applicants for hire is received from Human Resources to the date a job offer is made from 20 days to 18 days.	--	18	17	--

**Fiscal Services**

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
Ensure at least 95% of medical chart reviews will document accurate medical records coding and service documentation.	83%	95%	95%	95%
	249	190	190	190
	300	200	200	200

**Facilities**

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
Ensure that 80% of requests assigned to Public Health Department Facilities will be completed within the timeline goals.	0%	80%	63%	80%
	--	480	280	480
	--	600	440	600

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
	Pos.	Pos.	Pos.	Pos.

**Position Detail**

**Administration**

Public Health Director/Health Officer	1.0	1.0	1.0	1.0
Public Health Deputy Director	1.0	1.0	1.0	1.0
Chief Financial Officer	1.0	1.0	1.0	1.0
Contracts Manager	--	--	--	1.0
Project Manager	--	--	--	0.8
Departmental Asst Sr	--	--	--	1.0
PH Program Coordinator	1.0	1.0	1.0	--
Departmental Analyst, Fiscal	1.0	1.0	1.0	1.0
Executive Secretary	1.0	1.0	1.0	1.0
Office Assistant	--	0.8	0.8	0.8
Sub-Division Total	6.0	6.8	6.8	8.5

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
	Pos.	Pos.	Pos.	Pos.

**Position Detail**

**Information Tech**

IT Manager	1.0	1.0	1.0	1.0
EDP Office Auto Spec	1.0	1.0	1.0	--
EDP Sys & Prog Anlst	--	1.0	1.0	2.0
EDP Sys & Prog Anlst Sr	1.0	1.0	1.0	1.0
Computer Systems Specialist Supv	--	1.0	1.0	1.0
Systems & Programming Analyst	3.0	3.0	3.0	3.0
Computer Systems Specialist	5.5	5.5	5.5	5.0
Patient Accounts Supervisor	1.0	--	--	--
Data Entry Operator	3.5	3.5	3.5	3.5
Pending Classification	1.0	--	--	--
Sub-Division Total	17.0	17.0	17.0	16.5

**Human Resources**

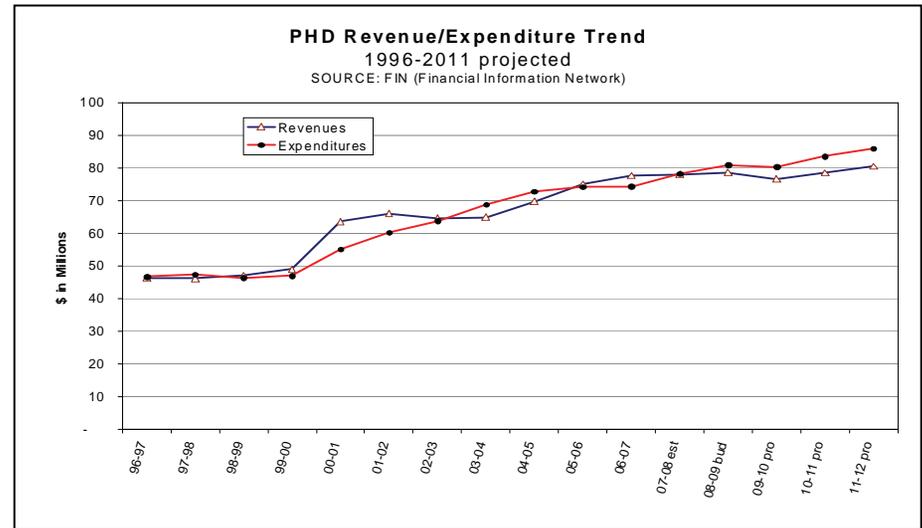
Human Resources Mgr Dept	1.0	1.0	1.0	1.0
Departmental Analyst, Program	--	--	--	1.0
Human Resources Tech	2.0	2.0	2.0	2.0
Sub-Division Total	3.0	3.0	3.0	4.0

**Fiscal Services**

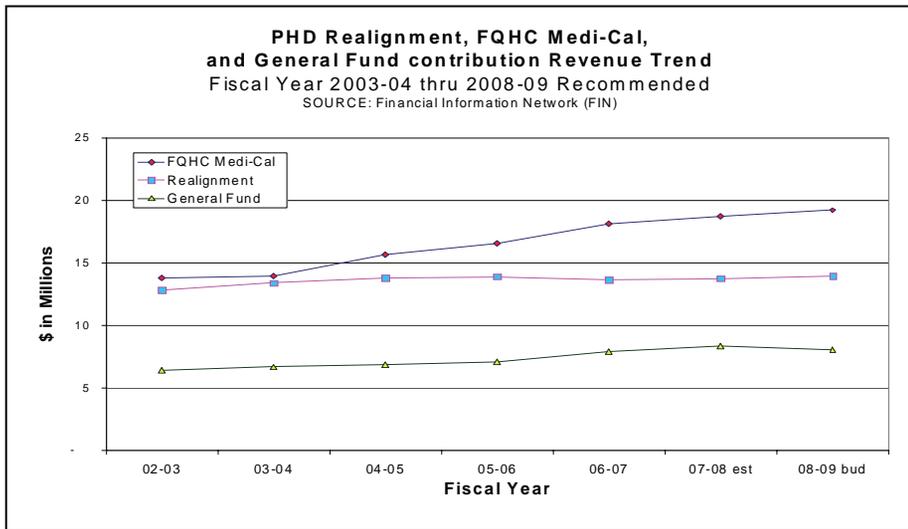
Cost Analyst	2.0	3.0	3.0	3.0
Accountant Supervising	1.0	--	--	--
Accountant	3.0	4.0	4.0	4.0
Accounting Technician Supervisor	1.0	1.0	1.0	1.0
Medical Coding Specialist Senior	1.0	--	--	1.0
Departmental Assistant	1.0	2.0	2.0	2.0
Patient Accounts Supervisor	1.0	--	--	1.0
Medical Coding Specialist	1.0	1.0	1.0	1.0
Accounting Technician	2.0	2.0	2.0	2.0
Patient Accounts Clerk, Sr	1.0	--	--	1.0
Patient Representative	--	12.5	12.5	11.0
Patient Accounts Clerk	12.5	--	--	--
Accounting Assistant	4.0	4.0	4.0	3.0
Office Assistant	1.0	--	--	--
Pending Classification	--	3.0	3.0	--
Sub-Division Total	31.5	32.5	32.5	30.0

**PUBLIC HEALTH**  
Administration and Support (cont'd)

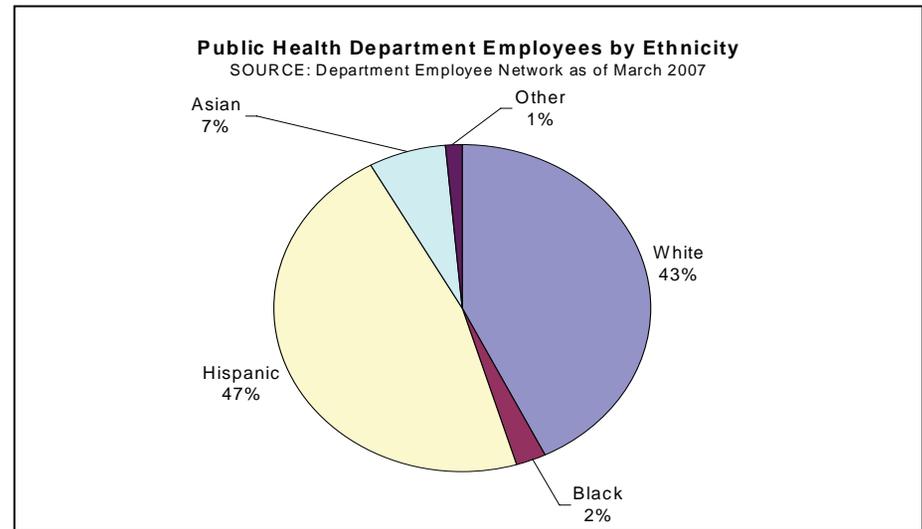
	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
	Pos.	Pos.	Pos.	Pos.
<b>Position Detail</b>				
<b>Facilities</b>				
Departmental Facilities Manager	1.0	1.0	1.0	--
Maintenance Supervisor	--	1.0	1.0	--
Public Information Assistant	1.0	--	--	--
Departmental Assistant	1.0	1.0	1.0	1.0
Building Maintenance Worker	--	--	--	1.0
Store keeper	1.0	1.0	1.0	1.0
Utility Clerk	2.5	2.0	2.0	2.0
Housekeeping Services Leader	1.0	1.0	1.0	--
Housekeeping Services Worker	4.0	4.0	4.0	--
Sub-Division Total	11.5	11.0	11.0	5.0
Division Total	69.0	70.3	70.3	64.0



Increasing health care costs and declining revenues are projected to lead to a structural deficit in the PHD, which is reflective of the healthcare crisis in the state and nation.



The PHD has successfully increased Medi-Cal revenues to make up for relatively static State Realignment revenue to cover increasing healthcare costs.



Public Health employees reflect the diversity of the communities we serve.

**PUBLIC HEALTH**  
**Family Health and Primary Care**

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Use of Funds Summary</b>				
<i>Operating Expenditures</i>				
FH/PC Administration	\$ 3,830,186	\$ 4,282,719	\$ 4,214,456	\$ 4,247,193
Childrens Medical Services	4,672,390	5,251,452	5,057,586	5,668,787
MIA/Indigent Care	11,042,530	11,572,662	10,535,053	11,053,871
CHIP	281,056	286,796	286,796	230,762
Healthcare for the Homeless	1,555,597	1,595,430	1,549,451	1,548,637
Clinical Labs	1,667,711	1,824,335	1,833,600	1,905,365
Radiology	583,242	604,030	595,962	497,904
Pharmacy	5,204,906	5,625,872	5,216,620	5,565,677
Inmate Health	87,232	105,223	72,997	67,114
Medical Records	1,008,085	1,375,928	1,218,500	1,419,486
Lompoc Clinics	5,090,388	5,240,970	5,240,824	5,777,881
Santa Maria Clinics	3,275,872	3,473,857	3,522,858	3,719,114
Carpinteria/Franklin Clinics	3,077,046	3,281,310	3,291,015	4,082,303
Calle Real Clinics	4,833,205	5,102,292	5,172,371	5,511,666
Santa Maria Women's Health Center	2,457,159	2,913,967	3,069,243	3,190,914
Operating Sub-Total	48,666,605	52,536,843	50,877,332	54,486,674
Less: Intra-County Revenues	(150,932)	(167,440)	(159,157)	(158,508)
Operating Total	48,515,673	52,369,403	50,718,175	54,328,166
<i>Non-Operating Expenditures</i>				
Capital Assets	44,868	185,855	333,985	6,500
Expenditure Total	48,560,541	52,555,258	51,052,160	54,334,666
<i>Other Financing Uses</i>				
Operating Transfers	233,058	29,609	216,547	29,602
Designated for Future Uses	3,264,711	3,868,534	4,068,913	1,425,539
Division Total	\$ 52,058,310	\$ 56,453,401	\$ 55,337,620	\$ 55,789,807

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Character of Expenditures</b>				
<i>Operating Expenditures</i>				
Regular Salaries	14,623,022	18,863,148	18,354,730	20,105,905
Overtime	119,815	124,466	119,425	127,422
Extra Help	277,626	127,686	520,148	140,006
Benefits	9,736,771	7,278,387	6,602,138	8,414,120
Salaries & Benefits Sub-Total	24,757,234	26,393,687	25,596,441	28,787,453
Services & Supplies	23,909,371	26,143,156	25,280,891	25,699,221
Operating Sub-Total	48,666,605	52,536,843	50,877,332	54,486,674
Less: Intra-County Revenues	(150,932)	(167,440)	(159,157)	(158,508)
Operating Total	48,515,673	52,369,403	50,718,175	54,328,166
<i>Non-Operating Expenditures</i>				
Capital Assets	44,868	185,855	333,985	6,500
Expenditure Total	\$ 48,560,541	\$ 52,555,258	\$ 51,052,160	\$ 54,334,666
<b>Source of Funds Summary</b>				
<i>Departmental Revenues</i>				
State Realignment Allocation	\$ 10,808,658	\$ 10,854,998	\$ 11,078,107	\$ 11,155,680
Health Care Medical Services	25,841,596	25,751,061	26,536,883	28,314,724
Federal & State Revenues	6,737,055	5,978,879	6,028,608	6,467,630
Other Charges for Services	500	--	--	--
Miscellaneous Revenue	1,736,465	1,771,060	1,931,937	1,474,825
Revenue Sub-Total	45,124,274	44,355,998	45,575,535	47,412,859
Less: Intra-County Revenues	(150,932)	(167,440)	(159,157)	(158,508)
Revenue Total	44,973,342	44,188,558	45,416,378	47,254,351
<i>General Fund Contribution</i>				
	2,473,418	2,573,536	2,975,295	1,654,314
<i>Other Financing Sources</i>				
Operating Transfers	2,861,119	2,862,902	2,898,397	2,862,902
Use of Prior Fund Balances	1,750,323	6,828,405	4,047,550	4,018,240
Division Total	\$ 52,058,202	\$ 56,453,401	\$ 55,337,620	\$ 55,789,807

## SERVICE DESCRIPTION

Provide prevention and early intervention health care at seven Federally Qualified Health Centers. Ensure access to necessary medical care, and assessment for children, low-income families, and adults with medical emergencies, and other people with special needs.

	Actual FY 06-07		Adopted FY 07-08		Est. Actual FY 07-08		Recommended FY 08-09	
	Pos.	FTE	Pos.	FTE	Pos.	FTE	Pos.	FTE
<b>Position Summary</b>								
<i>Permanent</i>								
FH/PC Administration	7.0	5.8	7.0	6.0	7.0	5.5	6.0	6.0
Childrens Medical Services	54.3	45.4	53.3	46.8	53.3	46.6	53.4	46.1
MIA/Indigent Care	16.0	14.1	15.0	14.5	15.0	13.5	15.0	14.6
Healthcare for the Homeless	8.0	8.8	7.5	9.0	7.5	7.5	8.5	7.2
Clinical Labs	13.5	13.6	14.0	14.3	14.0	14.8	14.0	13.4
Radiology	6.5	6.0	6.0	6.0	6.0	6.1	4.0	4.0
Pharmacy	13.0	12.9	13.0	13.0	13.0	14.4	13.0	12.7
Inmate Health	--	1.0	--	1.0	--	0.9	1.0	0.5
Medical Records	16.5	16.1	16.5	16.5	16.5	15.6	18.0	17.3
Lompoc Clinics	48.6	47.2	46.6	42.6	46.6	49.2	47.6	43.5
Santa Maria Clinics	34.3	32.6	35.3	30.6	35.3	33.0	34.8	30.4
Carpinteria/Franklin Clinics	33.7	30.5	33.7	32.0	33.7	32.5	37.7	35.7
Calle Real Clinics	34.4	34.1	34.4	31.3	34.4	34.4	35.3	32.8
Santa Maria Women's Health Center	16.0	17.7	19.0	18.0	19.0	19.8	20.0	19.0
<b>Total Permanent</b>	<b>301.7</b>	<b>285.7</b>	<b>301.2</b>	<b>281.5</b>	<b>301.2</b>	<b>293.6</b>	<b>308.2</b>	<b>283.2</b>
<i>Non-Permanent</i>								
Contract	--	3.7	--	3.4	--	2.7	--	1.6
Extra Help	--	--	--	3.5	--	--	--	3.2
<b>Total Positions</b>	<b>301.7</b>	<b>289.4</b>	<b>301.2</b>	<b>288.4</b>	<b>301.2</b>	<b>296.3</b>	<b>308.2</b>	<b>287.9</b>

### Significant Changes (FY 2007-08 Adopted to FY 2007-08 Estimated Actual)

Estimated Actual operating expenditures decreased by \$1,660,000, to \$50,877,000, from the Adopted Budget of \$52,537,000. This 3.2% decrease is the result of:

- +\$335,000 - building maintenance for painting on the Calle Real Campus and a new lock and security system);
- +\$297,000 - registry nursing and temporary physician fees due to vacancies and recruiting difficulties;
- +\$237,000 -one-time start up costs due to the move and expansion of the Santa Maria Women's Center and the Franklin Center;

## PUBLIC HEALTH

### Family Health and Primary Care (cont'd)

- -\$1,014,000 - inpatient and specialty referral costs for the Medically Indigent Adults (MIA) program, due to decreased patient volume;
- -\$793,000 - salaries and benefits due to vacancies and recruiting difficulties, particularly with physician and nursing professionals;
- -\$558,000 - cost and volume decreases in pharmaceutical costs due to a change in acquisition methodology for injectible and specialty drugs and continued success at an initiative to use less costly generics;
- -\$164,000 - consulting costs not realized for the planning phase of an electronic medical record (EMR).

### Significant Changes (FY 2007-08 Estimated Actual to FY 2008-09 Recommended)

The Recommended Budget's operating expenditures will increase by \$3,610,000, to \$54,487,000, from the prior year's Estimated Actual of \$50,877,000. This 7.1% increase is the result of increased salaries and benefits due to:

- +\$3,405,000 - cost-of-living (COLA), merit adjustments, and retirement rate increases for nursing and other licensed professionals;
- +\$469,000 - Medically Indigent Adult (MIA) program costs for hospital and referral physician services and other independent contract physician services;
- +\$220,000 - pharmaceuticals and other medical supplies costs;
- +\$127,000 - contract physician costs for internal specialty clinic services;
- +\$94,000 - Countywide cost allocation charges;
- +\$79,000 - utilities and other miscellaneous costs;
- +\$67,000 - liability insurance;
- -\$335,000 - building maintenance for painting on the Calle Real Campus and a new lock and security system;
- -\$220,000 - workers' compensation costs;
- -\$112,000 - registry nursing and temporary physicians;
- -\$96,000 - outside consultant costs (including the suspension of the EMR implementation);
- -\$88,000 malpractice insurance costs.

**PUBLIC HEALTH**

**Family Health and Primary Care (cont'd)**

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Recurring Performance Measures</b>				
<b>FH/PC Administration</b>				
Ensure that 99.1% of PHD clinic infants born at >37 weeks gestation weigh at least 2,500 grams (5.5 pounds).	0% -- --	99.1% 991 1,000	99.0% 1,109 1,120	99.1% 1,285 1,296
Increase the percentage of females 11-18 years of age at the PHD clinics that have received the HPV vaccine from 10% in FY 07/08 to 50% in FY 09/10.	0% -- --	10% 119 1,190	11% 119 1,081	20% 230 1,150
Annually screen for chlamydia and treat as appropriate in at least 80% of family planning patients aged 16-25.	0% -- --	80% 2,200 2,750	75% 2,325 3,100	80% 1,860 2,325
Provide medical care to 30,760 indigent patients each year.	32,945	29,750	30,250	30,760
Decrease the number of the PHD's CenCal Medi-Cal patients who meet the definition of persistent asthma from 28% in FY 06/07 to 20% in FY 07/08.	5% 45 855	21% 154 727	21% 154 727	0% -- --
Ensure that 70% of Santa Barbara Clinic Family Practice patients with the primary or secondary diagnosis of depression will have completed a depression assessment within the past 12 months.	99% 137 138	70% 162 232	33% 77 232	70% 162 232
At least 80% of diabetic patients in PHD clinics will have a dilated eye exam annually.	69% 1,966 2,809	74% 2,036 2,715	73% 2,009 2,715	80% 2,172 2,715
At least 74% of women aged 40 and older seen in Public Health clinics will have a mammogram every 2 years.	70% 4,094 5,848	70% 3,890 5,558	68% 3,835 5,558	74% 4,113 5,558
<b>Childrens Medical Services</b>				
Site visits for triennial recertification of CHDP Program providers will be completed for 33% of approximately 37 provider sites in SB County, per State requirements.	29% 11 37	35% 13 37	32% 12 37	32% 12 37

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Recurring Performance Measures</b>				
Provide occupational or physical therapy evaluations to at least 80% of California Children's Services (CCS) eligible children within 30 days.	77% 62 80	80% 64 80	80% 64 80	80% 64 80
At least 95% of people completing the CCS Family Survey will rate the overall experience of getting their child CCS services as good or very good.	95% 442 465	95% 475 500	95% 475 500	95% 475 500
<b>MIA/Indigent Care</b>				
Increase funding recovered by obtaining at least \$550,000 Medi-Cal reimbursement for Medically Indigent Adult (MIA) patients subsequently granted retroactive Medi-Cal coverage.	\$663,651	\$650,000	\$468,111	\$550,000
<b>Healthcare for the Homeless</b>				
Increase the percentage of homeless women who receive first trimester care by 10% to 45%.	0% -- --	45% 33 73	33% 18 53	45% 25 55
Increase the percentage of homeless children up-to-date on their immunizations by 5% to 90%.	0% -- --	26% 13 50	84% 61 72	90% 70 77
<b>Clinical Labs</b>				
Ensure that 100% of Critical Values as defined in the Laboratory Policy Manual are reported to the requesting provider or designee as soon as the result is available.	92% 24 26	100% 450 450	99% 509 514	100% 525 525
Ensure that 95% of the STAT test requests are completed and reported within one hour of receipt in the Clinical Laboratory.	100% 26 26	94% 710 750	95% 595 626	96% 630 650
At least 99% of proficiency tests in the clinical laboratory will be accurate.	99% 1,139 1,147	100% 1,145 1,145	99% 1,157 1,163	99% 1,157 1,163

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Recurring Performance Measures</b>				
<b>Radiology</b>				
Achieve quality x-rays on the first take 98% of the time.	97%	98%	98%	98%
	3,246	9,850	16,199	16,585
	3,328	10,000	16,604	17,000
<b>Pharmacy</b>				
Maintain pharmacy wait time at 20 minutes or less for at least 85% of 1,200 new prescriptions randomly selected for audit.	89%	85%	85%	85%
	1,142	1,020	1,025	1,025
	1,283	1,200	1,200	1,200
<b>Medical Records</b>				
Medical records will be available on-demand for at least 90% of open access appointments at the Santa Maria clinic.	0%	90%	94%	92%
	--	7,200	7,000	7,100
	--	8,000	7,400	7,700
<b>Lompoc Clinics</b>				
Increase the number of Preventive Medicine Evaluations that are performed on CenCal members by 1% in Lompoc.	0%	13%	17%	18%
	--	740	900	950
	--	5,692	5,294	5,277
Reduce the average number of days to get an appointment in the Lompoc Internal Medicine and/or Family Practice Clinic to 3 days or less.	7	7	3	3
<b>Santa Maria Clinics</b>				
Increase the number of Preventive Medicine Evaluations that are performed on CenCal members by 5% in Santa Maria.	0%	8%	10%	15%
	--	211	274	411
	--	2,638	2,740	2,737
Reduce the average number of days to get an appointment in the Santa Maria Internal Medicine and/or Family Practice Clinic to 3 days or less.	9	5	3	3
<b>Carpinteria/Franklin Clinics</b>				
Increase the number of Preventive Medicine Evaluations that are performed on CenCal members by 12% in Carpinteria.	0%	9%	16%	27%
	--	53	121	320
	--	585	756	1,155

**PUBLIC HEALTH**  
**Family Health and Primary Care (cont'd)**

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Recurring Performance Measures</b>				
Reduce the average number of days to get an appointment in the Carpinteria and Franklin Family Practice Clinics to 1 day or less.	3	2	3	1
Increase the number of Preventive Medicine Evaluations that are performed on CenCal members by 5% in Franklin.	0%	10%	23%	28%
	--	112	260	320
	--	1,120	1,130	1,142
<b>Calle Real Clinics</b>				
Increase the number of Preventive Medicine Evaluations that are performed on CenCal members by 1% in Santa Barbara.	0%	3%	3%	4%
	--	48	52	57
	--	1,606	1,733	1,606
Reduce the average number of days to get an appointment in the Santa Barbara Internal Medicine Clinic to 30 days or less.	--	30	45	30
Reduce the average number of days to get an appointment in the Santa Barbara Family Practice Clinic to 2 days or less.	--	7	3	2
<b>Santa Maria Women's Health Center</b>				
Provide OB intake appointments within an average of 3 days at the Santa Maria Women's Health Center.	6	7	4	3
Provide OB registration within an average of 5 days at the Santa Maria Women's Health Center.	8	7	5	5

**PUBLIC HEALTH**

**Family Health and Primary Care (cont'd)**

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
	Pos.	Pos.	Pos.	Pos.
<b>Position Detail</b>				
<b>FH/PC Administration</b>				
Medical Director	1.0	1.0	1.0	1.0
Public Health Deputy Director	1.0	1.0	1.0	1.0
Assistant Deputy	--	1.0	1.0	1.0
Performance Improve Coordinator	1.0	1.0	1.0	1.0
Departmental Assistant	2.0	3.0	3.0	2.0
Administrative Secretary	1.0	--	--	--
Pending Classification	1.0	--	--	--
Sub-Division Total	7.0	7.0	7.0	6.0
<b>Childrens Medical Services</b>				
Staff Physician Supervising	1.0	1.0	1.0	1.0
Therapy Coordinator	1.0	1.0	1.0	1.0
Supervising Therapist	4.0	4.0	4.0	4.0
Public Health Nurse Supervisor	1.0	1.0	1.0	1.0
Public Health Nurse	9.0	8.0	8.0	8.0
Physical/Occupational Therapist	13.0	13.0	13.0	13.1
Program Manager	1.0	1.0	1.0	1.0
Health Educator	1.0	1.0	1.0	1.0
Medical Social Svcs Practitioner	0.8	0.8	0.8	0.8
CCS/Occ/Phys Ther Asst	1.0	1.0	1.0	1.0
Caseworker CCS Supervisor	1.0	1.0	1.0	1.0
Office Assistant Supervising	1.0	1.0	1.0	1.0
Caseworker CCS	7.0	7.0	7.0	7.0
Therapy Attendant	3.5	3.5	3.5	3.5
Accounting Assistant	1.0	1.0	1.0	1.0
Office Assistant	8.0	8.0	8.0	8.0
Sub-Division Total	54.3	53.3	53.3	53.4
<b>MIA/Indigent Care</b>				
Utilization Review Manager	1.0	1.0	1.0	1.0
Program Administrator	--	--	--	1.0
Staff Nurse	2.0	2.0	2.0	1.0
Medical Social Svcs Supervisor	1.0	1.0	1.0	1.0
Medical Social Svcs Practitioner	1.0	1.0	1.0	1.0
Medical Social Svcs Worker	2.0	2.0	2.0	2.0
Medical Services Representative	6.0	5.0	5.0	5.0
Accounting Assistant	2.0	2.0	2.0	2.0
Office Assistant	1.0	1.0	1.0	1.0
Sub-Division Total	16.0	15.0	15.0	15.0

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
	Pos.	Pos.	Pos.	Pos.
<b>Position Detail</b>				
<b>Radiology</b>				
Radiological Technician	4.5	4.0	4.0	3.0
Radiological Technician Supv	1.0	1.0	1.0	1.0
Office Assistant	1.0	1.0	1.0	--
Sub-Division Total	6.5	6.0	6.0	4.0
<b>Healthcare for the Homeless</b>				
Health Care Practitioner	2.0	2.0	2.0	2.0
Program Administrator	1.0	1.0	1.0	1.0
Public Health Nurse	3.0	2.5	2.5	2.5
Medical Assistant	2.0	1.0	1.0	1.0
Health Services Aide	--	1.0	1.0	2.0
Sub-Division Total	8.0	7.5	7.5	8.5
<b>Clinical Labs</b>				
Health Services Lab Supervisor	1.0	1.0	1.0	1.0
Clinical Lab Technician	5.5	5.5	5.5	5.5
Patient Representative	--	1.0	1.0	1.0
Laboratory Assistant	6.0	6.5	6.5	6.5
Patient Account Clerk	1.0	--	--	--
Sub-Division Total	13.5	14.0	14.0	14.0
<b>Pharmacy</b>				
Pharmacist in Charge	3.0	3.0	3.0	3.0
Pharmacist	1.0	1.0	1.0	1.0
Pharmacist Supervisor	1.0	1.0	1.0	1.0
Pharmacy Technician	8.0	8.0	8.0	8.0
Sub-Division Total	13.0	13.0	13.0	13.0
<b>Inmate Health</b>				
Departmental Assistant	--	--	--	1.0
Sub-Division Total	--	--	--	1.0
<b>Medical Records</b>				
Medical Records Admin	1.0	1.0	1.0	1.0
Medical Records Technician	3.0	--	--	3.0
Office Assistant	12.5	12.5	12.5	14.0
Pending Classification	--	3.0	3.0	--
Sub-Division Total	16.5	16.5	16.5	18.0

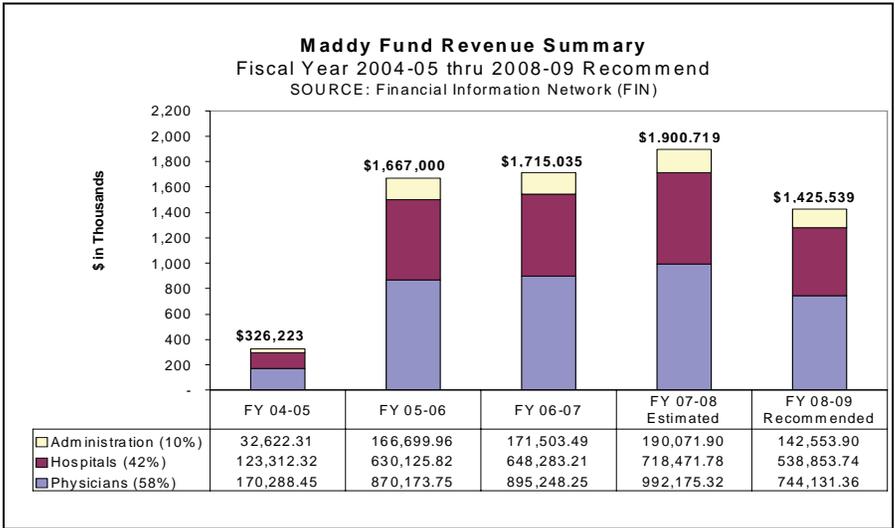
**PUBLIC HEALTH**  
**Family Health and Primary Care (cont'd)**

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
	Pos.	Pos.	Pos.	Pos.
<b>Position Detail</b>				
<b>Lompoc Clinics</b>				
Staff Physician Supervising	--	--	--	1.0
Staff Physician II	5.0	5.0	5.0	4.0
Staff Physician I	2.0	1.0	1.0	1.0
Health Care Practitioner	2.0	2.0	2.0	2.0
Regional Clinic Manager	1.0	1.0	1.0	1.0
Staff Nurse Supervisor	2.0	2.0	2.0	2.0
Staff Nurse	5.6	5.6	5.6	5.6
Departmental Assistant	--	1.0	1.0	1.0
Office Assistant Principal	1.0	1.0	1.0	1.0
Office Assistant Supervising	1.0	1.0	1.0	1.0
Patient Representative	4.0	4.0	4.0	5.0
Medical Assistant	12.0	12.0	12.0	13.0
Accounting Assistant	1.0	1.0	1.0	--
Office Assistant	10.0	9.0	9.0	9.0
Health Services Aide	2.0	1.0	1.0	1.0
Sub-Division Total	48.6	46.6	46.6	47.6
<b>Santa Maria Clinics</b>				
Staff Physician II	4.0	4.0	4.0	4.0
Health Care Practitioner	2.0	2.0	2.0	1.0
Regional Clinic Manager	1.0	1.0	1.0	1.0
Staff Nurse Supervisor	1.0	1.0	1.0	1.0
Staff Nurse	5.5	5.5	5.5	5.5
Departmental Assistant	1.0	1.0	1.0	1.0
Office Assistant Principal	1.0	1.0	1.0	1.0
Office Assistant Supervising	1.0	1.0	1.0	1.0
Patient Representative	3.0	3.0	3.0	4.0
Medical Assistant	7.3	8.3	8.3	9.3
Accounting Assistant	1.0	1.0	1.0	--
Office Assistant	6.5	6.5	6.5	6.0
Sub-Division Total	34.3	35.3	35.3	34.8

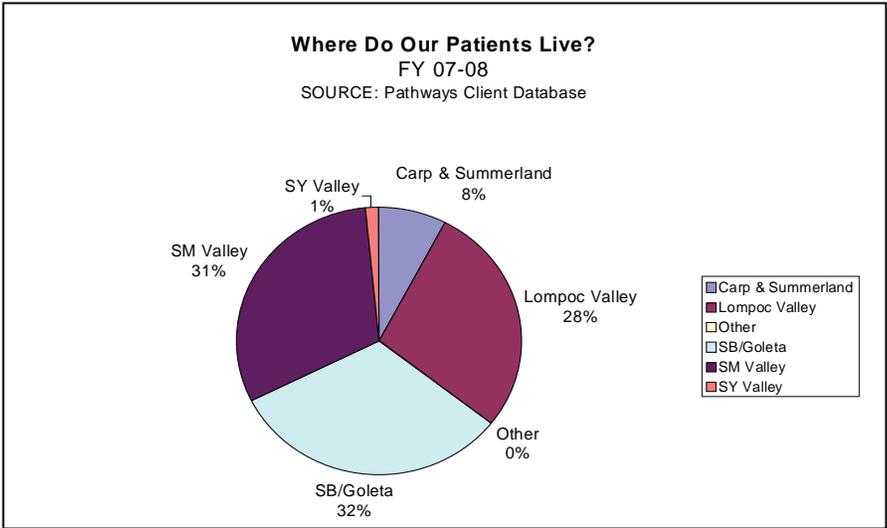
	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
	Pos.	Pos.	Pos.	Pos.
<b>Position Detail</b>				
<b>Carpinteria/Franklin Clinics</b>				
Staff Physician Supervising	1.0	1.0	1.0	1.0
Staff Physician II	0.5	0.5	0.5	1.5
Staff Physician I	--	1.0	1.0	1.0
Health Care Practitioner	1.2	1.2	1.2	2.2
Regional Clinic Manager	1.0	1.0	1.0	1.0
Staff Nurse Supervisor	2.0	2.0	2.0	2.0
Staff Nurse	3.0	3.0	3.0	3.0
Departmental Assistant	--	--	--	1.0
Office Assistant Principal	2.0	2.0	2.0	2.0
Licensed Vocational Nurse	2.0	1.0	1.0	1.0
Patient Representative	4.0	4.0	4.0	8.0
Medical Assistant	8.0	11.0	11.0	9.0
Office Assistant	9.0	6.0	6.0	5.0
Sub-Division Total	33.7	33.7	33.7	37.7
<b>Calle Real Clinics</b>				
Staff Physician Supervising	0.8	0.8	0.8	0.8
Staff Physician II	1.6	1.6	1.6	1.5
Staff Physician I	1.0	--	--	--
Regional Clinic Manager	1.0	1.0	1.0	1.0
Staff Nurse Supervisor	1.0	1.0	1.0	2.0
Staff Nurse	7.5	7.5	7.5	6.5
Departmental Assistant	--	1.0	1.0	1.0
Health Education Associate	0.5	0.5	0.5	0.5
Office Assistant Principal	1.0	1.0	1.0	1.0
Licensed Vocational Nurse	1.0	1.0	1.0	1.0
Office Assistant Supervising	--	1.0	1.0	1.0
Patient Representative	3.0	3.0	3.0	5.0
Medical Assistant	7.0	9.0	9.0	9.0
Accounting Assistant	1.0	1.0	1.0	1.0
Office Assistant	6.0	4.0	4.0	3.0
Health Services Aide	2.0	1.0	1.0	1.0
Sub-Division Total	34.4	34.4	34.4	35.3

**PUBLIC HEALTH**  
**Family Health and Primary Care (cont'd)**

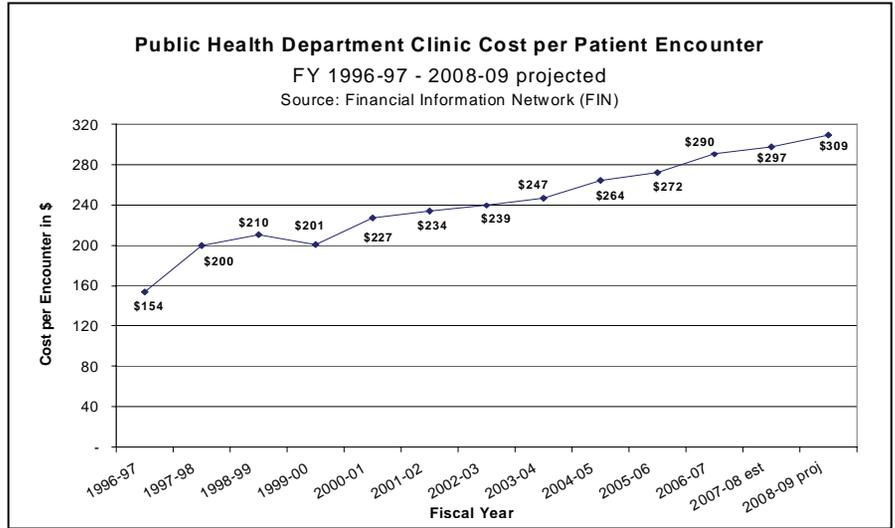
	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
	Pos.	Pos.	Pos.	Pos.
<b>Position Detail</b>				
<b>Santa Maria Women's Health Center</b>				
Health Care Practitioner	--	1.0	1.0	1.0
Performance Improve Coordinator	--	1.0	1.0	1.0
Staff Nurse Supervisor	1.0	1.0	1.0	1.0
Program Administrator	1.0	--	--	--
Staff Nurse	2.0	2.0	2.0	2.5
Health Education Associate	--	1.0	1.0	1.0
Office Assistant Principal	1.0	1.0	1.0	1.0
Patient Representative	3.0	2.0	2.0	3.0
Medical Assistant	8.0	10.0	10.0	9.0
Office Assistant	--	--	--	0.5
Sub-Division Total	<u>16.0</u>	<u>19.0</u>	<u>19.0</u>	<u>20.0</u>
Division Total	<u>301.7</u>	<u>301.2</u>	<u>301.2</u>	<u>308.2</u>



Revenues from the MADDY Emergency Medical Services fund have increased to a projected \$1.9M since its inception, but are set to sunset on January 1, 2009 unless legislation to renew is passed.

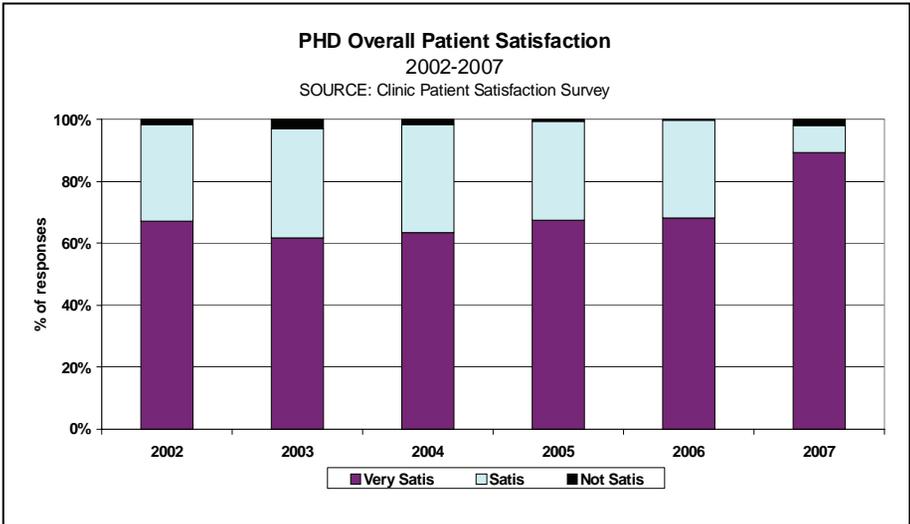


60% of patients served by the Public Health Department live in the North County.

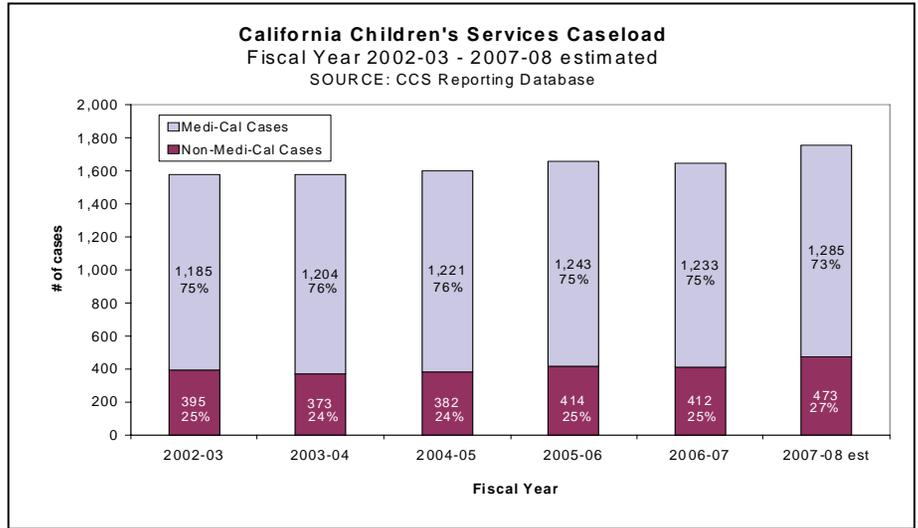


Due to the rising costs of providing healthcare services, PHD clinic costs per patient encounter have doubled over a 12-year period.

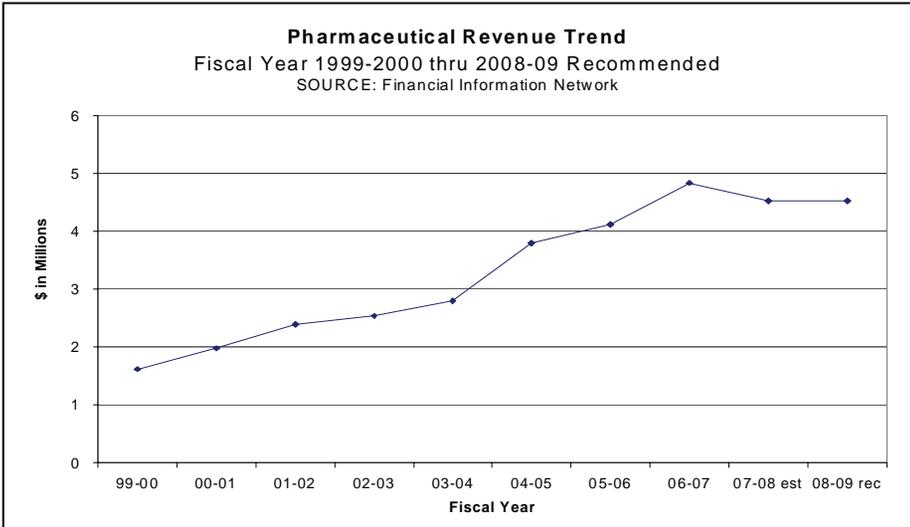
**PUBLIC HEALTH**  
**Family Health and Primary Care (cont'd)**



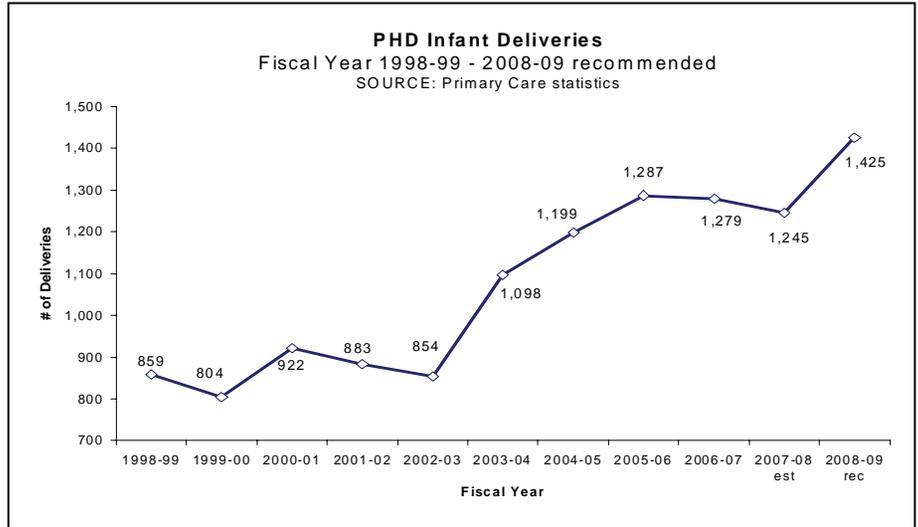
Because of customer service initiatives, a growing number of patients that are surveyed are “very satisfied” with their care at PHD clinics.



Total caseload in the California Children’s Services program has grown by approximately 10% over a 5 year period while the amount of the non Medi-Cal eligible caseload is estimated to grow by 20%. The County must share 50% in the treatment costs of the non Medi-Cal eligible children.



PHD pharmacies have been very successful at increasing revenues through strategic initiatives that target cash collections and customer service.



The number of deliveries performed by the PHD continues to increase due to the opening of the Santa Maria Women’s Center (January 2004) and its expansion into bigger space (April 2008).

**PUBLIC HEALTH**  
Community Health

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Use of Funds Summary</b>				
<i>Operating Expenditures</i>				
CH Administration	\$ 1,179,496	\$ 1,658,720	\$ 1,713,194	\$ 1,735,489
Health Promotion	397,534	557,616	481,301	565,594
Nutrition Services	2,426,143	2,270,248	2,427,549	2,735,229
Disease Control and Prevention	2,396,340	2,585,167	2,322,149	2,714,782
Chronic Disease and Aging	1,135,684	1,178,902	1,056,484	929
Epidemiology Unit	388,603	413,438	360,382	428,714
HIV/AIDS	1,352,942	1,327,379	1,512,057	1,443,703
Animal Services	2,831,836	3,025,445	3,167,703	3,410,533
EMS	1,451,738	1,582,425	1,637,282	1,392,972
Human Services	2,261,165	2,274,129	2,249,554	2,265,630
Environmental Health Services	2,942,533	4,254,555	3,210,890	3,741,205
Tobacco Control	746,147	743,946	710,304	716,633
Family Programs	2,051,038	2,712,341	2,164,470	2,242,560
Operating Sub-Total	21,561,199	24,584,311	23,013,319	23,393,973
Less: Intra-County Revenues	(229,405)	(229,144)	(232,145)	(281,109)
Operating Total	21,331,794	24,355,167	22,781,174	23,112,864
<i>Non-Operating Expenditures</i>				
Capital Assets	29,168	31,500	137,132	--
Expenditure Total	21,360,962	24,386,667	22,918,306	23,112,864
<i>Other Financing Uses</i>				
Operating Transfers	315,348	288,239	279,233	206,535
Designated for Future Uses	941,058	219,096	256,655	252,856
Division Total	\$ 22,617,368	\$ 24,894,002	\$ 23,454,194	\$ 23,572,255

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Character of Expenditures</b>				
<i>Operating Expenditures</i>				
Regular Salaries	10,390,444	11,398,989	10,973,119	10,957,541
Overtime	88,428	80,479	115,900	73,391
Extra Help	175,228	37,071	219,492	29,975
Benefits	3,402,646	4,304,834	3,837,052	4,699,196
Salaries & Benefits Sub-Total	14,056,746	15,821,373	15,145,563	15,760,103
Services & Supplies	5,942,542	7,151,025	6,305,843	6,030,757
Contributions	1,561,911	1,611,913	1,561,913	1,603,113
Operating Sub-Total	21,561,199	24,584,311	23,013,319	23,393,973
Less: Intra-County Revenues	(229,405)	(229,144)	(232,145)	(281,109)
Operating Total	21,331,794	24,355,167	22,781,174	23,112,864
<i>Non-Operating Expenditures</i>				
Capital Assets	29,168	31,500	137,132	--
Expenditure Total	\$ 21,360,962	\$ 24,386,667	\$ 22,918,306	\$ 23,112,864
<b>Source of Funds Summary</b>				
<i>Departmental Revenues</i>				
Licenses, Fees, and Permits	\$ 3,955,804	\$ 3,964,587	\$ 4,313,590	\$ 4,666,382
Health Care Medical Services	949,434	1,019,890	916,654	925,526
Federal & State Revenues	9,938,877	10,338,365	9,915,639	8,562,402
Other Charges for Services	277,769	283,472	283,363	294,822
Miscellaneous Revenue	206,789	133,071	216,033	183,723
Revenue Sub-Total	15,328,673	15,739,385	15,645,279	14,632,855
Less: Intra-County Revenues	(229,405)	(229,144)	(232,145)	(281,109)
Revenue Total	15,099,268	15,510,241	15,413,134	14,351,746
<i>General Fund Contribution</i>				
	6,081,021	6,709,920	6,418,245	7,379,010
<i>Other Financing Sources</i>				
Operating Transfers	1,213,979	1,289,862	1,252,659	1,223,608
Sale of Property	--	--	900	--
Use of Prior Fund Balances	223,100	1,383,979	369,256	617,891
Division Total	\$ 22,617,368	\$ 24,894,002	\$ 23,454,194	\$ 23,572,255

## SERVICE DESCRIPTION

Prevent disease and promote healthy behaviors for the entire community by monitoring, investigating, and controlling environmental hazards and communicable diseases. Inform and empower people about nutrition, maternal child and family health, chronic diseases, and human services issues.

	Actual FY 06-07		Adopted FY 07-08		Est. Actual FY 07-08		Recommended FY 08-09	
	Pos.	FTE	Pos.	FTE	Pos.	FTE	Pos.	FTE
<b>Position Summary</b>								
<i>Permanent</i>								
CH Administration	4.0	3.6	4.0	4.4	4.0	3.7	4.0	4.4
Health Promotion	5.0	3.6	4.8	4.7	4.8	4.0	4.9	4.2
Nutrition Services	34.8	32.5	34.8	27.1	34.8	32.5	33.8	31.0
Disease Control and Prevention	27.5	24.0	26.5	24.9	26.5	22.4	26.0	24.2
Chronic Disease and Aging	12.5	11.5	11.5	11.3	11.5	10.8	--	--
Epidemiology Unit	4.5	4.1	4.5	4.4	4.5	3.7	4.5	4.4
HIV/AIDS	5.0	5.2	5.0	5.1	5.0	5.5	5.0	5.1
Animal Services	29.0	28.2	29.0	28.9	29.0	28.8	29.0	28.9
EMS	7.0	7.3	8.0	7.3	8.0	6.5	5.0	5.9
Human Services	3.0	3.1	3.0	3.1	3.0	2.9	2.0	2.1
Environmental Health Services	31.0	28.2	31.0	29.6	31.0	28.1	31.0	29.6
Tobacco Control	3.8	3.4	3.8	3.8	3.8	3.9	3.8	3.9
Family Programs	24.6	20.7	25.1	21.8	25.1	19.7	23.0	19.3
Total Permanent	191.6	175.4	190.9	176.3	190.9	172.5	171.9	162.9
<i>Non-Permanent</i>								
Contract	--	2.1	--	2.0	--	1.6	--	1.5
Extra Help	--	--	--	0.8	--	--	--	0.6
Total Positions	191.6	177.4	190.9	179.0	190.9	174.1	171.9	165.0

### Significant Changes (FY 2007-08 Adopted to FY 2007-08 Estimated Actual)

Estimated Actual operating expenditures decreased by \$1,571,000, to \$23,013,000, from the Adopted Budget of \$24,584,000. This 6.4% decrease is the result of:

- +\$178,000 - HIV/AIDS grant augmentations;
- +\$170,000 - Centers for Disease Control (CDC) and Health Resources Services Administration (HRSA) programs for bioterrorism, disaster, and pandemic influenza preparedness;
- -\$883,000 - delayed implementation of Environmental Health Services Septic projects such as sewer extension engineering and septic treatment facility feasibility studies and design;
- -\$676,000 - salaries and benefits due to vacancies and recruiting difficulties, particularly with licensed professional staff, and the timing of the labor compensation agreement increases;

## PUBLIC HEALTH

### Community Health (cont'd)

- -\$360,000 - Medi-Cal Administrative Activities/Targeted Case Management (MAA/TCM) program pass-through dollars to Community based Organizations that no longer participate in the program.

### Significant Changes (FY 2007-08 Estimated Actual to FY 2008-09 Recommended)

The Recommended Budget's operating expenditures will increase by \$381,000, to \$23,394,000, from the prior year's Estimated Actual of \$23,013,000. This 1.7% increase is the result of:

- +\$614,000 - salaries and benefits due to cost-of-living (COLA), merit adjustments, and retirement rate increases for nursing and other licensed professionals, less salaries and benefits decreases due to the discontinuation of the Multi-purpose Seniors Services Program (MSSP);
- +\$246,000 - Environmental Health Services Septic projects for converting to sewer systems;
- +\$41,000 - Human Services allocations to community based organizations;
- -\$210,000 - non-salary expenditures for the Multi-purpose Seniors Services Program (MSSP);
- -\$195,000 - Centers for Disease Control (CDC) and Health Resources Services Administration (HRSA) grant programs for bioterrorism, disaster, and pandemic influenza preparedness;
- -\$103,000 - HIV/AIDS grants;
- -\$12,000 - other service and supplies reductions due to budget constraints.

**PUBLIC HEALTH**  
Community Health (cont'd)

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Recurring Performance Measures</b>				
<b>Health Promotion</b>				
Provide dental education to 13,900 children in schools with at least 50% of children in the Free and Reduced School Lunch Program.	16,017	13,900	14,000	12,500
Six hundred (600) medically underserved Tri-counties women age 50 and over will receive tailored health education on breast and cervical cancer and referral to cancer screening services.	--	--	--	600
Screen 6,500 low-income women over 40 years old in the Tri-Counties for breast cancer.	6,661	6,450	6,400	6,500
<b>Nutrition Services</b>				
At least 25% of the 3,550 infants in the Women, Infants, Children (WIC) program each month will be exclusively breastfed.	24% 891 3,565	25% 888 3,550	25% 922 3,655	25% 888 3,550
Ensure at least 90% of Women, Infants, Children (WIC) program participants are satisfied or better with the services they received.	94% 461 490	90% 450 500	90% 450 500	90% 450 500
Women, Infants, Children (WIC) program caseload will be maintained at greater than or equal to 97% of assigned participants averaged monthly.	99% 16,036 16,192	97% 15,690 16,175	100% 16,351 16,351	97% 15,690 16,175
<b>Disease Control and Prevention</b>				
Ensure that 90% of infected contacts, identified as having medium/high risk exposure to an active case of tuberculosis, will complete preventative treatment within 12 months.	0% -- --	90% 180 200	47% 33 70	0% -- --
Maintain a turn around time of 1 working day for 100% of an estimated 30 Priority 1 rabies tests per year.	94% 54 57	100 30 30	100 30 30	100 30 30

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Recurring Performance Measures</b>				
Maintain a turnaround time of 72 hours or less for 80% of an estimated 12,000 DNA Probe specimens for chlamydia and gonorrhea.	82% 9,741 11,828	80% 8,800 11,000	95% 11,500 12,000	80% 9,600 12,000
Complete DNA lab tests for tuberculosis within 72 hours at least 90% of the time.	100% 111 111	100% 98 98	94% 93 98	90% 88 98
Ensure that 100% of workers excluded from work due to shigellosis, salmonellosis, and campylobacteriosis infections are released for work within 24-hours of laboratory clearance date.	0% -- --	0% -- --	0% -- --	100% 20 20
Ensure that 90% of infected TB contacts receive a chest x-ray to rule out active TB disease within 14 days of test confirmation.	0% -- --	0% -- --	0% -- --	90% 180 200
<b>HIV/AIDS</b>				
Increase the percentage of HIV tests provided to high-risk clients to 55%.	39% 1,112 2,798	55% 1,375 2,500	50% 1,550 3,100	55% 1,700 3,100
Increase the percentage of clients who receive their HIV test results to 90% through the use of HIV rapid testing methodology.	92% 2,498 2,701	90% 2,250 2,500	98% 3,038 3,100	0% -- --
Provide and document successful referrals to medical care and treatment for at least 75% of clients that test HIV positive at Alternative Testing Site (ATS) locations.	0% -- --	0% -- --	0% -- --	75% 12 15
<b>Animal Services</b>				
Vaccinate at least 1,500 owned dogs and cats for rabies at low cost clinics.	--	--	--	1,500
Find homes for 100% of an estimated 3,500 adoptable dogs and cats per year by 2010.	95% 3,106 3,247	90% 4,680 5,200	91% 3,185 3,500	95% 3,325 3,500

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Recurring Performance Measures</b>				
Increase dog license sales by 3% to 22,400.	21,652	20,727	21,750	22,400
<b>EMS</b>				
Ensure that 100% of 8 PHD healthcare sites will be able to communicate emergency exercise status messages within 60 minutes via radio or satellite phone.	0%	0%	0%	100%
	--	--	--	8
	--	--	--	8
Ensure that within 3 months of hire date, 98% of all new PHD employees will complete National Incident Management System (NIMS) training, for Public Health disaster preparedness and response.	0%	0%	0%	98%
	--	--	--	147
	--	--	--	150
Increase from 0 to 10 the number of outpatient clinics with disaster plans consistent with the Public Health Department's model.	0%	100%	80%	0%
	--	10	8	--
	--	10	10	--
Ensure that 80% of 120 public health and community partners respond to the California Health Alert Network (CAHAN) notification system alerts issued within 60 minutes.	0%	80%	80%	0%
	--	96	96	--
	--	120	120	--
The Public Health Operations Center will be functional (10 positions staffed) within 120 minutes of notification to exercise a comprehensive public health response to a disaster.	--	10	10	--
EMS Dispatchers will score at least 94 points (out of 100) for Emergency Medical Dispatch (EMD) calls on at least 94% of critical type cases reviewed.	0%	93%	93%	94%
	--	164	135	135
	--	175	144	144
Ensure that the EMS System meets or exceeds 92% of the 121 California EMS Authority Standards and Guidelines.	98%	91%	95%	92%
	119	111	116	111
	121	121	121	121

**PUBLIC HEALTH**  
Community Health (cont'd)

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Recurring Performance Measures</b>				
Ensure that 90% of the response times of the County's Advanced Life Support (ALS) providers are compliant in each of the seven EMS zones. This includes the ambulance contractor, AMR, and the ALS fire departments.	95%	89%	89%	89%
	19,508	26,290	20,636	20,636
	20,346	29,212	22,929	22,929
<b>Human Services</b>				
The Human Services Unit will process quarterly invoices from nonprofit agencies within 2 business days of receipt of invoice.	--	--	--	2
Ensure that 80% of Human Services Commissions and nonprofit grantees will indicate that Human Services staff support is "very good" or "excellent."	85%	80%	85%	0%
	85	80	85	--
	100	100	100	--
<b>Environmental Health Services</b>				
Complete initial plan checks for pool and food facility plans within 15 days.	87%	100%	100%	100%
	252	275	275	275
	287	275	275	275
Annually inspect at least 95% of retail food facilities each year.	100%	95%	95%	95%
	2,103	2,185	2,185	2,185
	2,103	2,300	2,300	2,300
Respond to 100% of all food borne illness complaints within 1 working day.	97%	100%	100%	100%
	100	100	85	100
	103	100	85	100
<b>Tobacco Control</b>				
Reduce cigarette butt litter by 25% at 8 targeted parks and beaches by June 30, 2010.	0%	0%	0%	8%
	--	--	--	416
	--	--	--	5,041
At least 40% of cessation program participants will be tobacco-free at 3-month assessment.	47%	40%	40%	40%
	199	88	126	150
	422	220	315	375
Maintain a 9% or lower percentage of vendors who sell tobacco products to minors in undercover surveys.	15%	9%	8%	0%
	15	8	8	--
	95	87	89	--

**PUBLIC HEALTH**  
Community Health (cont'd)

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Recurring Performance Measures</b>				
<b>Family Programs</b>				
Ensure that 85% of Maternal Child Adolescent Health (MCAH) infants and children under age 18 obtain health insurance within 2 months of Public Health Nurse referral.	0%	85%	86%	84%
	--	553	565	552
	--	650	650	650

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
	Pos.	Pos.	Pos.	Pos.

**Position Detail**

**CH Administration**

Public Health Deputy Director	1.0	1.0	1.0	1.0
Assistant Deputy	--	1.0	1.0	1.0
Director of Nursing	1.0	1.0	1.0	1.0
Departmental Assistant	1.0	1.0	1.0	1.0
Pending Classification	1.0	--	--	--
Sub-Division Total	4.0	4.0	4.0	4.0

**Health Promotion**

Program Administrator	1.0	2.0	2.0	1.0
Public Health Nurse	1.0	1.0	1.0	1.0
Program Manager	--	--	--	1.0
Health Educator	1.0	0.8	0.8	1.4
Health Education Associate	2.0	1.0	1.0	0.5
Sub-Division Total	5.0	4.8	4.8	4.9

**Position Detail**

**Nutrition Services**

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
	Pos.	Pos.	Pos.	Pos.
Nutrition Services Supervisor	1.0	1.0	1.0	1.0
Program Manager	1.0	1.0	1.0	1.0
Breastfeeding Coordinator	1.0	1.0	1.0	1.0
Nutrition Site Supervisor	4.0	4.0	4.0	4.0
Health Educator	2.0	2.0	2.0	2.0
Nutritionist	5.3	5.3	5.3	5.3
Lactation Consultant	1.0	2.0	2.0	1.5
Administrative Services Clerk	1.0	1.0	1.0	0.5
Health Education Assistant	17.5	16.5	16.5	16.5
Office Assistant	1.0	1.0	1.0	1.0
Sub-Division Total	34.8	34.8	34.8	33.8

**Disease Control and Prevention**

Dep Health Officer/Medical Dir	1.0	1.0	1.0	1.0
Lab Supervisor	1.0	1.0	1.0	1.0
Public Health Nurse Supervisor	2.0	2.0	2.0	2.0
Program Administrator	1.0	1.0	1.0	1.0
Community Health Nurse	1.0	1.0	1.0	--
Public Health Nurse	4.0	4.0	4.0	5.0
Program Manager	1.0	1.0	1.0	1.0
Microbiologist	4.0	4.0	4.0	4.0
Departmental Assistant	2.0	3.0	3.0	3.0
Health Education Associate	1.0	1.0	1.0	1.0
Administrative Services Clerk	2.0	--	--	--
Laboratory Assistant, Sr	1.0	1.0	1.0	0.5
Laboratory Assistant	1.0	1.0	1.0	1.0
Office Assistant	2.5	2.5	2.5	2.5
Health Services Aide	3.0	3.0	3.0	3.0
Sub-Division Total	27.5	26.5	26.5	26.0

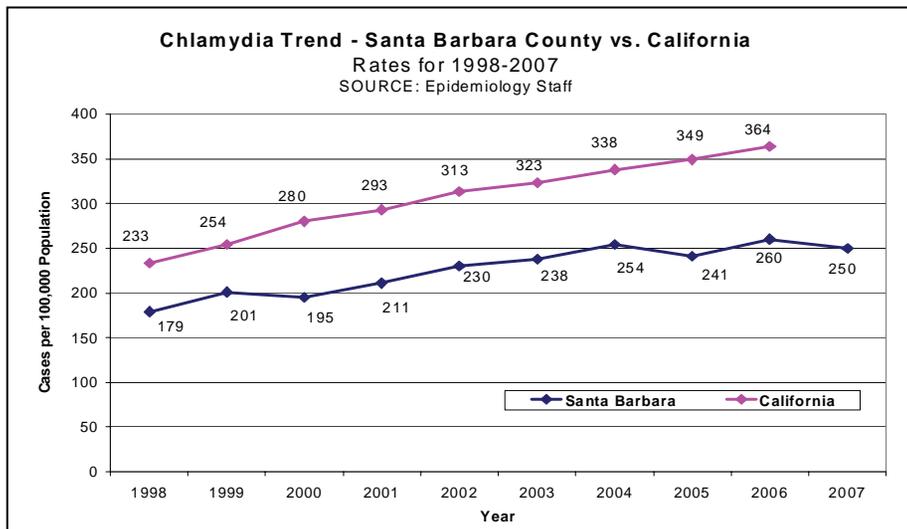
Position Detail	Actual	Adopted	Est. Actual	Recommended
	FY 06-07	FY 07-08	FY 07-08	FY 08-09
	Pos.	Pos.	Pos.	Pos.
<b>Chronic Disease and Aging</b>				
Public Health Nurse Supervisor	1.0	1.0	1.0	--
Public Health Nurse	2.5	2.5	2.5	--
Senior Services Supervisor	1.0	1.0	1.0	--
Program Manager	1.0	1.0	1.0	--
Practitioner	1.0	1.0	1.0	--
Accountant	1.0	--	--	--
Accounting Assistant	1.0	1.0	1.0	--
Office Assistant	1.0	1.0	1.0	--
Health Services Aide	3.0	3.0	3.0	--
Sub-Division Total	12.5	11.5	11.5	--
<b>Epidemiology Unit</b>				
Epidemiologist	1.0	1.0	1.0	1.0
Epidemiologist/Biostatistician	1.0	1.0	1.0	1.0
Office Assistant	2.5	2.5	2.5	2.5
Sub-Division Total	4.5	4.5	4.5	4.5
<b>HIV/AIDS</b>				
Program Administrator	1.0	1.0	1.0	1.0
Health Educator	--	--	--	1.0
Departmental Assistant	1.0	1.0	1.0	1.0
Health Education Associate	2.0	2.0	2.0	1.0
Health Services Aide	1.0	1.0	1.0	1.0
Sub-Division Total	5.0	5.0	5.0	5.0
<b>Animal Services</b>				
Animal Control Services Director	1.0	1.0	1.0	1.0
Departmental Analyst, Program	1.0	1.0	1.0	1.0
Community Outreach Coordinator	1.0	1.0	1.0	1.0
Animal Control Officer Supervising	3.0	3.0	3.0	3.0
Registered Veterinary Tech	1.0	1.0	1.0	1.0
Accounting Assistant	2.0	2.0	2.0	2.0
Animal Control Officer	9.0	9.0	9.0	9.0
Office Assistant	5.0	5.0	5.0	5.0
Animal Shelter Attendant	6.0	6.0	6.0	6.0
Sub-Division Total	29.0	29.0	29.0	29.0

**PUBLIC HEALTH**  
Community Health (cont'd)

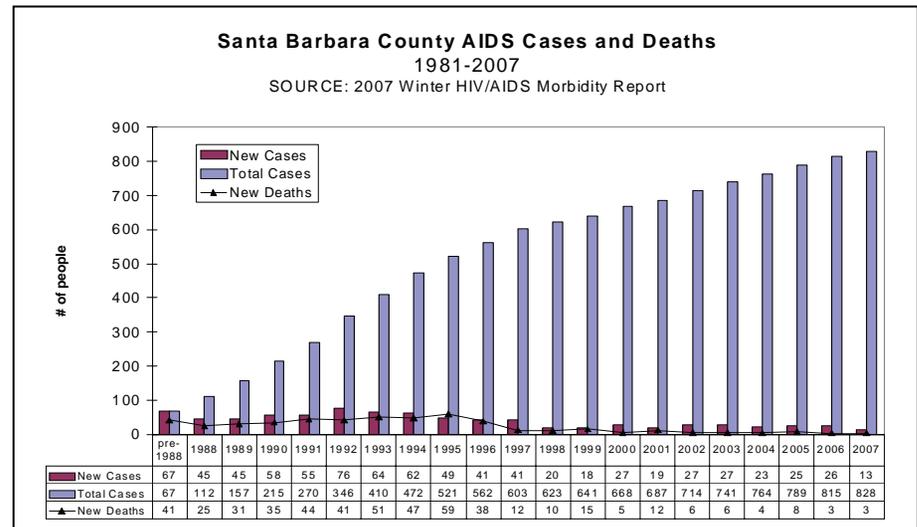
Position Detail	Actual	Adopted	Est. Actual	Recommended
	FY 06-07	FY 07-08	FY 07-08	FY 08-09
	Pos.	Pos.	Pos.	Pos.
<b>EMS</b>				
Performance Improve Coordinator	2.0	2.0	2.0	2.0
Epidemiologist	1.0	1.0	1.0	--
Program Administrator	1.0	1.0	1.0	1.0
Program Manager	1.0	1.0	1.0	1.0
Departmental Analyst, Program	1.0	1.0	1.0	--
Administrative Services Clerk	1.0	2.0	2.0	1.0
Sub-Division Total	7.0	8.0	8.0	5.0
<b>Human Services</b>				
Human Services Program Administrator	1.0	1.0	1.0	1.0
Departmental Analyst, Program	1.0	1.0	1.0	1.0
Administrative Services Clerk	1.0	1.0	1.0	--
Sub-Division Total	3.0	3.0	3.0	2.0
<b>Environmental Health Services</b>				
Environmental Health Program Manager	1.0	1.0	1.0	1.0
Systems & Programming Analyst	1.0	1.0	1.0	1.0
Environmental Health Supervisor	3.0	3.0	3.0	3.0
Departmental Analyst, Program	1.0	1.0	1.0	1.0
Accountant	1.0	1.0	1.0	1.0
Departmental Assistant	1.0	1.0	1.0	1.0
Environmental Health Specialist	17.0	17.0	17.0	17.0
Environmental Health Technician	1.0	1.0	1.0	1.0
Accounting Assistant	1.0	1.0	1.0	1.0
Office Assistant	4.0	4.0	4.0	4.0
Sub-Division Total	31.0	31.0	31.0	31.0
<b>Tobacco Control</b>				
Program Administrator	1.0	1.0	1.0	1.0
Health Educator	1.0	1.0	1.0	1.0
Health Education Associate	1.0	1.0	1.0	1.0
Office Assistant	0.8	0.8	0.8	0.8
Sub-Division Total	3.8	3.8	3.8	3.8

**PUBLIC HEALTH**  
Community Health (cont'd)

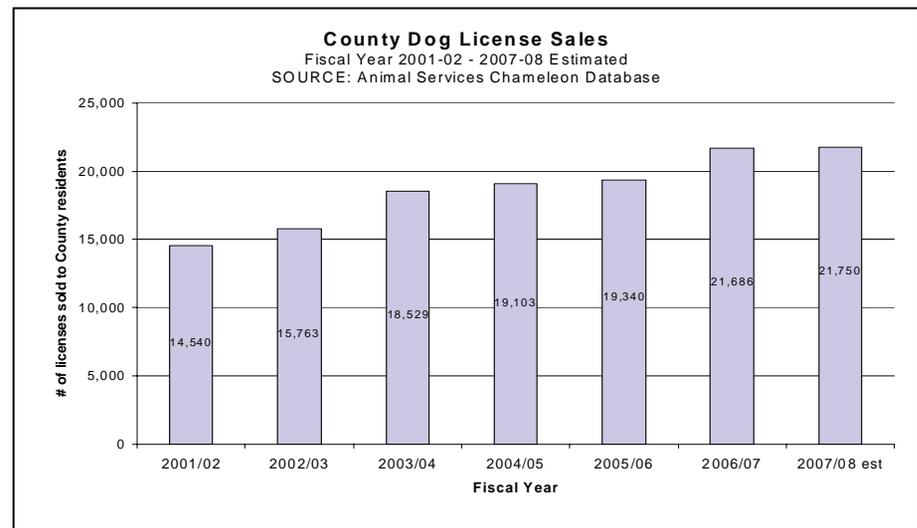
	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
	Pos.	Pos.	Pos.	Pos.
<b>Position Detail</b>				
<b>Family Programs</b>				
Public Health Nurse Supervisor	3.0	3.0	3.0	3.0
Staff Nurse Senior	0.6	0.6	0.6	--
Program Administrator	0.5	0.5	0.5	0.5
Public Health Nurse	10.0	10.5	10.5	10.0
Program Manager	1.0	1.0	1.0	1.0
Departmental Assistant	1.0	1.0	1.0	1.0
Health Services Aide	8.5	8.5	8.5	7.5
Sub-Division Total	24.6	25.1	25.1	23.0
Division Total	191.6	190.9	190.9	171.9



Routine testing, education and treatment are key to stopping the spread of Chlamydia, the most commonly occurring sexually transmitted disease in SB County.

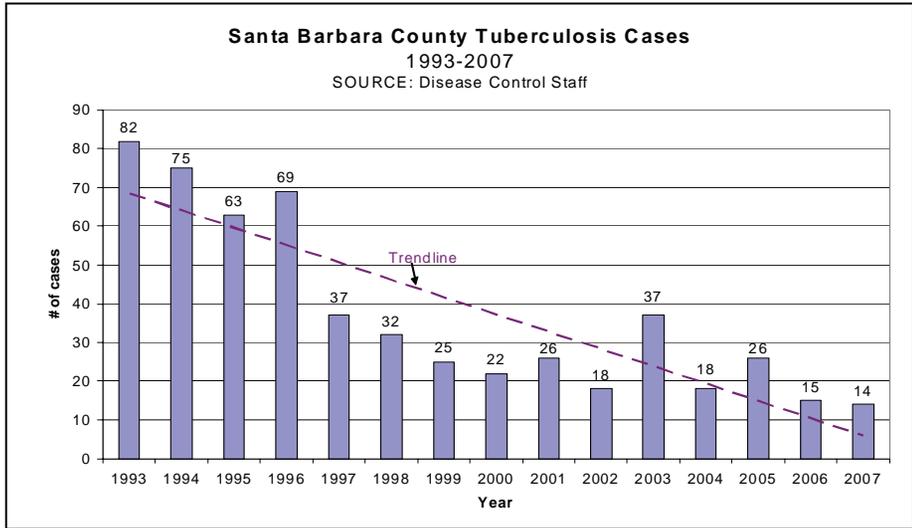


While the number of new AIDS cases is declining, the number of people living with AIDS has increased due to improved treatment/drug therapies. On average, the annual cost for drug therapy for an HIV/AIDS patient is about \$22,000.

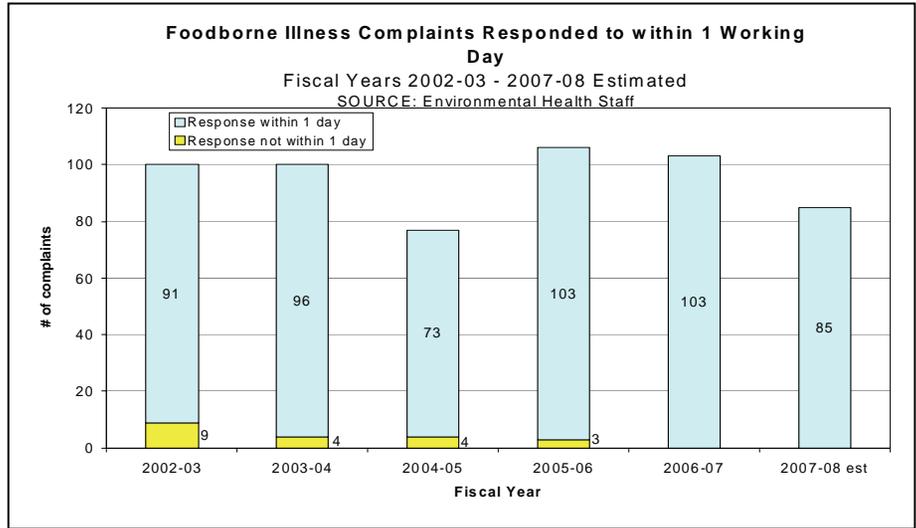


Each year many pets end up in our animal shelters without any form of identification. Purchasing a dog license makes identification easier and is important in order to reunite lost pets with their owners.

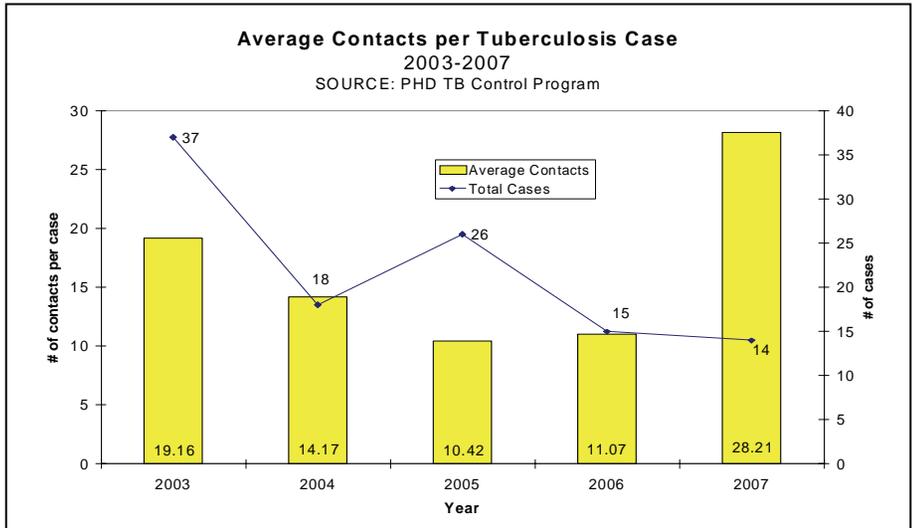
**PUBLIC HEALTH**  
Community Health (cont'd)



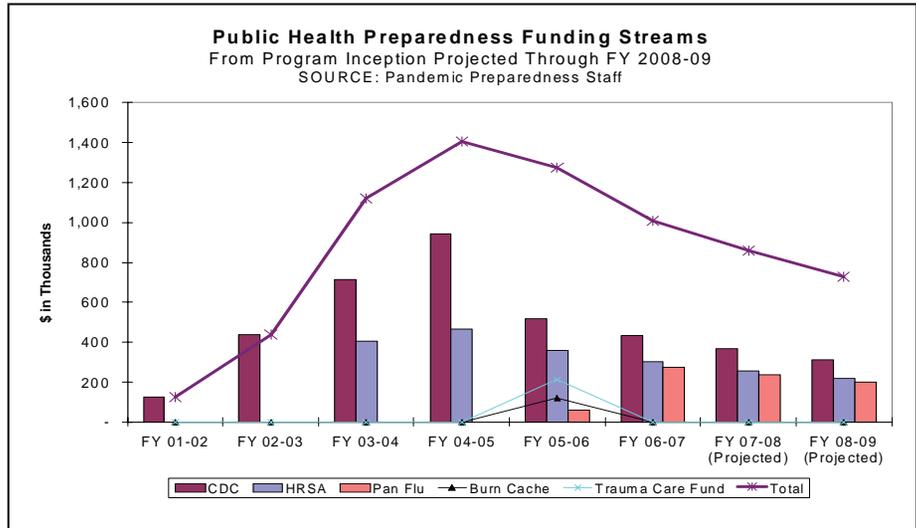
The number of active TB cases in SB County has been declining since 1993.



Environmental Health Services rapid response to foodborne illness complaints is key to protecting the public's health.



Public Health nurses follow up with all contacts exposed to a person with active TB. In 2007, 395 case contacts were made, including two large-scale cases which required testing hundreds of contacts.



Decreasing grant funding makes it challenging to maintain readiness for public health emergencies or disasters.

**PUBLIC HEALTH**  
**Tobacco Settlement**

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Use of Funds Summary</b>				
<i>Operating Expenditures</i>				
Administration	\$ 138,685	\$ 180,000	\$ 180,000	\$ 180,000
Prevention	390,278	375,000	375,000	200,000
Treatment	100,999	100,000	100,000	100,000
Expenditure Total	629,962	655,000	655,000	480,000
<i>Other Financing Uses</i>				
Operating Transfers	3,890,086	4,046,447	4,046,447	4,046,447
20% Endowment Designation	341,092	246,975	252,645	240,690
TSAC Allocation Designation	4,410,363	4,086,264	4,769,931	4,621,827
Designated for Future Uses	1	--	--	--
Division Total	\$ 9,271,504	\$ 9,034,686	\$ 9,724,023	\$ 9,388,964

**Character of Expenditures**

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<i>Operating Expenditures</i>				
Regular Salaries	68	--	--	--
Benefits	17	--	--	--
Salaries & Benefits Sub-Total	85	--	--	--
Services & Supplies	629,877	655,000	655,000	480,000
Expenditure Total	\$ 629,962	\$ 655,000	\$ 655,000	\$ 480,000

**Source of Funds Summary**

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<i>Departmental Revenues</i>				
Tobacco Settlement Funds	\$ 4,146,818	\$ 3,949,450	\$ 4,370,886	\$ 4,428,588
Tobacco Settlement Interest	450,487	383,789	459,335	433,929
Revenue Total	4,597,305	4,333,239	4,830,221	4,862,517
<i>Other Financing Sources</i>				
Use of Prior Fund Balances	4,674,199	4,701,447	4,893,802	4,526,447
Division Total	\$ 9,271,504	\$ 9,034,686	\$ 9,724,023	\$ 9,388,964

**Position Summary**

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
	Pos. FTE	Pos. FTE	Pos. FTE	Pos. FTE
<i>Permanent</i>				
Total Positions	--	--	--	--

**Significant Changes (FY 2007-08 Adopted to FY 2007-08 Estimated Actual)**

Estimated Actual operating expenditures changed by \$0, to \$655,000, from the Adopted Budget of \$655,000.

**Significant Changes (FY 2007-08 Estimated Actual to FY 2008-09 Recommended)**

The Recommended Budget's operating expenditures decreased by \$175,000, to \$480,000, from the Estimated Actual of \$655,000. This 26.7% decrease is the result of:

- -\$175,000 - decreased allocations to two Community Based Organizations.

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Recurring Performance Measures</b>				
<b>Prevention</b>				

Provide funding for health benefits for 150 children through tobacco settlement funding.

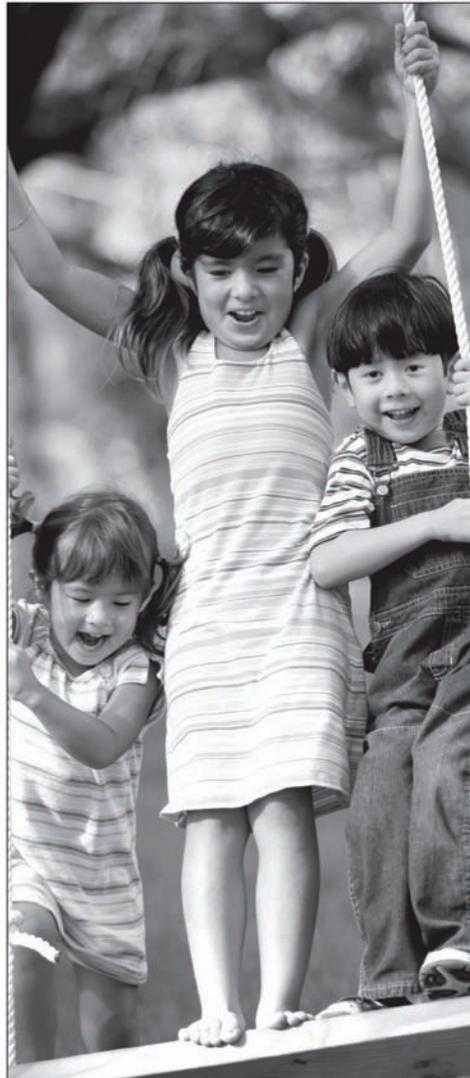
360	150	150	150
-----	-----	-----	-----

Provide funding for dental care for 160 uninsured children through tobacco settlement funding.

149	160	155	160
-----	-----	-----	-----

## SERVICE DESCRIPTION

The Tobacco Settlement Division administers the tobacco settlement revenues and provides staff support to the Tobacco Settlement Advisory Committee (TSAC) and the programs funded through TSAC.



### FEEL LIKE A KID AGAIN

Kids have energy.  
Lots and lots of energy.  
What would you do if you had  
some of that? Take a flight  
of stairs without stopping?  
Play touch football?  
Walk the dog with you in the lead?  
Quitting smoking is like tapping  
into a fountain of youth.  
The world is waiting.

When you're ready to  
quit smoking, we're here to help.  
The tools, medication and  
motivation to quit are yours.\*  
Classes start now.

#### Community Health Center

2801 Santa Maria Way,  
Conf. Room, Santa Maria.  
Classes start on April 1st.  
Classes will be held in English and Spanish.

For English class enrollment  
call **346-7275**.

For Spanish class enrollment  
call **938-0935 x619**.

\*\$20 suggested donation.

#### LIFE WITHOUT SMOKE. IT'S A BEAUTIFUL WORLD.

Your Tobacco Settlement Dollars at Work. Santa Barbara County Public Health Department.  
Santa Barbara: 681-5407 • Santa Maria: 346-7275

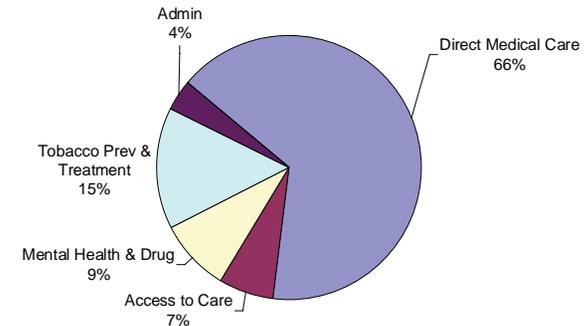
## PUBLIC HEALTH

### Tobacco Settlement (cont'd)

#### Recommended Allocations by Category

Tobacco Settlement Funding 2008-09

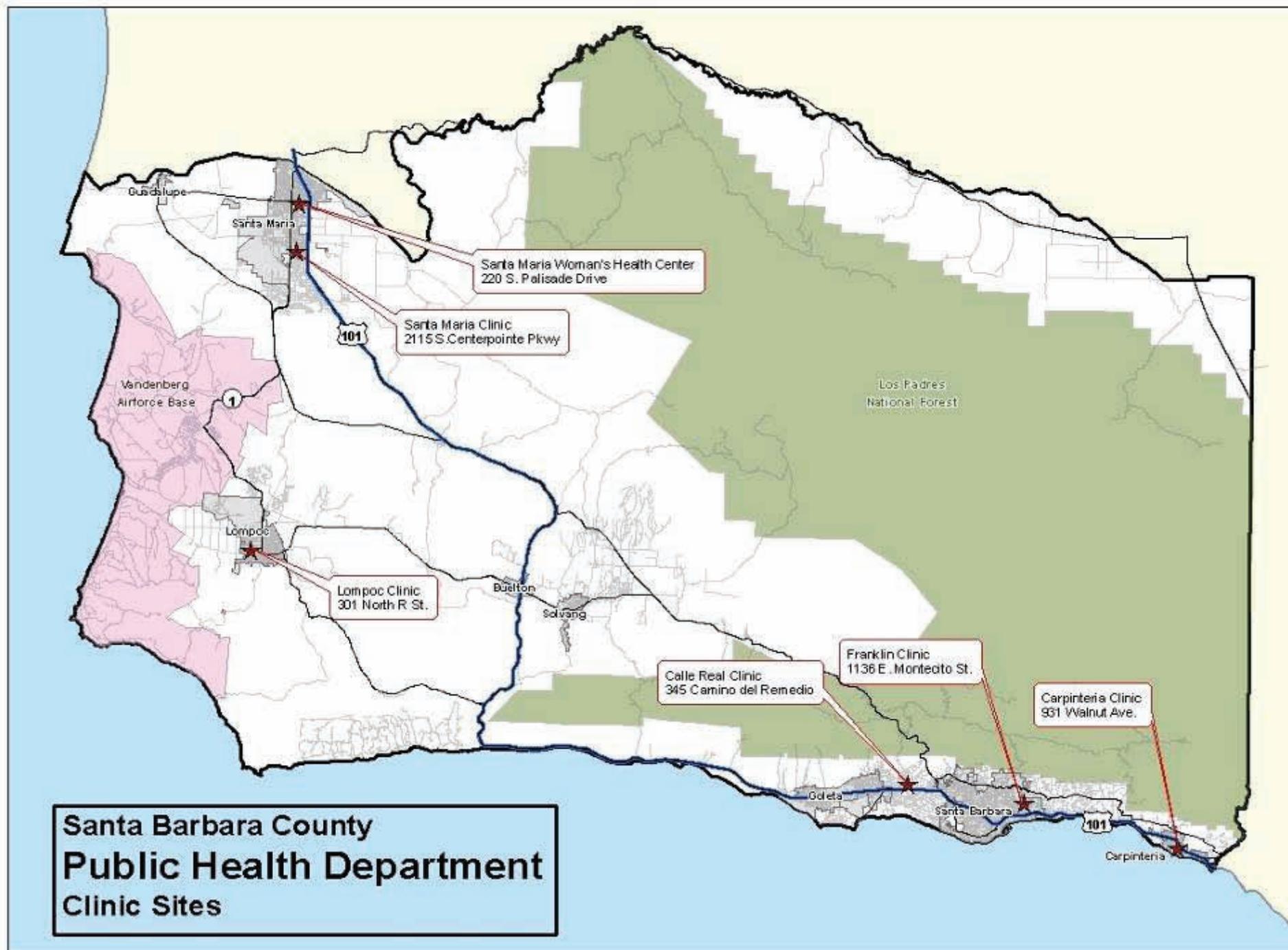
SOURCE: Tobacco Settlement Administrative Staff



More than two-thirds of tobacco settlement funding in FY 08-09 is recommended to fund the County Safety Net and the physicians and hospitals that serve as the virtual County hospital.

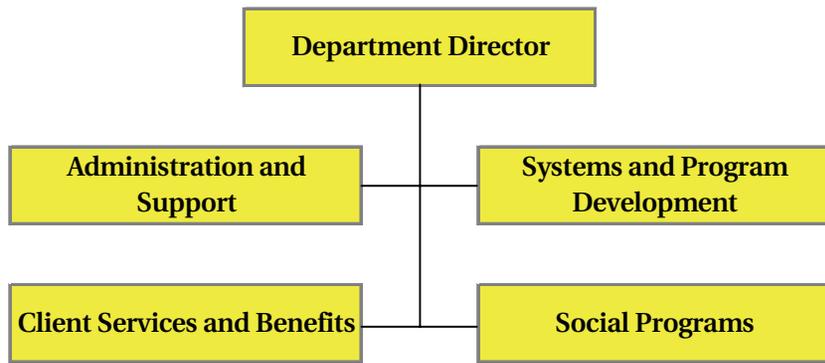


Fluoride varnish applied topically is effective in preventing cavities. The new TSAC grant to Health Linkages program will train preschool staff to apply dental fluoride varnish, reaching thousands of preschool children.

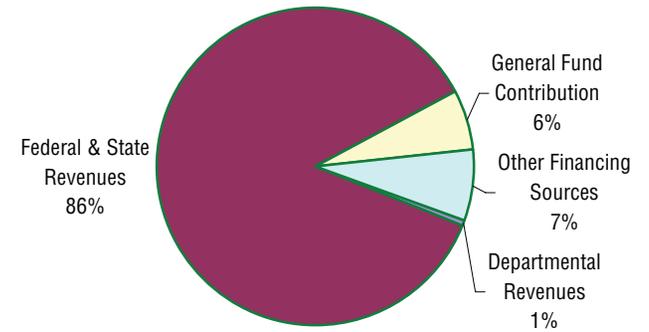


# SOCIAL SERVICES

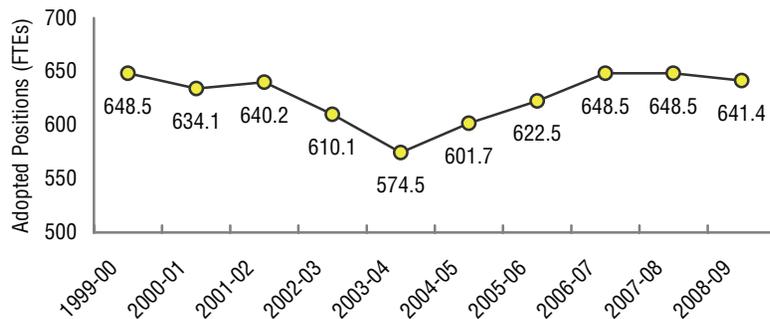
Budget & Positions (FTEs)	
Operating \$	129,382,633
Capital	389,997
Positions	641.4 FTEs



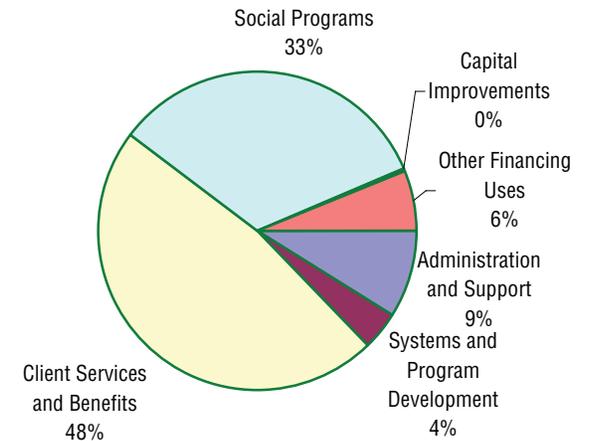
## SOURCE OF FUNDS



## STAFFING TREND



## USE OF FUNDS



**SOCIAL SERVICES**  
**Department Summary**

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Use of Funds Summary</b>				
<i>Operating Expenditures</i>				
Administration and Support	\$ 10,571,843	\$ 11,846,812	\$ 11,549,431	\$ 12,453,738
Systems and Program Development	6,051,477	5,189,388	6,513,940	5,383,666
Client Services and Benefits	61,391,271	67,097,873	63,986,085	65,464,447
Social Programs	37,614,484	43,786,679	40,624,891	46,080,782
Operating Sub-Total	115,629,075	127,920,752	122,674,347	129,382,633
Less: Intra-County Revenues	(131,345)	--	--	--
Operating Total	115,497,730	127,920,752	122,674,347	129,382,633
<i>Non-Operating Expenditures</i>				
Capital Assets	7,742	219,998	642,172	389,997
Expenditure Total	115,505,472	128,140,750	123,316,519	129,772,630
<i>Other Financing Uses</i>				
Operating Transfers	6,765,170	7,196,701	6,961,293	7,927,429
Designated for Future Uses	2,412,853	3,480,368	4,728,817	600,410
Department Total	<u>\$124,683,495</u>	<u>\$138,817,819</u>	<u>\$135,006,629</u>	<u>\$138,300,469</u>

**Character of Expenditures**

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<i>Operating Expenditures</i>				
Regular Salaries	\$ 31,435,980	\$ 33,783,433	\$ 33,105,489	\$ 34,821,659
Overtime	524,403	1,004,688	442,555	142,618
Extra Help	438,007	109,919	627,562	--
Benefits	11,719,812	13,788,270	13,101,785	15,892,301
Salaries & Benefits Sub-Total	44,118,202	48,686,310	47,277,391	50,856,578
Services & Supplies	26,193,910	27,920,075	29,208,293	29,543,410
Public Assistance Payments	45,164,984	51,187,761	46,022,060	48,957,642
Damages & Losses	9,870	20,002	59,999	25,003
Principal & Interest	142,109	106,604	106,604	--
Operating Sub-Total	115,629,075	127,920,752	122,674,347	129,382,633
Less: Intra-County Revenues	(131,345)	--	--	--
Operating Total	115,497,730	127,920,752	122,674,347	129,382,633
<i>Non-Operating Expenditures</i>				
Capital Assets	7,742	219,998	642,172	389,997
Expenditure Total	<u>\$115,505,472</u>	<u>\$128,140,750</u>	<u>\$123,316,519</u>	<u>\$129,772,630</u>

Note: Presentation of the individual program amounts for fiscal years 2006-07 have been adjusted to provide a consistent level of detail with the fiscal year 2008-09 budget; however, the totals for 2006-07 have not been changed.

**Source of Funds Summary**

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<i>Departmental Revenues</i>				
Interest	\$ 185,609	\$ 177,124	\$ 138,207	\$ 118,328
Federal & State Revenues	104,515,355	115,159,693	111,084,526	118,976,023
Other Charges for Services	2,846	--	--	--
Miscellaneous Revenue	967,069	663,318	708,507	658,229
Revenue Sub-Total	105,670,879	116,000,135	111,931,240	119,752,580
Less: Intra-County Revenues	(131,345)	--	--	--
Revenue Total	105,539,534	116,000,135	111,931,240	119,752,580
<i>General Fund Contribution</i>				
	11,096,443	11,265,139	11,265,137	8,379,001
<i>Other Financing Sources</i>				
Operating Transfers	6,673,489	7,501,471	7,488,893	8,482,749
Sale of Property	350	--	--	--
Use of Prior Fund Balances	1,373,679	4,051,074	4,321,359	1,686,139
Department Total	<u>\$124,683,495</u>	<u>\$138,817,819</u>	<u>\$135,006,629</u>	<u>\$138,300,469</u>

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
	Pos.	FTE	Pos.	FTE

**Position Summary**

<i>Permanent</i>								
Administration and Support	136.0	124.9	136.0	130.3	133.5	123.8	132.5	126.5
Systems and Program Development	96.5	38.2	84.5	33.0	83.5	33.7	83.5	30.2
Client Services and Benefits	301.8	331.1	311.3	337.4	315.3	333.3	315.3	340.0
Social Programs	147.0	148.1	149.5	146.2	149.0	140.5	150.0	144.7
Total Permanent	681.3	642.3	681.3	646.9	681.3	631.3	681.3	641.4
<i>Non-Permanent</i>								
Contract	--	0.9	--	--	--	--	--	--
Extra Help	--	--	--	1.6	--	14.5	--	--
Total Positions	<u>681.3</u>	<u>643.2</u>	<u>681.3</u>	<u>648.5</u>	<u>681.3</u>	<u>645.8</u>	<u>681.3</u>	<u>641.4</u>

Note: FTE and position totals may not sum correctly due to rounding.

## MISSION STATEMENT

The mission of the Social Services Department is to provide protective services, employment services, and financial assistance that support the residents of Santa Barbara County to become productive and self-sufficient contributors to the community.

## Budget Organization

The divisions of the Social Services Department are Administration and Support, Systems and Program Development, Client Services and Benefits, and Social Programs with 641.4 personnel FTEs, staffing eleven locations throughout the County. The Social Services Department provides countywide services to residents of both the incorporated and unincorporated areas.

## Introduction

This budget contains many reductions in operating costs and in programs based on reductions in County general fund revenue to the department. These are:

- Elimination of the Adult and Aging Network resulting in the following loss of services: educating seniors, community based organizations, and public agencies on the importance of fall prevention, active aging, preventive healthy screenings, elder abuse, mental health issues, and legislative activity/advocacy in the State of California.
- Elimination of the Food Stamp Employment and Training Program (FSET) resulting in loss of services designed to assist food stamp recipients in increasing their employability and self-sufficiency through participation in job search, Job Club, workfare, education and/or vocational training components. Loss of FSET eliminates the ability for the County to have an internal work component for food stamp clients. The impact of this reduction is that food stamp recipients who have no other work-related leads (other than FSET) will be disqualified from the food stamp program.
- Reductions to various CalWORKs contracts for assessing and training welfare-to-work participants could result in not meeting program mandates including conducting program orientations, Job Club, appraisals and assessment testing.
- Reductions in CalWORKs and Food Stamps operating costs.
- Reductions in services and supplies, including training of staff, elimination of the security card access system, and deferral of furniture and equipment replacement, among many others.

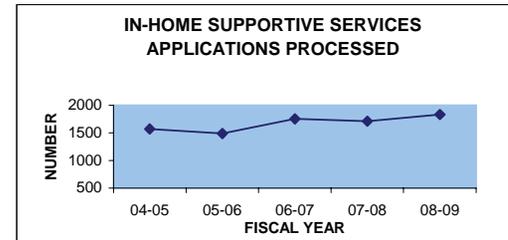
The Department continues to be challenged by significant losses in Cost-of-Doing-Business reimbursements from the State, totaling a net loss of \$7.6 million over the past 5 years (CSAC report dated February 6, 2008). This budget does not include reductions recommended by the Governor in the January State budget proposal. These proposed funding reductions would strain the County's ability to meet all of the demands for quality services, resulting in the public anticipating longer waits to receive benefits, and slower response times to reports of child and elder abuse.

## SOCIAL SERVICES

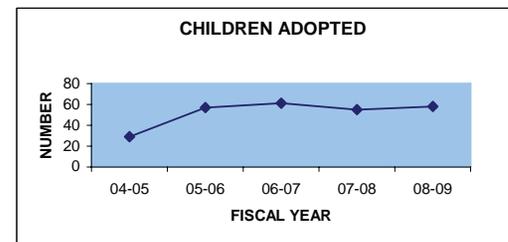
### Department Summary (cont'd)

In addition, program challenges will be managing the foster care caseload, which appears to have peaked, while child welfare reports of abuse and neglect grow. The CalWORKs Welfare-to-Work Federal Work Participation Rate (WPR) of 50.0% must be met in FY 2008-09, and continue to be a challenge as State and Federal funding for the program continues to erode. Failure to meet the WPR will lead to federal sanctions. Food Stamps is critically underfunded and yet continues to grow as the under-employed and newly unemployed seek assistance.

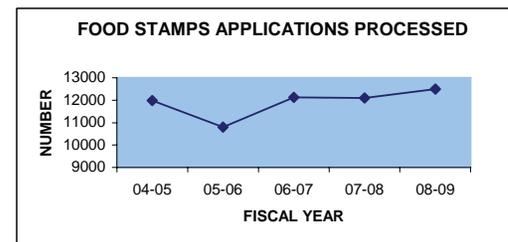
## Activity Indicators



In-Home Supportive Services applications processed for low income elderly and disabled residents who are in need of personal care services, certain paramedical services, and/or domestic and related services.



Santa Barbara County Adoption Agency will finalize 58 adoptions providing those children with a family for life.



Non-Assistance Food Stamps applications processed for residents with little or no income and food insecurity.

## SOCIAL SERVICES

### Department Summary (cont'd)

#### Significant Changes (FY 2007-08 Adopted to FY 2007-08 Estimated Actual)

**Operating Expenditures:** Estimated Actual operating expenditures decreased by \$5,247,000, to \$122,674,000, from the Adopted Budget of \$127,921,000. This 4.1% decrease is the result of:

- -\$5,166,000 - decrease in Public Assistance Payments as follows:
  - -\$2,470,000 - decrease in Foster Care (FC) assistance payments as follows:
    - During FY 2006-07 children in foster care were rising significantly, consistent with a methamphetamine abuse problem in the County. FY 2007-08 Adopted Budget included a corresponding increase for children in foster care, which has not fully materialized, causing decreased placement costs (-\$1,595,000). Also, the Department's Family Preservation Program has successfully diverted many children from entering the foster system by providing supportive services to maintain children safely with their families.
    - New Foster Care software implemented in December 2007 resulted in only 11 months of assistance payments in FY 2007-08 (-\$875,000).
  - -\$2,503,000 - decrease in CalWORKs assistance payments is as follows:
    - Decreased families receiving CalWORKs assistance statewide has been attributed to stricter work participation regulations. Thus fewer families qualified for cash assistance (-\$1,537,000).
    - A budgeted assistance payment COLA occurred later in the year than anticipated (-\$966,000).
  - -\$193,000 - remaining 3.7% decrease in Public Assistance payments.
- -\$1,408,000 - decrease in salaries and benefits as follows:
  - -\$686,000 decrease in benefits primarily to health insurance benefits costs being lower than projected in the Adopted Budget.
  - -\$678,000 - decrease in regular salaries due to a 3.0% COLA that did not materialize.
  - -\$44,000 - decrease due to reduced overtime (-\$562,000), offset by increased extra help (+\$518,000). Management utilized extra help rather than exhaust regular employees with overtime demands.
- -\$800,000 - decrease in Contractual Services as follows:
  - -\$300,000 - decrease in funding for Workforce Investment Act (WIA) contracts.
  - -\$300,000 - decrease in State funding for the Outreach, Education, Retention and Utilization (OERU) due to program elimination.
  - -\$200,000 - decrease in Cal-Works contracts for Job Retention and Job Club due to a drop in caseload and funding restraints.
- +\$1,676,000 - increase to implement the Benefit Service Center (BSC), a new concept to more efficiently and effectively assist clients in Medi-Cal and Food Stamp programs:
  - +\$534,000 - consulting for Document Imaging and BSC project management.

- +\$484,000 - for furniture.
- +\$458,000 - for equipment and licensing costs.
- +\$200,000 - additional lease costs.
- +\$152,000 - increase in purchases for the new Transitional Housing Program. This program is designed to help children transition out of foster care.
- +\$82,000 - increase for Workforce Investment Board (WIB) initiatives.
- +\$217,000 - remaining 3.2% increase is from various miscellaneous increases.

**Impacts:** The Department has considered the impact on clients as resources become more limited and is making strategic adjustments in providing services. The impact of dedicating funding to implement Benefit Services Center (BSC) is to provide continuing Medi-Cal and Food Stamps clients more efficient access to caseworkers specifically dedicated to be available by phone to address their needs. The Department has also considered the impact of estimated Foster Care and CalWORKs assistance payment costs not materializing as anticipated in the FY 2007-08 Adopted Budget. Fewer children have needed foster care homes, in part because the Family Preservation Program has had the impact of helping children to remain safely with their families. Likewise, stricter work participation regulations have had the impact of reducing clients eligible for CalWORKs cash benefits. Estimated cash payments have been revised downward accordingly. Meanwhile, clients exiting foster care will experience positive impacts from new funding for transitioning into safe housing, as will clients in Cuyama from increased funding for improved access to social services in their community. WIA clients, however, will be impacted by reduced job training services because of decreased federal funding, and Medi-Cal clients will be impacted by reduced outreach and education assistance in obtaining Medi-Cal benefits because the State of California cancelled the Outreach, Education, Retention and Utilization (OERU) program.

**Capital Expenditures:** Estimated Actual Capital Assets increased by \$422,000, to \$642,000, from the Adopted Budget of \$220,000. This 191.9% increase is the result of:

- +\$595,000 - increase for BSC equipment.
- -\$173,000 - decrease from reduced spending for the card access system (-\$125,000) and office remodeling (-\$35,000), cancelling computer equipment replacement (-\$15,000), offset by a cost increase for a firewall server (+\$2,000).

**Revenues:** Estimated Actual operating revenues decreased by \$4,069,000, to \$111,931,000, from the Adopted Budget of \$116,000,000. This 3.5% decrease is the result of:

- -\$4,075,000 - decrease in Federal and State Revenues resulting as follows:
  - -\$4,141,000 - decrease in federal and state revenue received for cash assistance benefits is driven by decreased cash assistance paid to recipients (-\$4,582,000), offset by an increase in the federal and state revenue claimed for the costs of administering programs

(+\$441,000). For programs mandated by federal or state governments, federal and state funding streams reimburse the department for all or part of the amount expended. The decreases and increases in the expenditures drive the change in federal and state reimbursements. These decreases and increases in expenditures are described in the operating expenditures section above and in the operating expenditures sections for each of the four divisions that follow.

- +\$66,000 - remaining 1.6% increase from various miscellaneous increases.
- +\$6,000 - increase resulting from various miscellaneous increases (+\$45,000) and a decrease in interest income resulting from declining interest rates (-\$39,000).

**Significant Changes** (FY 2007-08 Estimated Actual to FY 2008-09 Recommended)

**Operating Expenditures:** The Recommended Budget's operating expenditures will increase by \$6,709,000 to \$129,383,000 from the prior year's Estimated Actual of \$122,674,000. This 5.5% increase is the result of:

- +\$3,579,000 - increase in salaries and benefits as follows:
  - +\$2,791,000 - increase in benefits due to increased retirement contribution rates and health insurance benefits costs.
  - +\$1,716,000 - increase in regular salaries due to reclassifications of position and COLAs.
  - -\$628,000 - decrease in extra help as a result of funding constraints.
  - -\$300,000 - decrease in overtime as a result of funding constraints.
- +\$2,478,000 - increase in Foster Care (FC) assistance payments as follows:
  - +\$1,603,000 - increase due to a 5.0% COLA for foster family and group homes, a 5.0% mandated clothing allowance effective January 2008, and projected increase of children in Foster Care.
  - +\$875,000 - increase due to New Foster Care software implemented in December 2007 resulted in only 11 months of assistance payments in FY 2007-08, with FY 2008-09 reflecting the normal 12 months of FC payments.
- +\$483,000 - increase in Adoption Assistance payments due to a COLA and projected rise in the number of adoptions.
- + 335,000 - increase in services and supplies as follows:
  - +\$1,254,000 - increase in Social Programs Division due primarily to the following:
    - +\$927,000 - increase in provider costs for the IHSS Public Authority as well as projected increase in the number of clients receiving these services.
    - +\$480,000 - increase in direct services for child welfare clients.
    - -\$127,000 - decrease resulting from the termination of the Adult and Aging Network program from lack of sufficient funding.

**SOCIAL SERVICES**

**Department Summary (cont'd)**

- -\$26,000 - remaining 2.1% decrease is from miscellaneous reductions.
- -\$851,000 - decrease in Systems Division as follows:
  - -\$970,000 - decrease for BSC completion which occurred in FY 2007-08.
  - +\$119,000 - increase due to an \$89,000 increase in Cal-Win costs and \$30,000 miscellaneous increases in Systems and Staff Development.
- -\$68,000 - decrease due to a reduction of \$84,000 in the Client Services and Benefit Division which was partially offset by a \$16,000 increase in the Administration and Support Division.
- -\$109,000 - decrease in General Relief Assistance Payments due to funding constraints that will require program changes.
- -\$57,000 - remaining 0.9% decrease is from various miscellaneous reductions.

**Impacts:** Overall, the Department's ability to provide services will be impacted by fewer staff to meet client needs, while costs of services and cash assistance continue to climb. The increase in salaries and benefits will leave less funding for hiring staff to provide client services. There will also be less funding for paying extra help, and for paying existing staff to work overtime to keep up with the workload. This may result in backlogs in processing applications and renewals. Meanwhile, the cost of providing clients cash assistance continues to increase. The 5% COLA for foster family and group homes, and the 5% clothing allowance increase will provide the funds needed to attract foster care providers and clothe foster children in an economic climate of rising costs. DSS is addressing this trend of rising foster care costs by providing a modest increase in funds to reimburse adoptive parents. This will encourage adoptive parents to provide permanent homes for children who would otherwise remain in foster care.

**Capital Expenditures:** The Recommended Budget's capital expenditures will decrease by \$252,000 to \$390,000 from the prior year's Estimated Actual of \$642,000. This 39.3% decrease is the result of:

- -\$642,000 - prior year capital expenditures that will not recur in FY 2008-09 include: equipment for the Benefit Service Center (-\$595,000), costs to reconfigure North County office space (-\$40,000), computer equipment (firewall server) replaced in FY 2007-08 (-\$7,000).
- +\$250,000 - purchase of storage area network servers for consolidation and data warehouse.
- +\$100,000 - purchase of an electronic Adult Protective Services case management, tracking and reporting system.
- +\$30,000 - replacement of computer hardware and software.
- +\$10,000 - equipment to standardize and index document storage.

## SOCIAL SERVICES

### Department Summary (cont'd)

**Revenues:** The Recommended Budget's operating revenues will increase by \$7,822,000 to \$119,753,000 from the prior year's Estimated Actual of \$111,931,000. This 6.9% increase is the result of:

- +\$7,891,000 - increase in Federal and State Revenues resulting as follows:
  - +\$6,598,000 - increase in the amount of the federal and state revenue claimed for the cost of paying cash assistance benefits (+\$1,948,000), and in the amount of the federal and state revenue claimed for the cost of administering programs (+\$4,650,000),
  - +\$1,443,000 - increase in amount of state realignment revenue transferred from the realignment trust fund to pay the County share of certain realignment-eligible mandated programs for which there is insufficient county general fund contribution including: In-Home Supportive Services (IHSS) independent provider salaries, health benefits and program administration (+\$1,316,000), Adult Protective Services costs (+\$73,000), and other miscellaneous increases representing 3.8% of the change (+\$54,000),
  - -\$150,000 - remaining 1.9% change from various miscellaneous decreases.
- -\$69,000 - this 0.9% decrease results from various miscellaneous decreases (-\$49,000) and a decrease in interest income resulting from declining interest rates (-\$20,000).

#### Departmental Priorities and Their Alignment With County Goals

The Social Services Department delivers programs that specifically address the goals of the County's Strategic Plan.

#### FY 2007-08 Accomplishments and Their Alignment with County Goals

##### **Goal 1. EFFICIENT AND RESPONSIVE GOVERNMENT: An Efficient, Professionally Managed Government Able to Anticipate and to Effectively Respond to the Needs of the Community.**

Current Year (FY 07-08) Accomplishments:

- Conducted a feasibility study and determined the Department should pursue a Benefit Service Center to administer the Medi-Cal and Food Stamps programs to ensure increased efficiency and responsiveness to clients.
- Completed a comprehensive reassessment of the CalWORKs program and submitted a CalWORKs plan addendum to the State of California, including additional strategies to increase work participation among CalWORKs Welfare-to Work clients.
- Co-located Alcohol, Drug and Mental Health Services (ADMHS) staff with Child Welfare Services.
- Four more managers completed the Leaders in Action Program, three employees earned

their Master's Degree in Social Work (MSW) through the California Center for Social Work Education (CalSWEC) Program, and twelve employees completed certificate programs through the Employees' University.

- Procured, tested, and installed technical infrastructure necessary for electronically scanning client case records and documents.
- Designed and implemented business processes for scanning and storing permanent verifications, periodic reports, and new case records of public assistance clients.
- Completed Performance Planning for all DSS executives and managers.
- Provided Disaster Response training to DSS employees.
- Established departmental Intranet as a primary source of program and business process information for line staff.
- Fully implemented the web based Safe Measures application that objectively measures mandatory case management responsibilities. In addition, fully implemented Structured Decision Making to standardize decisions made in a case throughout its life.
- Enhanced and defined Social Services branch operating protocols now accessible through the Intranet.
- Enhanced Santa Barbara County Linkages Program closely coordinating CalWORKs and Child Welfare Services.

Proposed Strategic Actions:

- In partnership with General Services, fully implement the technology and infrastructure necessary to electronically scan and store client records, periodic reports, and permanent documents.
- Continue to support ongoing employee education and development through the California Center for Social Work Education (CalSWEC) MSW program, Leaders in Action Executive Development Program through the Southern Area Consortium for Human Services (SACHS), the Child Welfare Training Academy, UC Davis curricula, Employee University attendance, and the department's tuition reimbursement program.

Proposed Key Projects:

- Establish a Benefit Service Center to provide enhanced and efficient service to current Medi-Cal and Non-Assistance Food Stamp clients.
- Create infrastructure and protocols for an electronic filing and forms management system.
- Enhance program and service delivery oversight by capitalizing on the new County performance measurement system.
- Contain or mitigate Foster Care placement through enhanced psychotherapeutic and diversion programs.

## SOCIAL SERVICES

### Department Summary (cont'd)

WIA Program.

- Expanded membership on the Workforce Investment Board.
- KIDS Network created a comprehensive scorecard website in partnership with the Packard Foundation.

Proposed Key Project:

- Develop a process for fully utilizing surplus department computers by making them available (through a local not-for-profit organization) to DSS client families and other low-income families.

### **Goal 6. FAMILIES AND CHILDREN: A Community that Fosters the Safety and Well-Being of Families and Children.**

Current Year (FY 07-08) Accomplishments:

- Implemented SB 163, Child Welfare Services Wraparound Program, in an effort to reduce out of home placement of children.
- Successfully rolled out the Heart Gallery and Adoptions Day initiatives to bring awareness to the local need and efforts in adoption services.
- Enhanced foster parent recruitment efforts culminating in licensing 32 foster homes in calendar year 2007.
- In November of 2007 opened the La Morada Transition Home, a facility designed to assist young adults transitioning from the dependency system.
- Developed and secured funding for creative programs such as Home Connection Finders and Substance Abuse Recovery Advocates. Additionally, expanded the local Differential Response initiative. The programs are designed to enhance the safety of children referred to Child Welfare Services.

Proposed Strategic Actions:

- Explore the feasibility in expanding to North County services for adolescent children transitioning out of foster care.
- Explore the feasibility of contracting South County Emergency Shelter Care facilities.
- Expand Linkages program to enhance efficiencies and maximize the availability of resources necessary for clients involved in both Child Welfare Services and CalWORKS programs.

Proposed Key Project:

- Develop a Summer Youth Employment initiative with County departments and community partners.

### **Goal 2. HEALTH AND SAFETY: A Safe and Healthy Community in Which to Live, Work and Visit.**

Current Year (FY 07-08) Accomplishments:

- Established The Methamphetamine Prevention Network and a Leadership Council co-chaired by Supervisor Carbajal which meets regularly.
- Rapidly developed disaster responses to the demands associated with the Zaca Fire.

Proposed Strategic Actions:

- The four task forces established by the Methamphetamine Prevention Network will develop strategies and recommendations to be considered by the full Network and the Board of Supervisors in FY 2008-09.

Proposed Key Project:

- Encourage and support development of extensive media outreach campaigns similar to Crystal Darkness to address the methamphetamine problems in the County.

### **Goal 3. ECONOMIC VITALITY: A Community that is Economically Vital and Sustainable.**

Current Year (FY 07-08) Accomplishments:

- Implemented a Welfare-to-Work Re-engagement program to increase work participation among CalWORKs Welfare-to-Work clients.
- Successfully contracted youth employment services to community based organizations through the Workforce Investment Act Program.

Proposed Strategic Actions:

- Expand Job Training opportunities by accessing new Workforce Investment Act (WIA) grants.
- Implement Medi-Cal Citizenship verification requirements, including automated vital statistics records matches and outreach efforts, to comply with State and Federal requirements.

### **Goal 5. CITIZEN INVOLVEMENT: A County Government that is Accessible, Open, and Citizen-Friendly.**

Current Year (FY 07-08) Accomplishments:

- Conducted a survey of County employers to determine opportunities for improvement in the

**SOCIAL SERVICES**  
**Administration and Support**

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Use of Funds Summary</b>				
<i>Operating Expenditures</i>				
Administrative Office	\$ 1,913,572	\$ 2,045,476	\$ 1,732,058	\$ 1,831,448
Personnel	445,266	470,611	469,838	521,681
Fiscal and Contract Admin	2,610,279	3,102,290	3,158,727	3,369,851
Collections & Fair Hearings	1,330,130	1,364,224	1,365,106	1,481,851
Reception	3,030,836	3,389,095	3,355,328	3,653,082
Facility Manage & Mail Distrib	1,241,760	1,475,116	1,468,374	1,595,825
Operating Total	<u>10,571,843</u>	<u>11,846,812</u>	<u>11,549,431</u>	<u>12,453,738</u>
<i>Non-Operating Expenditures</i>				
Capital Assets	1,485	43,142	33,096	76,357
Expenditure Total	<u>10,573,328</u>	<u>11,889,954</u>	<u>11,582,527</u>	<u>12,530,095</u>
<i>Other Financing Uses</i>				
Operating Transfers	141,139	10,414	19,556	10,053
Designated for Future Uses	1,531,153	3,481,076	4,271,907	--
Division Total	<u>\$ 12,245,620</u>	<u>\$ 15,381,444</u>	<u>\$ 15,873,990</u>	<u>\$ 12,540,148</u>
<b>Character of Expenditures</b>				
<i>Operating Expenditures</i>				
Regular Salaries	6,279,454	6,975,556	6,610,675	7,027,420
Overtime	7,420	10,000	8,061	8,061
Extra Help	18,149	--	93,446	--
Benefits	2,305,521	2,802,454	2,632,859	3,204,788
Salaries & Benefits Sub-Total	<u>8,610,544</u>	<u>9,788,010</u>	<u>9,345,041</u>	<u>10,240,269</u>
Services & Supplies	1,959,406	2,054,789	2,192,357	2,208,573
Damages & Losses	1,893	4,013	12,033	4,896
Operating Total	<u>10,571,843</u>	<u>11,846,812</u>	<u>11,549,431</u>	<u>12,453,738</u>
<i>Non-Operating Expenditures</i>				
Capital Assets	1,485	43,142	33,096	76,357
Expenditure Total	<u>\$ 10,573,328</u>	<u>\$ 11,889,954</u>	<u>\$ 11,582,527</u>	<u>\$ 12,530,095</u>

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09				
<b>Source of Funds Summary</b>								
<i>Departmental Revenues</i>								
Interest	\$ 185,609	\$ 177,124	\$ 138,207	\$ 44,868				
Federal & State Revenues	9,694,144	10,938,696	10,777,901	12,037,914				
Miscellaneous Revenue	200,090	--	274,776	26,372				
Revenue Total	<u>10,079,843</u>	<u>11,115,820</u>	<u>11,190,884</u>	<u>12,109,154</u>				
<i>General Fund Contribution</i>	1,525,139	743,666	1,138,648	424,326				
<i>Other Financing Sources</i>								
Operating Transfers	--	--	65,355	6,668				
Use of Prior Fund Balances	640,638	3,521,958	3,479,103	--				
Division Total	<u>\$ 12,245,620</u>	<u>\$ 15,381,444</u>	<u>\$ 15,873,990</u>	<u>\$ 12,540,148</u>				
<b>Position Summary</b>								
<i>Permanent</i>								
Administrative Office	16.0	14.8	16.0	16.2	14.5	13.2	13.5	13.3
Personnel	5.0	4.4	5.0	4.8	5.0	4.7	5.0	4.8
Fiscal and Contract Admin	32.0	27.7	32.0	30.4	32.0	29.7	32.0	30.4
Collections & Fair Hearings	17.0	16.8	17.0	16.2	17.0	15.8	17.0	16.2
Reception	47.0	44.1	47.0	44.7	46.0	42.8	46.0	43.8
Facility Manage & Mail Distrib	19.0	17.1	19.0	18.1	19.0	17.7	19.0	18.1
Total Permanent	<u>136.0</u>	<u>124.9</u>	<u>136.0</u>	<u>130.3</u>	<u>133.5</u>	<u>123.8</u>	<u>132.5</u>	<u>126.5</u>
<i>Non-Permanent</i>								
Extra Help	--	--	--	--	--	2.2	--	--
Total Positions	<u>136.0</u>	<u>124.9</u>	<u>136.0</u>	<u>130.3</u>	<u>133.5</u>	<u>126.0</u>	<u>132.5</u>	<u>126.5</u>

**SERVICE DESCRIPTION**

The Administration and Support Division supports staff in the achievement of the department's mission through policy direction, financial planning and accounting, human resource guidance, employee relations, facilities management, and special projects. The Division serves as a liaison with other County departments and State and Federal agencies.

**Significant Changes (FY 2007-08 Adopted to FY 2007-08 Estimated Actual)**

Estimated Actual Administration and Support Division operating expenditures decreased by \$298,000 to \$11,549,000, from the Adopted Budget of \$11,847,000. This 2.5% decrease is the result of:

- -\$298,000 - decrease is due to a reduction of 4.3 FTE, savings in salaries and benefit costs due to a projected COLA not fully occurring, lower health insurance benefit costs, and addition of 2.2 extra help positions in place of regular employees, further decreasing benefit costs.

**Significant Changes (FY 2007-08 Estimated Actual to FY 2008-09 Recommended)**

The Recommended Budget's Administration and Support Division operating expenditures will increase by \$905,000 to \$12,454,000 from the prior year's Estimated Actual of \$11,549,000. This 7.8% increase is the result of:

- +\$905,000 - increase is due primarily to increases in salaries due to COLA increases, benefit costs due to increase in retirement contribution rates and insurance benefit costs, increasing FTE by .5, and shifting 2.2 FTE extra help positions to regular employees further increasing benefit costs.

**SOCIAL SERVICES**

**Administration and Support (cont'd)**

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Recurring Performance Measures</b>				
<b>Administrative Office</b>				
As an efficient and responsive government, the County will maintain the rate of General Liability claims filed between 90 - 100% of the previous year's actual claims filed.	100%	80%	100%	100%
	5	4	4	4
	5	5	4	4
As an efficient and responsive government, the County will maintain the cost of workers' compensation incident claims to \$1.17 per \$100 payroll (salaries and benefits).	\$1.04 937,059 897,436	\$1.00 900,000 900,000	\$0.90 786,926 870,150	\$0.97 875,000 900,000
To improve workers' safety, the County will conduct its operations in order to maintain the rate of Workers' Compensation incident claims to 12 or less per 100 FTE employees Countywide.	34.50 69 2	15.50 62 4	9.28 65 7	15.50 62 4
As an efficient and responsive government, the County will maintain the rate of Workers' Compensation claims filed between 90 - 100% of the previous year's actual claims filed.	71% 49 69	112% 55 49	91% 50 55	110% 55 50
As an efficient and responsive government, the County will maintain a productive workforce through a Countywide Lost Time Rate of 5.9% or less.	6.73% 89,267.00 1,326,364.00	7.01% 94,000 1,340,000	7.03% 103,030.00 1,464,144.00	6.91% 104,000 1,506,000
As an efficient and responsive government, the County will maintain a quality workforce through completing 95 -100% of departmental Employee Performance Reviews (EPRs) by the Anniversary Due Date.	49% 307 632	75% 488 650	75% 488 650	75% 488 650

**SOCIAL SERVICES**

**Administration and Support (cont'd)**

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Recurring Performance Measures</b>				
<b>Fiscal and Contract Admin</b>				
Ensure that at least 90% of responses received from customer survey rate	88%	90%	90%	91%
purchasing/contract services as satisfactory or above.	42	45	45	48
	48	50	50	53
Promote and maintain a positive working relationship with CalWORKs childcare providers by processing 98% of approximately 7,200 annual correct childcare invoices within 4 days of receipt of proper documentation.	99%	98%	98%	98%
	6,181	7,056	6,909	7,056
	6,262	7,200	7,050	7,200
<b>Facility Manage &amp; Operations</b>				
At least 92% of an estimated 90 annual ergonomic assessment requests will be performed within 14 days of the request.	96%	97%	97%	92%
	145	140	140	184
	151	144	144	200

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
	Pos.	Pos.	Pos.	Pos.
<b>Position Detail</b>				
<b>Administrative Office</b>				
Information Systems Coordinator	--	--	--	1.0
Departmental Assistant	1.0	1.0	1.0	1.0
Analyst	2.0	2.0	2.0	1.0
Secretary	4.0	4.0	4.0	4.0
Office Assistant Sr	2.0	2.0	1.5	1.5
Deputy Social Services Director	4.0	4.0	4.0	4.0
Division Chief	1.0	1.0	1.0	--
Project Manager	1.0	1.0	--	--
Social Services Director	1.0	1.0	1.0	1.0
Sub-Division Total	16.0	16.0	14.5	13.5
<b>Personnel</b>				
Departmental Assistant - Restricted	1.0	1.0	1.0	1.0
Human Resources Technician	3.0	3.0	3.0	3.0
Division Chief	1.0	1.0	1.0	1.0
Sub-Division Total	5.0	5.0	5.0	5.0

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
	Pos.	Pos.	Pos.	Pos.
<b>Position Detail</b>				
<b>Fiscal and Contract Admin</b>				
Cost Analyst II	3.0	3.0	3.0	3.0
Accountant Supervising	1.0	1.0	1.0	1.0
Cost Analyst I	1.0	1.0	1.0	1.0
Accountant III	7.0	8.0	8.0	8.0
Information Systems Coordinator	--	--	--	3.0
Analyst	3.0	3.0	3.0	--
Account Technician Supervisor	1.0	1.0	1.0	1.0
Accountant I/II	4.0	3.0	3.0	3.0
Account Technicians	3.0	3.0	3.0	3.0
Account Clerk Sr	4.0	4.0	4.0	4.0
Account Clerk I/II	3.0	3.0	3.0	3.0
Chief Financial Officer	1.0	1.0	1.0	1.0
Fiscal Manager	1.0	1.0	1.0	1.0
Sub-Division Total	32.0	32.0	32.0	32.0

<b>Collections &amp; Fair Hearings</b>				
Eligibility Supervisor	2.0	2.0	2.0	2.0
Eligibility Worker III	11.0	11.0	11.0	11.0
Office Assistant Sr	2.0	2.0	2.0	2.0
Account Clerk I/II	2.0	2.0	2.0	2.0
Sub-Division Total	17.0	17.0	17.0	17.0

<b>Reception</b>				
Account Clerk Sr	1.0	1.0	1.0	1.0
Office Assistant Sr	19.0	19.0	18.0	19.0
Office Assistants	22.0	22.0	22.0	21.0
Principal/Supervising Clerk	5.0	5.0	5.0	5.0
Sub-Division Total	47.0	47.0	46.0	46.0

<b>Facility Manage &amp; Mail Distrib</b>				
Departmental Assistant	2.0	2.0	2.0	2.0
Administrative Services Clerk	1.0	1.0	1.0	1.0
Storekeeper/Utility Worker	13.0	13.0	13.0	13.0
Office Assistants	2.0	2.0	2.0	2.0
Division Chief	1.0	1.0	1.0	1.0
Sub-Division Total	19.0	19.0	19.0	19.0
Division Total	136.0	136.0	133.5	132.5



Successfully rolled out the Heart Gallery initiative to bring awareness to the local need and efforts in adoption services.

**SOCIAL SERVICES**  
Administration and Support (cont'd)

**Social Services Direct Payments**

<u>Expenditure Summary</u> (in thousands)	Adjusted FY 07-08	Estimated FY 07-08	Recommended FY 08-09
<b>Assistance Payments</b>			
General Relief Assistance	\$ 858	\$ 632	\$ 522
Refugee Assistance	-	-	-
Adoption Assistance	3,171	2,973	3,456
Emotionally Disturbed Children Assistance	227	565	529
Foster Care Probation Assistance	3,659	2,924	3,442
Foster Care DSS Assistance	11,860	9,960	11,957
CalWorks Assistance	28,401	25,897	25,837
SB 163	-	33	82
<b>Total Assistance Payments</b>	<b>\$ 48,176</b>	<b>\$ 42,985</b>	<b>\$ 45,825</b>
<b>Other Direct Client Services &amp; Benefits</b>			
Cal-Works/Cal-Learn Supportive Services	1,727	1,577	1,442
Cal-Works Direct Mental Health & Substance Abuse	753	877	877
Cal-Works/Cal-Learn Child Care Direct Payments	2,550	2,550	2,650
WIA Supportive Services & Direct Service Contracts	1,701	1,226	1,211
Foster Care Direct Services	565	370	320
Child Welfare Services Direct Support	952	1,212	1,888
Family Preservation Direct Support	332	312	285
Adult Protective Service Direct Support	69	172	48
In Home Supportive Services - Addus Contract	2,000	2,000	2,000
In Home Supportive Services Individual Providers Costs	6,172	6,020	6,930
Adoptions	14	14	14
Food Stamp Employment and Training Direct Support	70	25	-
Independent Living Program Direct Service Contracts	228	249	190
Foster Parent Training & Recruitment	42	33	33
<b>Total Other Direct Client Services &amp; Benefits</b>	<b>\$ 17,174</b>	<b>\$ 16,638</b>	<b>\$ 17,889</b>
<b>Subtotal</b>	<b>\$ 65,350</b>	<b>\$ 59,623</b>	<b>\$ 63,714</b>
<b>Client Benefits funded directly by Federal and State appropriations</b>			
IHSS Individual Providers Costs (Federal, State Share)	24,629	24,557	28,191
Food Stamps Benefits	23,973	23,655	26,953
Med-Cal Benefits	215,752	302,220	310,003
<b>Total Client Benefits funded directly by Federal and State appropriations</b>	<b>\$ 264,354</b>	<b>\$ 350,431</b>	<b>\$ 365,147</b>
<b>Total Social Services Direct Payments</b>	<b>\$ 329,704</b>	<b>\$ 410,054</b>	<b>\$ 428,861</b>

For the \$129.8 million of recommended expenditures, the community will receive approximately \$429 million worth of benefits.

NOTE: Information on this sheet was allocated based on various assumptions. The department does not specifically track expenditures in this format.

**SOCIAL SERVICES**  
**Systems and Program Development**

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Use of Funds Summary</b>				
<i>Operating Expenditures</i>				
Systems	\$ 2,331,660	\$ 2,342,084	\$ 2,598,410	\$ 2,734,527
Cal-Win	3,321,290	2,382,441	2,250,693	1,919,537
Staff Development	397,725	464,863	451,195	547,513
Benefit Service Center	--	--	1,213,642	182,089
Operating Total	6,050,675	5,189,388	6,513,940	5,383,666
<i>Non-Operating Expenditures</i>				
Capital Assets	261	12,462	483,499	15,517
Expenditure Total	6,050,936	5,201,850	6,997,439	5,399,183
<i>Other Financing Uses</i>				
Operating Transfers	12,018	1,801	3,741	2,043
Designated for Future Uses	881,701	5	209,076	--
Division Total	\$ 6,944,655	\$ 5,203,656	\$ 7,210,256	\$ 5,401,226

**Character of Expenditures**

<i>Operating Expenditures</i>				
Regular Salaries	2,639,010	2,459,771	2,568,829	2,429,619
Overtime	4,986	10,089	17,774	17,774
Extra Help	64,398	40,120	131,720	--
Benefits	899,242	925,682	938,751	1,038,058
Salaries & Benefits Sub-Total	3,607,636	3,435,662	3,657,074	3,485,451
Services & Supplies	2,300,597	1,646,427	2,747,960	1,897,221
Damages & Losses	333	695	2,302	994
Principal & Interest	142,109	106,604	106,604	--
Operating Total	6,050,675	5,189,388	6,513,940	5,383,666
<i>Non-Operating Expenditures</i>				
Capital Assets	261	12,462	483,499	15,517
Expenditure Total	\$ 6,050,936	\$ 5,201,850	\$ 6,997,439	\$ 5,399,183

**Source of Funds Summary**

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<i>Departmental Revenues</i>				
Interest	\$ --	\$ --	\$ --	\$ 12,219
Federal & State Revenues	5,582,291	4,950,862	5,647,620	5,198,067
Miscellaneous Revenue	115,220	--	88,207	23,280
Revenue Total	5,697,511	4,950,862	5,735,827	5,233,566
<i>General Fund Contribution</i>	878,238	245,722	1,261,847	167,660
<i>Other Financing Sources</i>				
Operating Transfers	--	--	20,979	--
Use of Prior Fund Balances	368,906	7,072	191,603	--
Division Total	\$ 6,944,655	\$ 5,203,656	\$ 7,210,256	\$ 5,401,226

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
	Pos.	FTE	Pos.	FTE

**Position Summary**

<i>Permanent</i>								
Systems	20.0	19.0	20.0	17.8	21.0	19.2	21.0	19.7
Cal-Win	27.0	15.6	27.0	10.9	24.0	9.7	24.0	6.2
Staff Development	49.5	3.6	37.5	4.3	38.5	4.0	38.5	4.1
Benefit Service Center	--	--	--	--	--	0.7	--	0.2
Total Permanent	96.5	38.2	84.5	33.0	83.5	33.7	83.5	30.2
<i>Non-Permanent</i>								
Extra Help	--	--	--	0.4	--	1.5	--	--
Total Positions	96.5	38.2	84.5	33.4	83.5	35.1	83.5	30.2

**SERVICE DESCRIPTION**

The System and Program Development Division provides technological support and program training to all Social Services Department staff and program support for income maintenance staff and leads the implementation of a Benefit Services Center for the Medi-Cal and Food Stamp Programs. This division promotes the department's mission by training staff, providing high quality technical and program support, and maximizing the department's technology utilization.

**Significant Changes (FY 2007-08 Adopted to FY 2007-08 Estimated Actual)**

Estimated Actual Systems and Program Development Division operating expenditures increased by \$1,325,000 to \$6,514,000 from the Adopted Budget of \$5,189,000. This 25.5% increase is the result of:

- +\$1,214,000 - increase is due to implementing the Benefit Service Center.
- +\$256,000 - increase in System unit primarily from an increase in salaries and benefits due to additional .2 FTEs extra help positions plus additional 1.2 FTEs which were reassigned from Cal-Win.
- -\$132,000 - decrease by transferring 1.2 FTE from Cal-Win to Systems due to decreased funding in the Cal-Win program.
- -\$13,000 - remaining 1.0% decrease due to miscellaneous changes.

**Significant Changes (FY 2007-08 Estimated Actual to FY 2008-09 Recommended)**

The Recommended Budget's Systems and Program Development Division operating expenditures will decrease by \$1,130,000 to \$5,384,000 from the prior year's Estimated Actual of \$6,514,000. This 17.4% decrease is the result of:

- -\$1,130,000 - decrease is due primarily to the completion of the BSC implementation which occurred in FY 2007-08, plus projected reduced State funding in the Cal-Win program resulting in a 3.5 FTE reduction, partially offset by increases in salaries and benefits due to a budgeted COLA and increase in retirement contribution rates and increases in health insurance benefit costs.

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Recurring Performance Measures</b>				
<b>Systems</b>				
Provide quality Technical Support as measured by a 95% satisfaction rate based on an annual survey of departmental end users.	96%	95%	95%	95%
	601	238	238	232
	624	250	250	244
<b>Cal-Win</b>				
Respond to and resolve 80% of Help Center trouble tickets within two business days	66%	80%	80%	80%
	6,935	8,845	8,845	7,680
	10,471	11,056	11,056	9,600

**SOCIAL SERVICES**

**Systems and Program Development (cont'd)**

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Recurring Performance Measures</b>				
<b>Cal-Win</b>				
Information Systems Coordinator	18.0	18.0	6.0	20.0
Departmental Assistant	1.0	1.0	1.0	1.0
Analyst	2.0	2.0	14.0	--
Eligibility Supervisor	1.0	1.0	--	--
Eligibility Worker III	2.0	2.0	--	--
Word Processor	2.0	2.0	2.0	2.0
Division Chief	1.0	1.0	1.0	1.0
Sub-Division Total	27.0	27.0	24.0	24.0

	Actual FY 06-07 Pos.	Adopted FY 07-08 Pos.	Est. Actual FY 07-08 Pos.	Recommended FY 08-09 Pos.
<b>Position Detail</b>				
<b>Staff Development</b>				
Social Services Supervisor II	1.5	1.5	2.5	2.5
Information Systems Coordinator	--	--	--	4.0
Departmental Assistant	2.0	2.0	2.0	2.0
Social Services Practitioner	1.0	--	--	--
Social Services Supervisor I	1.0	--	--	--
Analyst	1.0	1.0	1.0	--
Staff Development Coordinator	1.0	1.0	1.0	--
Eligibility Supervisor	8.0	8.0	9.0	6.0
Social Services Worker	2.0	3.0	2.0	2.0
Eligibility Worker III	9.0	9.0	8.0	9.0
Office Assistant Sr	1.0	1.0	1.0	1.0
Eligibility Worker I/II	18.0	7.0	9.0	9.0
Office Assistants	2.0	2.0	2.0	2.0
Division Chief	1.0	1.0	1.0	1.0
Management Specialist	1.0	1.0	--	--
Sub-Division Total	49.5	37.5	38.5	38.5
Division Total	96.5	84.5	83.5	83.5

**SOCIAL SERVICES**

**Client Services and Benefits**

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Use of Funds Summary</b>				
<i>Operating Expenditures</i>				
Cal-Works	\$ 13,056,129	\$ 13,567,046	\$ 13,862,991	\$ 14,053,167
Child Care	2,823,822	3,115,007	3,065,068	3,333,535
Medi-Cal Eligibility	12,280,039	13,451,982	13,196,280	14,122,724
Food Stamps	2,610,287	3,480,870	3,379,376	3,498,371
General Relief	753,715	968,137	1,049,747	1,094,395
Other Assistance Programs	32,269	10,168	28,891	14,753
General Relief Assistance	630,958	996,534	631,754	522,467
Other Cash Assistance	(2)	--	--	--
Workforce Investment Act	2,574,968	3,105,287	2,874,647	2,987,887
Cal-WORKS - Assistance	14,965,049	17,857,377	15,587,685	16,073,851
Cal-WORKS - (0-Parent) Assistance	11,664,837	10,545,465	10,309,646	9,763,297
Operating Sub-Total	61,392,071	67,097,873	63,986,085	65,464,447
Less: Intra-County Revenues	(76,986)	--	--	--
Operating Total	61,315,085	67,097,873	63,986,085	65,464,447
<i>Non-Operating Expenditures</i>				
Capital Assets	4,455	125,497	97,024	229,401
Expenditure Total	61,319,540	67,223,370	64,083,109	65,693,848
<i>Other Financing Uses</i>				
Operating Transfers	196,898	30,294	57,332	30,203
Division Total	\$ 61,516,438	\$ 67,253,664	\$ 64,140,441	\$ 65,724,051

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Character of Expenditures</b>				
<i>Operating Expenditures</i>				
Regular Salaries	14,587,719	16,178,789	16,037,478	16,870,055
Overtime	443,402	423,058	359,235	59,298
Extra Help	272,730	14,275	259,130	--
Benefits	5,693,712	6,863,096	6,515,561	7,899,703
Salaries & Benefits Sub-Total	20,997,563	23,479,218	23,171,404	24,829,056
Services & Supplies	10,349,594	11,337,280	11,213,790	11,129,620
Public Assistance Payments	30,039,234	32,269,700	29,565,610	29,491,066
Damages & Losses	5,680	11,675	35,281	14,705
Operating Sub-Total	61,392,071	67,097,873	63,986,085	65,464,447
Less: Intra-County Revenues	(76,986)	--	--	--
Operating Total	61,315,085	67,097,873	63,986,085	65,464,447
<i>Non-Operating Expenditures</i>				
Capital Assets	4,455	125,497	97,024	229,401
Expenditure Total	\$ 61,319,540	\$ 67,223,370	\$ 64,083,109	\$ 65,693,848
<b>Source of Funds Summary</b>				
<i>Departmental Revenues</i>				
Federal & State Revenues	\$ 57,827,220	\$ 64,281,078	\$ 60,146,912	\$ 61,811,767
Miscellaneous Revenue	197,274	260,818	242,034	346,152
Revenue Sub-Total	58,024,494	64,541,896	60,388,946	62,157,919
Less: Intra-County Revenues	(76,986)	--	--	--
Revenue Total	57,947,508	64,541,896	60,388,946	62,157,919
<i>General Fund Contribution</i>	3,568,580	2,592,459	3,711,786	1,879,993
<i>Other Financing Sources</i>				
Sale of Property	350	--	--	--
Use of Prior Fund Balances	--	119,309	39,709	1,686,139
Division Total	\$ 61,516,438	\$ 67,253,664	\$ 64,140,441	\$ 65,724,051

## SERVICE DESCRIPTION

The Client Services and Benefits Division provides eligibility determination and direct assistance for families and individuals to ensure their basic needs are met and to assist them in becoming self-sufficient. Client Services and Benefits programs include Food Stamps, General Relief, Medi-Cal, CalWORKs eligibility, CalWORKs employment services, CalWORKs financial assistance, Child Care assistance and other employment programs under the Federal Workforce Investment Act (WIA).

	Actual FY 06-07		Adopted FY 07-08		Est. Actual FY 07-08		Recommended FY 08-09	
	Pos.	FTE	Pos.	FTE	Pos.	FTE	Pos.	FTE
<b>Position Summary</b>								
<i>Permanent</i>								
Cal-Works	107.8	117.1	113.3	114.3	112.3	114.4	112.3	112.5
Child Care	5.0	5.5	6.0	6.5	5.0	6.3	5.0	7.9
Medi-Cal Eligibility	138.0	152.6	142.0	154.7	145.0	151.8	146.0	158.4
Food Stamps	30.0	31.1	30.0	35.1	30.0	32.9	29.0	32.7
General Relief	4.0	7.8	3.0	10.5	5.0	11.5	5.0	11.8
Other Assistance Programs	--	0.5	--	0.1	--	0.1	--	0.1
Workforce Investment Act	17.0	16.6	17.0	16.2	18.0	16.3	18.0	16.7
Total Permanent	301.8	331.1	311.3	337.4	315.3	333.3	315.3	340.0
<i>Non-Permanent</i>								
Extra Help	--	--	--	0.2	--	8.0	--	--
Total Positions	301.8	331.1	311.3	337.6	315.3	341.3	315.3	340.0

### Significant Changes (FY 2007-08 Adopted to FY 2007-08 Estimated Actual)

Estimated Actual Client Services and Benefits Division operating expenditures decreased by \$3,112,000 to \$63,986,000 from the Adopted Budget of \$67,098,000. This 4.6% decrease is the result of:

- -\$2,871,000 - decrease due to a reduction in Assistance payments as follows:
  - A decrease in the number of families receiving CalWORKS assistance as described in the Department Summary for a savings of \$2,270,000 and similarly a decrease in Cal-Works (0-Parent) Assistance of \$236,000.
  - A savings in General Relief Assistance of \$365,000 due to a significant drop in the number of clients receiving aid as well as average costs per case being less than projected.
- -\$308,000 - decrease due to reduction in salaries and benefits as explained in the Department Summary, plus an increase of 7.8 extra help positions instead of permanent staff further decreasing benefit costs, which was partially offset by an increase of total FTEs of 3.7.
- -\$300,000 - decrease in contracts for the Outreach, Education, Retention and Utilization program because of the State eliminating funding.

## SOCIAL SERVICES

### Client Services and Benefits (cont'd)

- -\$300,000 - decrease in contractual services for Work Investment Act clients resulting from a reduction in funding.
- +\$390,000 - increase in allocated overhead costs, which can be attributed partly to the increase in FTE and increases in rents, reprographics services, and consulting costs.
- +\$158,000 - increase due to District Attorney's fees for fraud investigations which were shifted from the Food Stamps, General Relief and IHSS programs to CalWORKs.
- +\$119,000 - remaining 3.8% increase due to miscellaneous changes.

### Significant Changes (FY 2007-08 Estimated Actual to FY 2008-09 Recommended)

The Recommended Budget's Client Services and Benefits Division operating expenditures will increase by \$1,479,000 to \$65,465,000 from the prior year's Estimated Actual of \$63,986,000. This 2.3% increase is primarily a combination of:

- +\$1,658,000 - in salaries and benefits due to increased retirement and health insurance costs, filling eight regular positions instead of continuing the use of extra help positions.
- +\$486,000 - due to an expected increase in Safety Net caseloads. The Safety Net program provides for families which have 'timed out' and lost benefits under federal law. Under California regulations, cash aid continues for children of such families provided that the family meets the eligibility guidelines.
- +\$126,000 - increase in the Child Care program for supportive services.
- -\$546,000 - projected savings in the CalWORKs Assistance programs, due to projected declining caseload from 4% to 2%.
- -\$154,000 - from reductions in Cal-Works contracts due to projected fiscal constraints.
- -\$109,000 - decrease in General Relief Assistance payments because of reduced funding which will require program changes.
- +\$18,000 - remaining 1.2% increase due to miscellaneous changes.

**SOCIAL SERVICES**

**Client Services and Benefits (cont'd)**

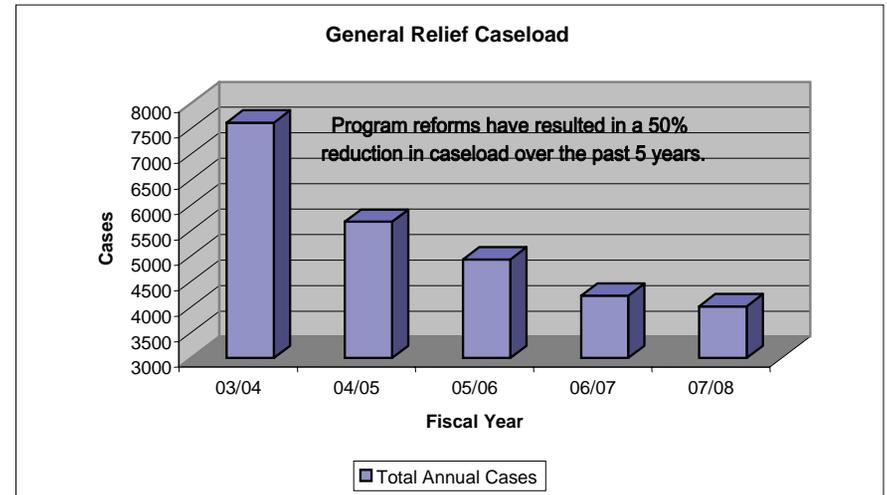
	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Recurring Performance Measures</b>				
<b>Cal-Works</b>				
Increase the number of residents of Santa Barbara County who are productive and self-sufficient contributors to the community by assisting 70% of the average total population of CalWORKS Welfare to Work recipients make preparations for employment by involving them in Welfare to Work activities.	82% 1,232 1,489	70% 840 1,200	70% 840 1,200	70% 840 1,200
Ensure that low income families applying for assistance to help meet their basic needs receive a timely eligibility determination by processing 98% of approximately 1,500 CalWORKS applications per quarter within 45 days of the application date.	94% 1,408 1,486	98% 1,470 1,500	98% 1,470 1,500	98% 1,470 1,500
<b>Medi-Cal Eligibility</b>				
Ensure that Santa Barbara County meets the state performance standards by processing a minimum of 90% of approximately 1,600 Medi-Cal applications within 45 days of the application date, as measured in the sample month of October.	100% 1,738 1,738	94% 1,535 1,629	94% 1,535 1,629	90% 1,467 1,630
Provide quality customer service by answering 80% of the approximately 18,750 quarterly average telephone calls into the Benefits Service Center's Medi-Cal and Food Stamps toll free line within 45 seconds or less. The service center will launch in Fall 2008, so this measure is to be achieved within 3 months post-launch (January 2009) and maintained thereafter.	N/A N/A N/A	N/A N/A N/A	N/A N/A N/A	80% 45,000 56,250

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Recurring Performance Measures</b>				
<b>General Relief</b>				
Maximize repayment of General Relief grant costs by ensuring that 15% of aid payments are recouped from Federally funded SSI.	35% 233,053 648,144	15% 128,704 858,030	15% 94,763 631,754	15% 78,370 522,467
<b>Workforce Investment Act</b>				
Promote utilization of Workforce Resource Center (WRC) services by local employers by providing public education materials at 3 employer workshops or speaking engagements per quarter.	170% 17 10	100% 12 12	100% 12 12	100% 12 12
Ensure effective referral to community based services and core services offered by Workforce Resource Center (WRC) partners to job seekers by conducting a minimum of 2 resource presentations per quarter to WRC partner agency staff (one in SM and one in SB) to raise awareness of available resources and support services.	170% 17 10	100% 8 8	100% 8 8	100% 8 8
	Actual FY 06-07 Pos.	Adopted FY 07-08 Pos.	Est. Actual FY 07-08 Pos.	Recommended FY 08-09 Pos.
<b>Position Detail</b>				
<b>Cal-Works</b>				
Eligibility Supervisor	--	--	1.0	1.0
Social Services Worker	3.0	3.0	3.0	2.0
Eligibility Worker III	15.0	16.0	16.0	16.0
Eligibility Worker I/II	31.0	37.0	36.0	36.0
Office Assistants	11.0	11.0	11.0	11.0
Career Emp Specialist Supervisor	13.0	12.0	11.0	11.0
Career Employment Spec Sr	26.3	26.3	25.3	26.3
Career Employment Specialist	5.5	5.0	6.0	6.0
Division Chief	3.0	3.0	3.0	3.0
Sub-Division Total	107.8	113.3	112.3	112.3

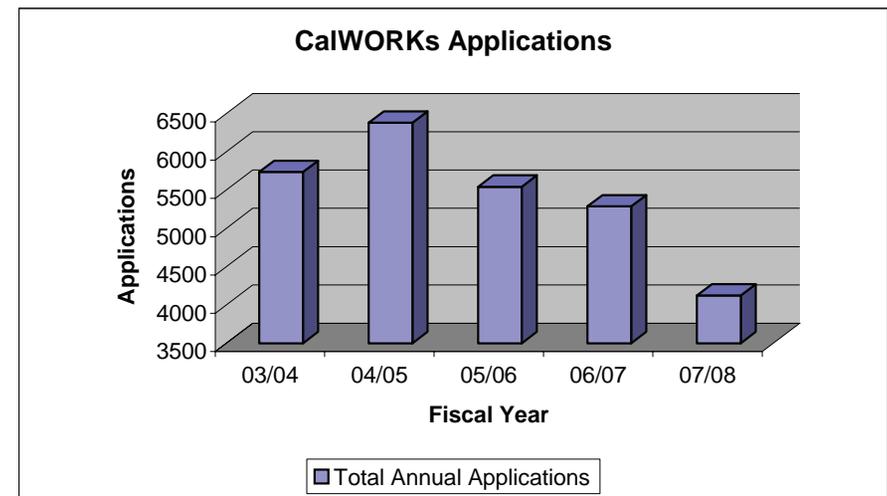
**SOCIAL SERVICES**

**Client Services and Benefits (cont'd)**

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
	Pos.	Pos.	Pos.	Pos.
<b>Position Detail</b>				
<b>Child Care</b>				
Eligibility Worker I/II	5.0	5.0	4.0	4.0
Career Emp Specialist Supervisor	--	1.0	1.0	1.0
Sub-Division Total	5.0	6.0	5.0	5.0
<b>Food Stamps</b>				
Eligibility Supervisor	2.0	2.0	2.0	2.0
Eligibility Worker III	4.0	3.0	5.0	5.0
Eligibility Worker I/II	19.0	20.0	18.0	18.0
Office Assistants	3.0	3.0	3.0	3.0
Career Employment Spec Sr	1.0	1.0	1.0	--
Division Chief	1.0	1.0	1.0	1.0
Sub-Division Total	30.0	30.0	30.0	29.0
<b>General Relief</b>				
Eligibility Supervisor	1.0	1.0	1.0	1.0
Social Services Worker	1.0	--	2.0	2.0
Eligibility Worker III	1.0	1.0	--	--
Eligibility Worker I/II	1.0	1.0	2.0	2.0
Sub-Division Total	4.0	3.0	5.0	5.0
<b>Workforce Investment Act</b>				
Information Systems Coordinator	--	--	--	1.0
Departmental Assistant	2.0	2.0	2.0	2.0
Analyst	1.0	1.0	1.0	--
Office Assistant Sr	4.0	4.0	5.0	5.0
Career Emp Specialist Supervisor	1.0	1.0	1.0	1.0
Career Employment Spec Sr	4.0	4.0	5.0	5.0
Career Employment Specialist	3.0	3.0	2.0	2.0
Workforce Resource Manager	1.0	1.0	1.0	1.0
Workforce Resource P & E Manager	1.0	1.0	1.0	--
Executive Director - WIB	--	--	--	1.0
Sub-Division Total	17.0	17.0	18.0	18.0
Division Total	<u>301.8</u>	<u>311.3</u>	<u>315.3</u>	<u>315.3</u>



Data for FY 07/08 is through February 2008



Data for FY 07/08 is through February 2008

## SOCIAL SERVICES

### Social Programs

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Use of Funds Summary</b>				
<i>Operating Expenditures</i>				
Child Welfare Programs	\$ 8,497,920	\$ 8,611,723	\$ 8,884,059	\$ 9,962,564
MISC-Child Welfare Program	405,869	630,949	411,558	453,684
Adult Services	1,560,625	1,435,472	1,343,679	1,456,965
In Home Supportive Services	3,510,262	4,067,050	3,860,811	4,073,931
Foster Care	652,179	790,428	775,996	846,971
Family Preservation	394,693	352,598	332,366	306,588
Probation Foster Care Serv.	2,812,454	3,659,184	2,924,429	3,441,600
Other Social Programs	696,591	999,546	1,048,950	1,154,016
Foster Care Assistance	9,746,396	12,495,439	10,760,492	12,721,084
Adoption Assistance	2,618,105	3,171,150	2,973,313	3,456,060
IHSS Public Authority	6,313,531	7,145,950	6,863,794	7,877,071
KIDS Network	301,122	313,245	317,188	330,248
Adult & Aging Network	104,740	113,945	128,256	--
Operating Sub-Total	37,614,487	43,786,679	40,624,891	46,080,782
Less: Intra-County Revenues	(54,359)	--	--	--
Operating Total	37,560,128	43,786,679	40,624,891	46,080,782
<i>Non-Operating Expenditures</i>				
Capital Assets	1,541	38,897	28,553	68,722
Expenditure Total	37,561,669	43,825,576	40,653,444	46,149,504
<i>Other Financing Uses</i>				
Operating Transfers	6,415,111	7,154,192	6,880,664	7,885,130
Designated for Future Uses	--	1,276	247,834	600,410
Division Total	\$ 43,976,780	\$ 50,981,044	\$ 47,781,942	\$ 54,635,044

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Character of Expenditures</b>				
<i>Operating Expenditures</i>				
Regular Salaries	7,929,797	8,169,317	7,888,507	8,494,565
Overtime	68,595	561,541	57,485	57,485
Extra Help	82,730	55,524	143,266	--
Benefits	2,821,337	3,197,038	3,014,614	3,749,752
Salaries & Benefits Sub-Total	10,902,459	11,983,420	11,103,872	12,301,802
Services & Supplies	11,584,318	12,881,579	13,054,186	14,307,996
Public Assistance Payments	15,125,750	18,918,061	16,456,450	19,466,576
Damages & Losses	1,960	3,619	10,383	4,408
Operating Sub-Total	37,614,487	43,786,679	40,624,891	46,080,782
Less: Intra-County Revenues	(54,359)	--	--	--
Operating Total	37,560,128	43,786,679	40,624,891	46,080,782
<i>Non-Operating Expenditures</i>				
Capital Assets	1,541	38,897	28,553	68,722
Expenditure Total	\$ 37,561,669	\$ 43,825,576	\$ 40,653,444	\$ 46,149,504
<b>Source of Funds Summary</b>				
<i>Departmental Revenues</i>				
Interest	\$ --	\$ --	\$ --	\$ 61,241
Federal & State Revenues	31,411,700	34,989,057	34,512,093	39,928,275
Other Charges for Services	2,846	--	--	--
Miscellaneous Revenue	454,482	402,500	103,490	262,425
Revenue Sub-Total	31,869,028	35,391,557	34,615,583	40,251,941
Less: Intra-County Revenues	(54,359)	--	--	--
Revenue Total	31,814,669	35,391,557	34,615,583	40,251,941
<i>General Fund Contribution</i>				
	5,124,487	7,683,292	5,152,856	5,907,022
<i>Other Financing Sources</i>				
Operating Transfers	6,673,489	7,501,471	7,402,559	8,476,081
Use of Prior Fund Balances	364,135	404,724	610,944	--
Division Total	\$ 43,976,780	\$ 50,981,044	\$ 47,781,942	\$ 54,635,044

## SERVICE DESCRIPTION

Provides assistance to individuals and families which allows them to remain safely in their home or coordinate appropriate out-of-home placement through the provision of Family Preservation and Protective Services, Adult Protective Services, and In-Home Supportive Services.

	Actual FY 06-07		Adopted FY 07-08		Est. Actual FY 07-08		Recommended FY 08-09	
	Pos.	FTE	Pos.	FTE	Pos.	FTE	Pos.	FTE
<b>Position Summary</b>								
<i>Permanent</i>								
Child Welfare Programs	78.0	86.1	80.0	80.0	85.0	80.9	85.0	82.5
MISC-Child Welfare Program	7.0	3.4	7.0	7.3	6.0	5.0	6.0	5.1
Adult Services	11.0	17.2	12.0	13.4	10.0	11.2	11.0	12.5
In Home Supportive Services	20.0	18.6	20.0	19.9	20.5	20.3	20.5	20.7
Foster Care	9.0	7.5	9.0	7.1	9.0	7.0	9.0	7.1
Family Preservation	--	0.1	--	0.2	--	0.2	--	0.2
Other Social Programs	10.5	4.7	9.5	7.1	7.5	6.0	7.5	6.2
IHSS Public Authority	9.5	8.7	10.0	9.5	9.0	8.4	9.0	8.6
KIDS Network	2.0	1.9	2.0	1.7	2.0	1.7	2.0	1.7
<b>Total Permanent</b>	<b>147.0</b>	<b>148.1</b>	<b>149.5</b>	<b>146.2</b>	<b>149.0</b>	<b>140.5</b>	<b>150.0</b>	<b>144.7</b>
<i>Non-Permanent</i>								
Contract	--	0.9	--	--	--	--	--	--
Extra Help	--	--	--	1.0	--	2.9	--	--
<b>Total Positions</b>	<b>147.0</b>	<b>149.0</b>	<b>149.5</b>	<b>147.1</b>	<b>149.0</b>	<b>143.4</b>	<b>150.0</b>	<b>144.7</b>

### Significant Changes (FY 2007-08 Adopted to FY 2007-08 Estimated Actual)

- Estimated Actual Social Programs Division operating expenditures decreased by \$3,162,000 to \$40,625,000 from the Adopted Budget of \$43,787,000. This 7.2% decrease is the result of:
  - -\$2,668,000 - decrease because of reduced Assistance payments:
    - -\$1,735,000 - decrease in Foster Care Assistance:
      - Fewer children in Foster Care homes than projected as explained in the Department Summary for a savings of \$860,000.
      - Foster Care Implementation software, put into operation December 2007, resulting in only 11 months of Foster Care payment in FY 2007-08 for a reduction of \$875,000.
    - -\$735,000 - decrease in Probation Foster Care Assistance resulting from fewer children in Foster Care homes than projected as explained in the Department Summary.
    - -\$198,000 - decrease in Adoption Assistance because of a reduction in cost per case attributed to a budgeted COLA not materializing.

## SOCIAL SERVICES

### Social Programs (cont'd)

- -\$880,000 - decrease due to a reduction in salaries and benefits as explained in the Department Summary, a reduction of 3.7 FTE, and use of an addition 1.9 extra help positions instead of regular staff which further reduced benefit costs.
- -\$152,000 - decrease in IHSS Public Authority provider costs due to the completion of union negotiations and an increase in health benefits taking effect later in the year than expected.
- -\$90,000 - reduction to the In-Home Supportive Services program due to transfer of District Attorney costs to the CalWORKs program.
- +\$407,000 - increase in Child Welfare Programs consisting of +\$106,000 contributing funds for a committee addressing the impact of methamphetamine substance abuse in the County after the FY 2007-08 budget was adopted, +\$135,000 increase in direct services for child welfare clients, +\$45,000 new funding for services to assist youth exiting foster care to develop independent living skills, and +\$121,000 increase in allocated overhead costs.
- +\$221,000 - remaining 7.0% increase in miscellaneous changes.

### Significant Changes (FY 2007-08 Estimated Actual to FY 2008-09 Recommended)

The Recommended Budget's Social Programs Division operating expenditures will increase by \$5,456,000 to \$46,081,000 from the prior year's Estimated Actual of \$40,625,000. This 13.4% increase is the result of:

- +\$2,961,000 - due to an increase in Assistance payments as follows:
  - +\$1,961,000 - increase in Foster Care Assistance due to:
    - Foster Care Implementation software put into operation in December 2007 resulting in only 11 months of Foster Care payments in FY 2007-08 with FY 2008-09 reflecting the normal 12 months of Foster Care payments for an increase of \$875,000.
    - A 5.0% COLA for foster family and group homes plus a 5.0% clothing allowance was mandated effective January 2008 and projected increase in the number of children in Foster Care for an increase of \$1,086,000.
  - +\$517,000 - increase in Probation Foster Care Assistance which is attributed in part to a 5.0% COLA that was effective January 2008 for foster family and group homes as well as a 5.0% clothing allowance that was mandated plus a projected increase in the number of children in Foster Care.
  - +\$483,000 - increase in Adoption Assistance payments due to COLA increases and projected increase in adoptions.
  - +\$1,198,000 - increase in salaries and benefits as explained in the Department Summary, plus an additional 4.2 permanent FTE, and the elimination of 2.9 extra help positions now replaced with regular staff further increasing benefit costs.

## SOCIAL SERVICES

### Social Programs (cont'd)

- +\$910,000 - increase in provider costs for the IHSS Public Authority which is attributed to signed agreement giving a \$0.50 hourly increase effective July 2008 as well as a projected increase in the number of clients receiving these services.
- +\$552,000 - increase in direct services to child welfare clients.
- -\$127,000 - from terminating the Adult and Aging Network program from lack of funding.
- -\$38,000 - remaining .7% decrease in miscellaneous changes.

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Recurring Performance Measures</b>				
<b>Child Welfare Programs</b>				
95% of CWS high potential safety risk referrals will receive an in-person response from a CWS investigative/social work staff within 24 hours.	100%	95%	95%	95%
	713	552	552	552
	713	581	581	581
<b>Foster Care</b>				
Reduce the projected annual rate of growth in Child Welfare Services foster care by maintaining an annual growth rate of 25% or less.	11%	25%	25%	25%
	67	177	177	177
	609	708	708	708
<b>Other Social Programs</b>				
Santa Barbara County Adoption Agency will finalize 58 adoptions providing those children with a family for life.	100%	100%	100%	100%
	65	55	55	58
	65	55	55	58
<b>Adult Services</b>				
Maintain the health and well-being of elder and dependent adults by ensuring that Adult Protective Service (APS) social workers respond to 100% of monthly reports of abuse within 10 days.	99%	100%	100%	100%
	1,536	1,539	1,539	1,539
	1,546	1,539	1,539	1,539

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Recurring Performance Measures</b>				
<b>In Home Supportive Services</b>				
Prevent premature and costly institutionalization by placing less than 1% of the average monthly recipients in long-term care facilities.	0%	1%	1%	1%
	10	30	30	33
	2,811	3,000	3,000	3,300
<b>IHSS Public Authority</b>				
95% of consumers surveyed will indicate an overall satisfaction with registry services of 4 on a 5 point scale.	100%	97%	97%	97%
	151	136	136	136
	151	140	140	140
To ensure the timely referral of caregivers to IHSS consumers 98% of consumer requests for available caregivers will be processed within 3 business days from the initial interview of the consumer.	97%	98%	98%	98%
	238	157	157	157
	246	160	160	160

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
	Pos.	Pos.	Pos.	Pos.

### Position Detail

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Child Welfare Programs</b>				
Social Services Supervisor II	9.0	9.0	8.0	8.0
Information Systems Coordinator	--	2.0	--	3.0
Departmental Assistant	1.0	1.0	1.0	1.0
Social Services Practitioner	13.5	18.5	20.5	20.5
Analyst	3.0	1.0	3.0	--
Social Services Worker	24.5	21.5	25.5	25.5
Office Assistant Sr	11.0	11.0	12.0	12.0
Social Services Case Aide	9.0	9.0	9.0	9.0
Account Clerk I/II	3.0	3.0	2.0	2.0
Division Chief	4.0	4.0	4.0	4.0
Sub-Division Total	78.0	80.0	85.0	85.0

### MISC-Child Welfare Program

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
Social Services Supervisor II	--	--	1.0	1.0
Social Services Practitioner	3.0	4.0	3.0	3.0
Social Services Worker	4.0	3.0	2.0	2.0
Sub-Division Total	7.0	7.0	6.0	6.0

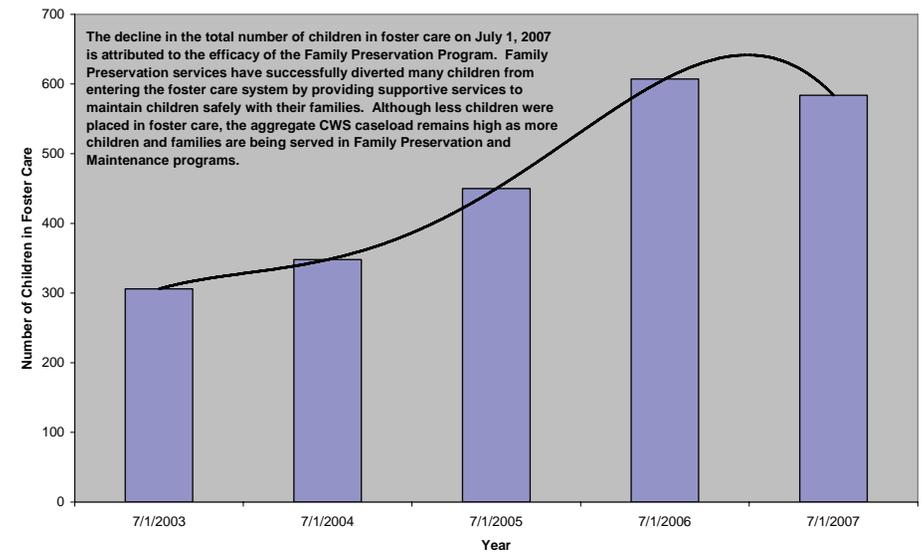
	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
	Pos.	Pos.	Pos.	Pos.
<b>Position Detail</b>				
<b>Adult Services</b>				
Social Services Supervisor II	1.0	1.0	1.0	1.0
Social Services Practitioner	2.0	1.0	3.0	3.0
Social Services Worker	6.0	8.0	4.0	5.0
Social Services Case Aide	2.0	2.0	2.0	2.0
Sub-Division Total	11.0	12.0	10.0	11.0
<b>In Home Supportive Services</b>				
Information Systems Coordinator	--	1.0	--	1.0
Social Services Practitioner	--	1.0	--	--
Social Services Supervisor I	2.0	2.0	2.0	2.0
Analyst	1.0	--	1.0	--
Social Services Worker	12.0	11.0	11.0	11.0
Office Assistant Sr	4.0	4.0	5.5	5.5
Division Chief	1.0	1.0	1.0	1.0
Sub-Division Total	20.0	20.0	20.5	20.5
<b>Foster Care</b>				
Eligibility Supervisor	1.0	1.0	1.0	1.0
Eligibility Worker III	2.0	2.0	2.0	6.0
Office Assistant Sr	2.0	2.0	2.0	2.0
Eligibility Worker I/II	4.0	4.0	4.0	--
Sub-Division Total	9.0	9.0	9.0	9.0
<b>Other Social Programs</b>				
Social Services Supervisor II	1.0	1.0	1.0	1.0
Information Systems Coordinator	--	--	--	1.0
Social Services Practitioner	2.5	3.5	1.5	1.5
Analyst	1.0	1.0	1.0	--
Social Services Worker	3.0	1.0	1.0	1.0
Eligibility Worker III	--	--	--	1.0
Office Assistant Sr	2.0	2.0	2.0	2.0
Eligibility Worker I/II	1.0	1.0	1.0	--
Sub-Division Total	10.5	9.5	7.5	7.5

## SOCIAL SERVICES

### Social Programs (cont'd)

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
	Pos.	Pos.	Pos.	Pos.
<b>Position Detail</b>				
<b>IHSS Public Authority</b>				
Accountant III	--	--	--	1.0
Departmental Assistant	1.0	1.0	1.0	1.0
Analyst	1.0	1.0	1.0	--
Office Assistant Sr	6.5	7.0	6.0	6.0
Public Authority Director	1.0	1.0	1.0	1.0
Sub-Division Total	9.5	10.0	9.0	9.0
<b>KIDS Network</b>				
Interagency Network Coordinator	1.0	1.0	1.0	1.0
Departmental Assistant	--	--	--	1.0
Administrative Services Clerk	1.0	1.0	1.0	--
Sub-Division Total	2.0	2.0	2.0	2.0
Division Total	147.0	149.5	149.0	150.0

Number of Children in Foster Care on July 1 Annually



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# COMMUNITY RESOURCES & PUBLIC FACILITIES

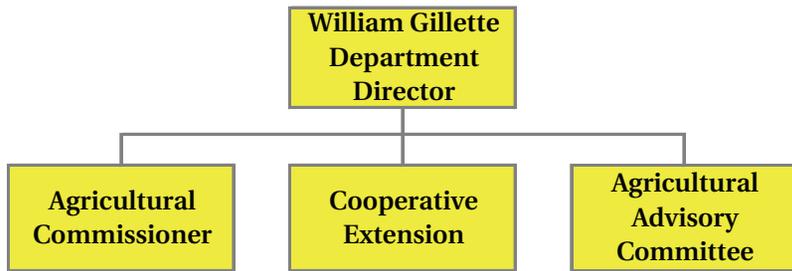
Use of Funds	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Operating Expenditures</b>				
Agriculture & Cooperative Extension	\$ 3,360,187	\$ 3,756,577	\$ 3,548,424	\$ 3,774,846
Housing & Community Development	10,424,986	4,757,006	8,538,009	5,342,437
Parks	8,844,373	9,939,383	9,936,498	10,366,058
Planning & Development	16,150,792	25,101,550	20,732,517	20,923,885
Public Works	56,850,052	61,801,720	60,526,727	65,063,552
<b>Total</b>	<b>95,630,390</b>	<b>105,356,236</b>	<b>103,282,175</b>	<b>105,470,778</b>
<b>Capital Equipment &amp; Improvements</b>				
Agriculture & Cooperative Extension	6,466	30,000	30,000	--
Housing & Community Development	--	--	--	--
Parks	1,476,053	3,600,680	1,929,429	1,013,566
Planning & Development	1,826	200,000	88,000	44,000
Public Works	21,733,195	33,076,134	30,078,220	31,469,291
<b>Total</b>	<b>23,217,540</b>	<b>36,906,814</b>	<b>32,125,649</b>	<b>32,526,857</b>
<b>Designated for Future Uses</b>				
Agriculture & Cooperative Extension	126,000	--	--	--
Housing & Community Development	1,884,186	885,150	101,700	787,000
Parks	1,855,392	1,462,719	1,934,087	1,390,199
Planning & Development	765,977	590,882	599,411	57,000
Public Works	12,994,596	8,868,868	8,726,422	5,878,881
<b>Total</b>	<b>17,626,151</b>	<b>11,807,619</b>	<b>11,361,620</b>	<b>8,113,080</b>
<b>Operating Transfers Out</b>				
Agriculture & Cooperative Extension	564,864	2,787	2,787	2,787
Housing & Community Development	1,922,131	1,176,096	1,201,415	1,524,497
Parks	792,284	834,198	652,628	963,297
Planning & Development	19,909	20,582	95,582	68,881
Public Works	1,451,569	1,849,842	1,970,183	1,915,309
<b>Total</b>	<b>4,750,757</b>	<b>3,883,505</b>	<b>3,922,595</b>	<b>4,474,771</b>
<b>Total Use of Funds</b>	<b>\$141,224,838</b>	<b>\$157,954,174</b>	<b>\$150,692,039</b>	<b>\$150,585,486</b>

Source of Funds	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Departmental Revenues</b>				
Agriculture & Cooperative Extension	\$ 1,702,819	\$ 1,700,900	\$ 1,701,500	\$ 1,797,790
Housing & Community Development	6,779,239	2,881,100	4,795,514	4,513,257
Parks	5,679,522	7,013,137	6,355,488	6,504,154
Planning & Development	11,854,835	16,755,089	13,293,933	13,507,984
Public Works	77,309,890	87,393,268	82,950,299	84,807,125
<b>Total</b>	<b>103,326,305</b>	<b>115,743,494</b>	<b>109,096,734</b>	<b>111,130,310</b>
<b>General Fund Contribution</b>				
Agriculture & Cooperative Extension	1,861,531	1,915,631	1,798,399	1,883,843
Housing & Community Development	696,829	727,102	724,896	705,814
Parks	3,454,717	4,361,203	4,215,574	3,985,102
Planning & Development	3,330,995	6,665,440	6,639,853	6,333,552
Public Works	2,024,590	2,104,382	2,094,826	2,526,064
<b>Total</b>	<b>11,368,662</b>	<b>15,773,758</b>	<b>15,473,548</b>	<b>15,434,375</b>
<b>Use of Designations/Prior Fund Balances</b>				
Agriculture & Cooperative Extension	493,167	172,833	76,333	96,000
Housing & Community Development	5,131,317	1,944,950	3,293,148	1,229,694
Parks	2,306,496	2,809,279	2,356,017	1,661,552
Planning & Development	1,751,174	2,492,485	1,441,972	1,252,230
Public Works	12,418,521	15,144,985	15,094,844	16,340,818
<b>Total</b>	<b>22,100,675</b>	<b>22,564,532</b>	<b>22,262,314</b>	<b>20,580,294</b>
<b>Operating Transfers In</b>				
Agriculture & Cooperative Extension	--	--	4,979	--
Housing & Community Development	1,623,918	1,265,100	1,027,566	1,205,169
Parks	1,525,467	1,653,361	1,520,863	1,582,312
Planning & Development	--	--	139,752	--
Public Works	1,258,815	953,929	1,140,046	653,026
<b>Total</b>	<b>4,408,200</b>	<b>3,872,390</b>	<b>3,833,206</b>	<b>3,440,507</b>
<b>Other Miscellaneous Financing Sources</b>				
Parks	1,900	--	4,700	--
Planning & Development	1,500	--	--	--
Public Works	17,596	--	21,537	--
<b>Total</b>	<b>20,996</b>	<b>--</b>	<b>26,237</b>	<b>--</b>
<b>Total Source of Funds</b>	<b>\$141,224,838</b>	<b>\$157,954,174</b>	<b>\$150,692,039</b>	<b>\$150,585,486</b>

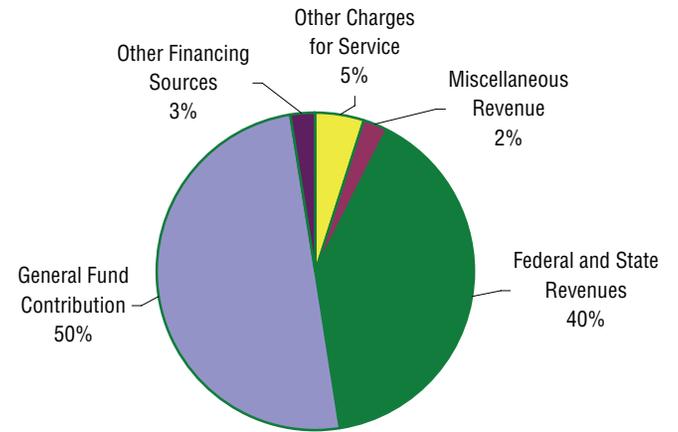
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# AGRICULTURE & COOPERATIVE EXTENSION

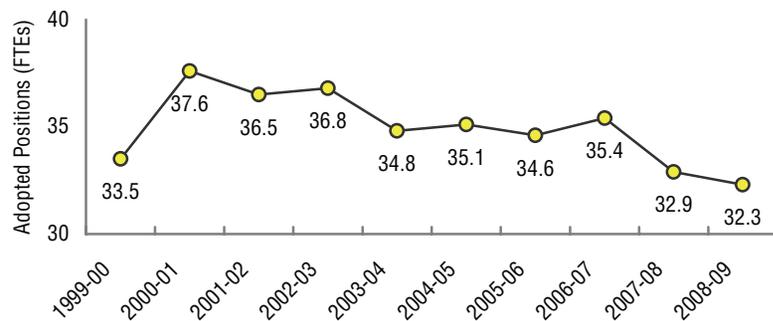
Budget & Positions (FTEs)	
Operating \$	3,774,846
Capital	-
Positions	32.3 FTEs



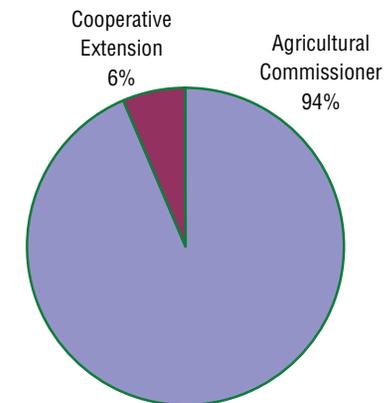
## SOURCE OF FUNDS



## STAFFING TREND



## USE OF FUNDS



**AGRICULTURE & COOPERATIVE EXTENSION**  
**Department Summary**

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Use of Funds Summary</b>				
<i>Operating Expenditures</i>				
Agricultural Commissioner	\$ 3,108,274	\$ 3,399,683	\$ 3,291,701	\$ 3,536,844
Cooperative Extension	194,820	214,061	209,890	238,002
Agricultural Advisory Committee	57,093	142,833	46,833	--
Operating Total	3,360,187	3,756,577	3,548,424	3,774,846
<i>Non-Operating Expenditures</i>				
Capital Assets	6,466	30,000	30,000	--
Expenditure Total	3,366,653	3,786,577	3,578,424	3,774,846
<i>Other Financing Uses</i>				
Operating Transfers	564,864	2,787	2,787	2,787
Designated for Future Uses	126,000	--	--	--
Department Total	\$ 4,057,517	\$ 3,789,364	\$ 3,581,211	\$ 3,777,633

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Character of Expenditures</b>				
<i>Operating Expenditures</i>				
Regular Salaries	\$ 2,048,347	\$ 2,193,459	\$ 2,163,255	\$ 2,228,151
Overtime	6,091	6,000	10,500	6,000
Extra Help	9,727	4,499	5,800	2,756
Benefits	632,670	779,508	709,922	903,263
Salaries & Benefits Sub-Total	2,696,835	2,983,466	2,889,477	3,140,170
Services & Supplies	663,352	773,111	658,947	634,676
Operating Total	3,360,187	3,756,577	3,548,424	3,774,846
<i>Non-Operating Expenditures</i>				
Capital Assets	6,466	30,000	30,000	--
Expenditure Total	\$ 3,366,653	\$ 3,786,577	\$ 3,578,424	\$ 3,774,846

Note: Presentation of the individual program amounts for fiscal years 2006-07 and 2007-08 have been adjusted to provide a consistent level of detail with the fiscal year 2008-09 budget, however, the totals for 2006-07 and 2007-08 have not been changed.

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Source of Funds Summary</b>				
<i>Departmental Revenues</i>				
Federal & State Revenues	\$ 1,403,644	\$ 1,413,100	\$ 1,412,100	\$ 1,513,400
Other Charges for Services	190,613	194,900	185,800	190,900
Miscellaneous Revenue	108,562	92,900	103,600	93,490
Revenue Total	1,702,819	1,700,900	1,701,500	1,797,790
<i>General Fund Contribution</i>				
	1,861,531	1,915,631	1,798,399	1,883,843
<i>Other Financing Sources</i>				
Operating Transfers	--	--	4,979	--
Use of Prior Fund Balances	493,167	172,833	76,333	96,000
Department Total	\$ 4,057,517	\$ 3,789,364	\$ 3,581,211	\$ 3,777,633

	Actual FY 06-07		Adopted FY 07-08		Est. Actual FY 07-08		Recommended FY 08-09	
	Pos.	FTE	Pos.	FTE	Pos.	FTE	Pos.	FTE
<b>Position Summary</b>								
<i>Permanent</i>								
Agricultural Commissioner	32.8	29.0	30.5	30.2	30.5	31.1	31.2	29.6
Cooperative Extension	2.5	2.6	2.5	2.5	2.5	2.6	2.5	2.5
Total Permanent	35.3	31.5	33.0	32.7	33.0	33.7	33.7	32.2
<i>Non-Permanent</i>								
Extra Help	--	--	--	0.1	--	--	--	0.1
Total Positions	35.3	31.5	33.0	32.9	33.0	33.7	33.7	32.3

Note: FTE and position totals may not sum correctly due to rounding.

## 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.

## Budget Organization

The divisions of the Department of Agriculture and Cooperative Extension are the Agricultural Commissioner and Cooperative Extension. The Department has 32.3 FTE staff with operations in Santa Barbara, Santa Maria, Lompoc, Carpinteria and Solvang.

## AGRICULTURE & COOPERATIVE EXTENSION

### Department Summary (cont'd)

#### Significant Changes (FY 2007-08 Adopted to FY 2007-08 Estimated Actual)

Estimated Actual operating expenditures decreased \$208,000 to \$3,548,000 from the Adopted Budget of \$3,756,000. This 5.5% decrease is the result of:

- -\$114,000 - Projects for agricultural planning solutions were not initiated this fiscal year (\$96,000) and there was a decrease in costs for other miscellaneous charges (\$18,000);
- -\$94,000 - Salary savings due to vacancies for Agricultural Biologists. As a result of vacancies for Agricultural Biologists, the department did not meet its performance measure "protect public safety by inspecting pesticide applications" evidenced by the number of inspections estimated for this year at 185 which is 415 less than the adopted target.

Estimated Actual revenues increased \$1,000 to \$1,702,000 from the Adopted Budget of \$1,701,000. This 0.04% increase was the result of:

- +\$11,000 - Weights and Measures investigations and pesticide related fines increased;
- -\$9,000 - Decreases in requests to inspect and certify seed fields;
- -\$1,000 - Lower State revenue.

#### Significant Changes (FY 2007-08 Estimated Actual to FY 2008-09 Recommended)

The Recommended Budget's operating expenditures will increase \$226,000 to \$3,775,000 from the prior year's Estimated Actual of \$3,548,000. This 6.4% increase is the result of:

- +\$250,000 - Increases for salaries and benefits based on a total increase for cost-of-living adjustments, merit increases, and inequity adjustments (\$171,000), retirement costs (\$145,000) and health insurance costs (\$41,000) less the cost of the salary and benefits for an Agricultural Program Specialist (\$107,000) for the Oak Tree Program. The regulatory components of the Oak Tree Ordinance and complaints will continue to be a priority for the department; however, due to the loss of this position, the department will no longer carry out the voluntary planting and educational components.
- -\$24,000 - Decreases in services and supplies for expenditures in contractual services for the Agricultural Advisory Committee (-\$46,000) increased motor pool charges (+\$19,000) and data processing services (+\$3,000).

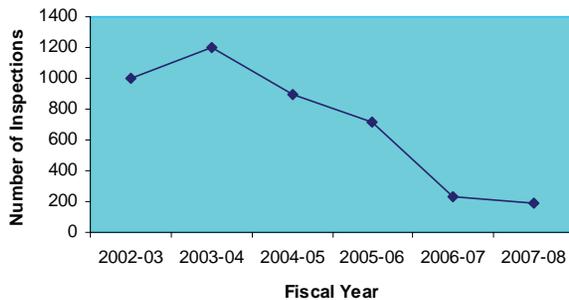
The Recommended Budget's operating revenues will increase \$96,000 to \$1,798,000 from the prior year's Estimated Actual of \$1,702,000. This 5.7% increase is the result of:

- +\$96,000 - Federal and State revenue for High Risk Pest Exclusion (+\$55,000), Pesticide Use Report Data Entry (+\$24,000), Pesticide Mill Tax (+\$15,000), Weed Management Area (+\$7,000) and other charges for services (+\$5,000), offset by a decrease in miscellaneous revenue (-\$10,000).

#### Fiscal Year 2008-09 constraints require the Department to implement certain service level reductions.

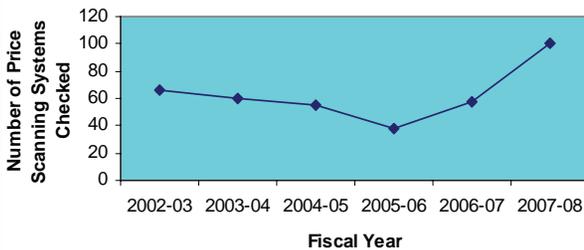
- -\$98,567 - Eliminating the Oak Tree Specialist position which will impact the voluntary planting and educational components of the Oak Tree Program. The regulatory components of the Oak Tree Ordinance will continue to be a priority to the department; however, these duties will be handled by Agricultural Biologists.

### Pesticide Use Inspections



The department was unable to maintain the number of pesticide inspections due to training and licensing requirements of new staff.

### Price Scanning Systems in Retail Establishments Checked



By improving overall efficiency in the Weights & Measures program, inspectors have been able to increase the number of price scanning systems checked.

## AGRICULTURE & COOPERATIVE EXTENSION

### Department Summary (cont'd)

#### Departmental Priorities and Their Alignment With County Goals

The emphasis of the Department's Fiscal Year 2008-2009 budget is the continued delivery of basic services.

Each of the Department's divisions will undertake projects that specifically address the County's Strategic Plan by:

- Continuing responsive, cost-effective services for residents of Santa Barbara County and the agricultural industry in the areas of pest prevention, pesticide enforcement and resource protection;
- Continue to ensure consumer protection and equity in the marketplace through weights and measures enforcement programs; and
- Providing research and educational programs for residents of Santa Barbara County that improve the quality of life and maintain viable and working agriculture through Cooperative Extension programs.

The Agricultural Commissioner's Office strategic priorities are primarily aligned with these Board-Adopted County goals:

#### Goal 1: Efficient and Responsive Government – An Efficient Professionally Managed Government Able to Anticipate and to Effectively Respond to the Needs of the Community

Current Year (FY 07-08) Accomplishments:

- Initiated an appointment system for providing services in the pesticide use enforcement program for issuing permits and in the weights and measures program for testing taxi cab meters. These changes improved customer service by reducing the amount of time customers had to wait for staff and better utilized staff time by eliminating walk-in requests for these services.
- Moved supervisory responsibilities for all clerical staff to the Administrative Services Clerk to improve supervision and consistency of office procedures between the north and south County offices. This also increased opportunities to cross-train clerical staff to provide more flexibility and better coverage for all offices and streamline processes.
- Continued to increase the number of pesticide use reports submitted electronically by working with growers to assist with converting them to the online system. The percentage of reports submitted online increased by 6% over the last year to 43%. This reduces the number of errors that require follow-up by technical staff.

Proposed Strategic Actions:

- Continue to address workload issues by identifying opportunities to cross-train staff, considering options for covering satellite offices and increasing the use of technology to provide better service and improve efficiency.

- Continue to improve outreach to the agricultural community by initiating communication regarding regulations, policies and procedures and training opportunities.
- Utilize the Employee's University for professional and leadership development and training for all staff when appropriate.

Proposed Key Project:

- Develop a focused quality assurance component to the Pesticide Use Enforcement Program driven by departmental strategic planning and process improvement efforts.

#### Goal 2: Health and Safety – A Safe and Healthy Community in Which to Live, Work, and Visit

Proposed Strategic Actions:

- Complete investigations into pesticide related illnesses and public complaints, and take corrective action where necessary;
- Conduct pesticide inspections to ensure applications are done correctly, field workers and applicators are protected, and records are kept as required.

#### Goal 3: Economic Vitality – A Community that is Economically Vital and Sustainable

Current Year (FY 07-08) Accomplishment:

- UC Cooperative Extension Farm Advisors in Santa Barbara County are conducting field trials to identify the key constraints to producing strawberries organically.

Proposed Strategic Actions:

- Continue the Glassy-winged Sharp Shooter (GWSS) regulatory program to avoid movement of this insect into the grape production areas of the County.
- Continue research on new crops for Santa Barbara County to determine which can be economically grown and marketed.

Proposed Key Projects:

- Conduct research, along with specialists at the University of California, commodity groups and growers, to find alternatives to methyl bromide, which are both biologically and economically effective.
- Conduct research, along with specialists at the University of California and growers, to determine nutrient requirements for vegetables and strawberries in order to maximize returns for growers and avoid offsite movement of pesticides and fertilizer, which can pollute ground and surface waters.

**AGRICULTURE & COOPERATIVE EXTENSION**

**Department Summary (cont'd)**

**Goal 4: Quality of Life – A High Quality of Life for All Residents**

Current Year (FY 07-08) Accomplishments:

- The Weed Management Area was awarded \$40,000 by the County of Santa Barbara’s Coastal Resources Enhancement Fund to conduct *Arundo donax* removal at Lookout Park. The Coastal Resource Enhancement Fund is a partial mitigation of impacts from the following offshore oil and gas projects: Point Arguello, Point Pedernales, Santa Ynez Unit, and Gaviota Interim Marine Terminal.
- The Weed Management Area was awarded \$103,700 by the US Fish & Wildlife Service’s Private Stewardship Program to conduct invasive weed control on Santa Cruz Island to enhance restoration of threatened and endangered plants.
- The Weed Management Area completed a preliminary study of Cape ivy, *Delairea odorata*, in preparation for the release of biological control agents against cape ivy.
- Oversaw the propagation of acorns and the distribution and planting of 2,000 seedlings onto agricultural land throughout the County.

Proposed Strategic Actions:

- Secure grant funding for Weed Management efforts in Santa Barbara County.
- Conduct inspections of plant material coming into Santa Barbara County in order to help protect California agriculture and the environment and facilitate the safe and legal movement of plants, locally and internationally.
- Inspect commercial nurseries for pest cleanliness to help protect California agriculture and facilitate the safe and legal movement of plants, locally and internationally.
- Provide continuing educational forums on agricultural, environmental and consumer programs to residents of Santa Barbara County.

Proposed Key Projects:

- Continue leadership in the collaborative Weed Management Area (WMA) to obtain funding for projects that control or eliminate non-native weeds in Santa Barbara County.
- Continue to conduct water quality research and education programs to avoid problems with non-point source pollution and stream resources.

**Goal 6: Families and Children – A Community that Fosters the Safety and Well-Being of Families and Children**

Proposed Strategic Actions:

- Provide nutrition education for low-income families in Santa Barbara County.
- Continue to provide oversight for 4-H Clubs and other youth programs.

Critical Issue - Land Use Policies

Proposed Strategic Action:

Continue to provide information and support to the Agricultural Land Use Planners.

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Department-wide Effectiveness Measures</b>				
To ensure an efficient and responsive government, the County will maintain the rate of General Liability claims filed at no more than 90 - 100% of the previous year's actual claims filed.	--	--	1	--
As an efficient and responsive government, the County will maintain the cost of workers' compensation incident claims to \$1.17 per \$100 payroll (salaries including overtime).	0.14 3,007 20,690	--	0.50 11,000 21,796	0.35 8,000 22,369
To improve workers' safety, the County will conduct its operations in order to maintain the rate of Workers' Compensation incident claims to 12 or less per 100 FTE employees Countywide.	6.25 2.00 0.32	--	--	--
As an efficient and responsive government, the County will maintain the rate of Workers' Compensation claims filed between 90 - 100% of the previous year's actual claims filed.	2	--	--	--
As an efficient and responsive government, the County will maintain a productive workforce through a countywide Lost Time Rate of 5.9% or less.	6.6% 4,371 65,640	4.4% 3,276 72,804	5.5% 4,004 72,804	4.5% 3,063 68,000
As an efficient and responsive government, the County will maintain a quality workforce through completing 100% of departmental Employee Performance Reviews (EPRs) by the Anniversary Due Date.	76% 23 30	100% 34 34	58% 20 34	100% 33 33

**AGRICULTURE & COOPERATIVE EXTENSION**  
**Agricultural Commissioner**

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Use of Funds Summary</b>				
<i>Operating Expenditures</i>				
Administration	\$ 418,725	\$ 457,102	\$ 456,202	\$ 601,401
Pest Prevention	1,123,724	1,264,639	1,228,590	1,464,234
Weights and Measures	291,564	328,152	307,842	327,490
Pesticide Enforcement	960,053	1,186,050	1,144,266	1,122,368
Resource Protection	314,208	163,740	154,801	21,351
Operating Total	3,108,274	3,399,683	3,291,701	3,536,844
<i>Non-Operating Expenditures</i>				
Capital Assets	6,466	30,000	30,000	--
Expenditure Total	3,114,740	3,429,683	3,321,701	3,536,844
<i>Other Financing Uses</i>				
Operating Transfers	564,864	2,787	2,787	2,787
Designated for Future Uses	30,000	--	--	--
Division Total	\$ 3,709,604	\$ 3,432,470	\$ 3,324,488	\$ 3,539,631

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Character of Expenditures</b>				
<i>Operating Expenditures</i>				
Regular Salaries	1,929,130	2,076,507	2,043,104	2,101,930
Overtime	6,091	6,000	10,500	6,000
Extra Help	8,985	1,850	3,200	--
Benefits	593,424	734,054	668,489	847,504
Salaries & Benefits Sub-Total	2,537,630	2,818,411	2,725,293	2,955,434
Services & Supplies	570,644	581,272	566,408	581,410
Operating Total	3,108,274	3,399,683	3,291,701	3,536,844
<i>Non-Operating Expenditures</i>				
Capital Assets	6,466	30,000	30,000	--
Expenditure Total	\$ 3,114,740	\$ 3,429,683	\$ 3,321,701	\$ 3,536,844

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Source of Funds Summary</b>				
<i>Departmental Revenues</i>				
Federal & State Revenues	\$ 1,403,644	\$ 1,413,100	\$ 1,412,100	\$ 1,513,400
Other Charges for Services	190,613	194,900	185,800	190,900
Miscellaneous Revenue	108,562	92,900	103,600	93,490
Revenue Total	1,702,819	1,700,900	1,701,500	1,797,790
<i>General Fund Contribution</i>				
	1,566,785	1,701,570	1,588,289	1,645,841
<i>Other Financing Sources</i>				
Operating Transfers	--	--	4,699	--
Use of Prior Fund Balances	440,000	30,000	30,000	96,000
Division Total	\$ 3,709,604	\$ 3,432,470	\$ 3,324,488	\$ 3,539,631

	Actual FY 06-07		Adopted FY 07-08		Est. Actual FY 07-08		Recommended FY 08-09	
	Pos.	FTE	Pos.	FTE	Pos.	FTE	Pos.	FTE
<b>Position Summary</b>								
<i>Permanent</i>								
Administration	4.3	3.6	3.0	3.5	3.0	4.2	3.9	4.2
Pest Prevention	7.0	9.7	7.0	10.2	7.0	11.8	9.0	11.4
Weights and Measures	3.0	3.3	3.0	3.2	3.0	4.0	3.0	3.1
Pesticide Enforcement	15.5	9.5	16.5	11.9	16.5	10.0	14.3	10.9
Resource Protection	3.0	2.9	1.0	1.4	1.0	1.1	1.0	0.1
Total Permanent	32.8	29.0	30.5	30.2	30.5	31.1	31.2	29.6
<i>Non-Permanent</i>								
Extra Help	--	--	--	0.0	--	--	--	--
Total Positions	32.8	29.0	30.5	30.2	30.5	31.1	31.2	29.6

**SERVICE DESCRIPTION**

Protect California agriculture and facilitate the safe and legal movement of plants, locally and internationally. Ensure the consumer is receiving full and fair measure and help provide equity in the marketplace. Protect the public, workers, and the environment while ensuring compliance with laws and regulations governing pesticide use.

**Significant Changes (FY 2007-08 Adopted to FY 2007-08 Estimated Actual)**

Estimated Actual operating expenditures decreased \$108,000 to \$3,292,000 from the Adopted Budget of \$3,400,000. This 3.1% decrease was the result of:

- -\$94,000 - Salary savings due to vacancies for Agricultural Biologists;
- -\$14,000 - Miscellaneous increases in costs for services and supplies.

**Significant Changes (FY 2007-08 Estimated Actual to FY 2008-09 Recommended)**

The Recommended Budget's Operating expenditures will increase \$245,000 to \$3,537,000 from the prior year's Estimated Actual of \$3,292,000. This 7.5% increase is the result of:

- +\$165,000 - Increase in salaries and benefits based on increases for cost-of-living adjustments, merit increases, and inequity adjustments
- +\$135,000 - retirement costs
- +\$37,000 - health insurance costs
- -\$107,000 - decreased cost of the salary and benefits for an Agricultural Program Specialist for the Oak Tree Program
- +\$15,000 - Increased costs for miscellaneous services and supplies



An Agricultural Biologist uses global positioning technology to map the location of strawberry fields to accurately determine setbacks from environmentally sensitive areas required for the applications of pesticides.

**AGRICULTURE & COOPERATIVE EXTENSION**

**Agricultural Commissioner (cont'd)**

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Recurring Performance Measures</b>				
<b>Pest Prevention</b>				
Enable growers in Santa Barbara County to export plant material to other states and countries by inspecting and certifying that plant shipments are free from pests and meet entry requirements.	4,863	5,800	5,500	5,500
Ensure that shipments of exported plant material are not rejected or delayed due to errors by the Agricultural Commissioner's Office.	3	--	16	--
Conduct inspections of incoming plant material to verify compliance with applicable regulations and protect California agriculture and the environment.	36,396	28,300	35,000	35,000
Help protect California agricultural and facilitate the safe and legal movement of plants, locally and internationally by inspecting all the producer nurseries once a year for pest cleanliness.	100% 133 133	100% 135 135	100% 135 135	100% 135 135
<b>Weights and Measures</b>				
Test 100% of commercial scales, meters and gas pumps to ensure the consumer is receiving full and fair measure and help to provide equity in the marketplace as required by State Law.	100% 6,042 6,042	100% 4,500 4,500	102% 4,600 4,500	100% 4,600 4,600
Test privately owned gas and electric meters to verify that residents of mobile home parks are correctly charged for gas and electricity.	118% 1,270 1,070	100% 1,070 1,070	100% 1,070 1,070	100% 1,070 1,070
Ensure the consumer is receiving full and fair measure and help to provide equity in the marketplace by checking price scanning systems at retail establishments.	105% 58 55	100% 55 55	181% 100 55	100% 190 190

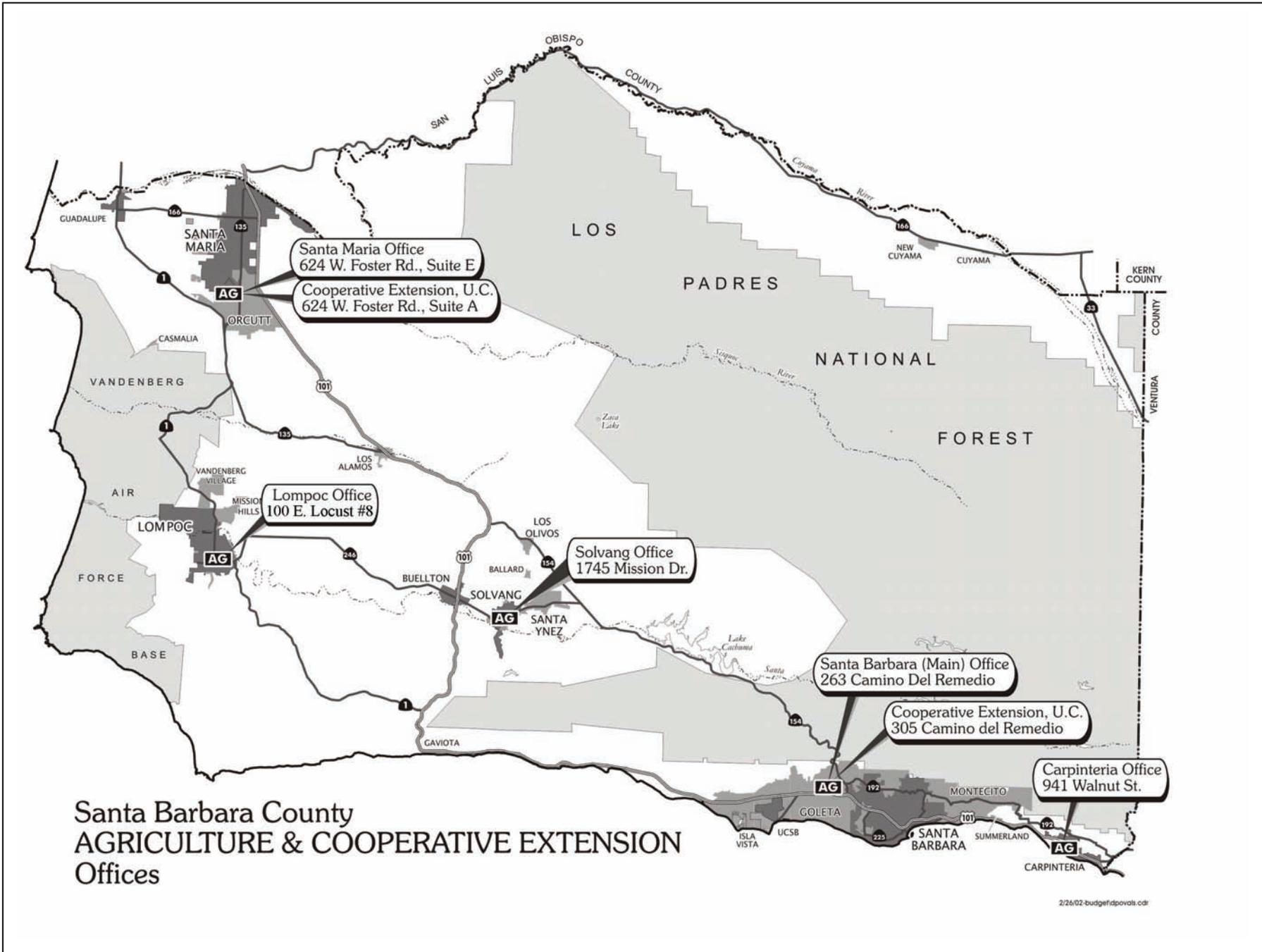
**AGRICULTURE & COOPERATIVE EXTENSION**  
**Agricultural Commissioner (cont'd)**

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Recurring Performance Measures</b>				
<b>Pesticide Enforcement</b>				
Protect public safety by inspecting pesticide applications as required by the State Department of Pesticide Regulation.	26%	100%	30%	100%
	230	600	185	600
	861	600	600	600
Complete investigations into pesticide related illnesses and public complaints to protect workers, neighbors and the environment.	41	32	44	42
Issue permits for all commercial agricultural pesticide use in Santa Barbara County.	965	1,333	1,233	1,235
<b>Resource Protection</b>				
Plant oak trees to be enjoyed by future generations in Santa Barbara County.	3,300	1,500	2,000	--



Agricultural Biologists learning to identify the Light Brown Apple Moth, a new pest recently found in Santa Barbara County

	Actual FY 06-07 Pos.	Adopted FY 07-08 Pos.	Est. Actual FY 07-08 Pos.	Recommended FY 08-09 Pos.
<b>Position Detail</b>				
<b>Administration</b>				
Agricultural Commissioner	1.0	1.0	1.0	1.0
Business Manager	1.0	1.0	1.0	1.0
Departmental Assistant	0.5	--	--	--
Admin Services Clerk	1.0	1.0	1.0	1.0
Office Assistant I/II/Sr.	0.8	--	--	0.9
Sub-Division Total	4.3	3.0	3.0	3.9
<b>Pest Prevention</b>				
Deputy Agricultural Commissioner	1.0	1.0	1.0	1.0
Entomologist	1.0	1.0	1.0	1.0
Plant Pathologist	1.0	1.0	1.0	1.0
Agricultural Program Specialist	1.0	1.0	1.0	1.0
Agricultural Biologist	3.0	3.0	3.0	5.0
Sub-Division Total	7.0	7.0	7.0	9.0
<b>Weights and Measures</b>				
Weights and Measures Inspector	3.0	3.0	3.0	3.0
Sub-Division Total	3.0	3.0	3.0	3.0
<b>Pesticide Enforcement</b>				
Deputy Agricultural Commissioner	1.0	1.0	1.0	1.0
EDP Systems & Programming Analyst	1.0	1.0	1.0	1.0
Departmental Assistant	--	--	--	0.5
Agricultural Biologist	12.0	12.0	12.0	10.0
Office Assistant I/II/Sr.	1.5	2.5	2.5	1.8
Sub-Division Total	15.5	16.5	16.5	14.3
<b>Resource Protection</b>				
Agricultural Land Use Planner	1.0	--	--	--
Agricultural Program Specialist	1.0	1.0	1.0	1.0
Planner	1.0	--	--	--
Sub-Division Total	3.0	1.0	1.0	1.0
Division Total	32.8	30.5	30.5	31.2



## AGRICULTURE & COOPERATIVE EXTENSION

### Cooperative Extension

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
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#### Use of Funds Summary

##### Operating Expenditures

Cooperative Extension	\$ 194,820	\$ 214,061	\$ 209,890	\$ 238,002
Division Total	<u>\$ 194,820</u>	<u>\$ 214,061</u>	<u>\$ 209,890</u>	<u>\$ 238,002</u>

#### Character of Expenditures

##### Operating Expenditures

Regular Salaries	119,217	116,952	120,151	126,221
Extra Help	742	2,649	2,600	2,756
Benefits	39,246	45,454	41,433	55,759
Salaries & Benefits Sub-Total	159,205	165,055	164,184	184,736
Services & Supplies	35,615	49,006	45,706	53,266
Expenditure Total	<u>\$ 194,820</u>	<u>\$ 214,061</u>	<u>\$ 209,890</u>	<u>\$ 238,002</u>

#### Source of Funds Summary

##### Departmental Revenues

Revenue Total	\$ --	\$ --	\$ --	\$ --
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##### General Fund Contribution

	194,820	214,061	209,610	238,002
--	---------	---------	---------	---------

##### Other Financing Sources

Operating Transfers	--	--	280	--
Division Total	<u>\$ 194,820</u>	<u>\$ 214,061</u>	<u>\$ 209,890</u>	<u>\$ 238,002</u>

	Actual FY 06-07		Adopted FY 07-08		Est. Actual FY 07-08		Recommended FY 08-09	
	Pos.	FTE	Pos.	FTE	Pos.	FTE	Pos.	FTE

#### Position Summary

##### Permanent

Cooperative Extension	2.5	2.6	2.5	2.5	2.5	2.6	2.5	2.5
Total Permanent	2.5	2.6	2.5	2.5	2.5	2.6	2.5	2.5

##### Non-Permanent

Extra Help	--	--	--	0.1	--	--	--	0.1
Total Positions	2.5	2.6	2.5	2.6	2.5	2.6	2.5	2.6

#### Significant Changes (FY 2007-08 Adopted to FY 2007-08 Estimated Actual)

Estimated Actual operating expenditures decreased \$4,000 to \$210,000 from the prior year's Adopted Budget of \$214,000. This 1.9% decrease was the result of:

- -\$3,000 - Decreases in miscellaneous services and supplies;
- -\$1,000 - Decrease in salaries and benefits.

#### Significant Changes (FY 2007-08 Estimated Actual to FY 2008-09 Recommended)

The Recommended Budget's operating expenditures will increase \$28,000 to \$238,000 from the prior year's Estimated Actual of \$210,000. This 13% increase is the result of:

- +\$21,000 - Increases in salaries and benefits;
- +\$7,000 - Increases in miscellaneous services and supplies



Cooperative Extension helps low-income families learn about proper nutrition.

**SERVICE DESCRIPTION**

Create, adapt, and extend research-based knowledge related to agriculture, natural resources, and the environment to enhance the economic and social well being of the people of Santa Barbara County.

**Recurring Performance Measures**

**Cooperative Extension**

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
Provide nutrition education to low-income families in Santa Barbara County.	99% 6,199 6,236	100% 4,500 4,500	48% 2,200 4,500	100% 4,500 4,500
Maintain the total number of youth participants in the 4-H Youth Development Program.	1,997	1,850	1,850	1,850



UC Cooperative Extension Farm Advisors in Santa Barbara County conduct field trials to improve the efficiency of fertilizer used in strawberries to help growers reduce costs and produce more efficiently. The field trials are often combined with multiple grower meetings throughout the year to discuss results with growers.

**AGRICULTURE & COOPERATIVE EXTENSION**

**Cooperative Extension (cont'd)**

Farm advisors conduct field trials to identify the key constraints to producing strawberries organically. Organic strawberry production is increasing in California in response to growing consumer demand and growers find that while organic production requires some important management changes, the prices for organic product can be higher or more stable than conventionally grown strawberries.



**Position Detail**

**Cooperative Extension**

	Actual FY 06-07 Pos.	Adopted FY 07-08 Pos.	Est. Actual FY 07-08 Pos.	Recommended FY 08-09 Pos.
Departmental Assistant	1.0	1.0	1.0	1.0
Office Assistant I/II/Sr.	1.5	1.5	1.5	1.5
Sub-Division Total	2.5	2.5	2.5	2.5
Division Total	2.5	2.5	2.5	2.5

**AGRICULTURE & COOPERATIVE EXTENSION**

**Agricultural Advisory Committee**

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
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**Use of Funds Summary**

*Operating Expenditures*

Agricultural Advisory Committee	\$ 57,093	\$ 142,833	\$ 46,833	\$ --
Expenditure Total	57,093	142,833	46,833	--

*Other Financing Uses*

Designated for Future Uses	96,000	--	--	--
Division Total	\$ 153,093	\$ 142,833	\$ 46,833	\$ --

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
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**Character of Expenditures**

*Operating Expenditures*

Services & Supplies	57,093	142,833	46,833	--
Expenditure Total	\$ 57,093	\$ 142,833	\$ 46,833	\$ --

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
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**Source of Funds Summary**

*Departmental Revenues*

Revenue Total	\$ --	\$ --	\$ --	\$ --
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*General Fund Contribution*

	99,926	--	500	--
--	--------	----	-----	----

*Other Financing Sources*

Use of Prior Fund Balances	53,167	142,833	46,333	--
Division Total	\$ 153,093	\$ 142,833	\$ 46,833	\$ --

**SERVICE DESCRIPTION**

Provide advice to the Board of Supervisors, Planning Commission and County departments on a variety of agriculturally-related matters, such as land use, economics, pesticides, legislation, water, regulatory issues, property rights, agricultural practices, export trade and housing.

**Significant Changes** (FY 2007-08 Adopted to FY 2007-08 Estimated Actual)

Estimated Actual operating expenditures decreased \$96,000 to \$47,000 from the prior year's Adopted Budget of \$143,000. This 67.2% decrease was the result of:

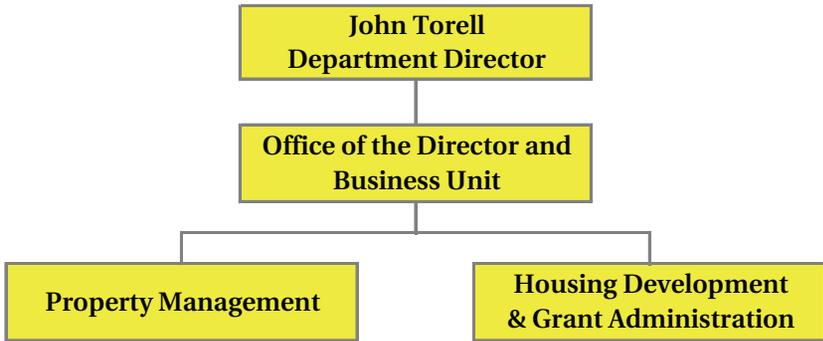
- -\$96,000 - Decrease in expenditures for contractual services for the Agricultural Advisory Committee.

**Significant Changes** (FY 2007-08 Estimated Actual to FY 2008-09 Recommended)

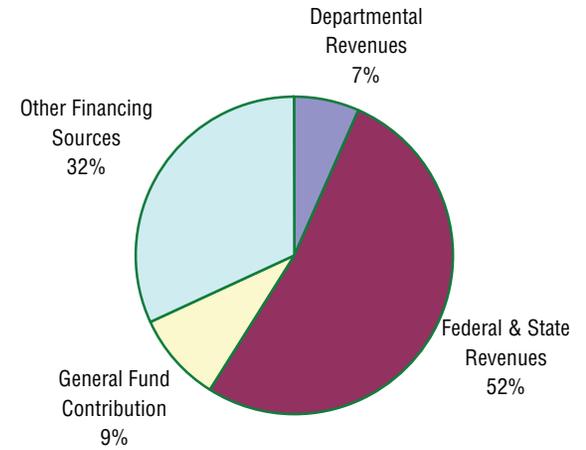
The Recommended Budget's operating expenditures will decrease by \$47,000 to \$0 from the prior year's Estimated Actual of \$47,000. This 100.0% decrease is due to completing of the Agricultural Baseline Study

# HOUSING & COMMUNITY DEVELOPMENT

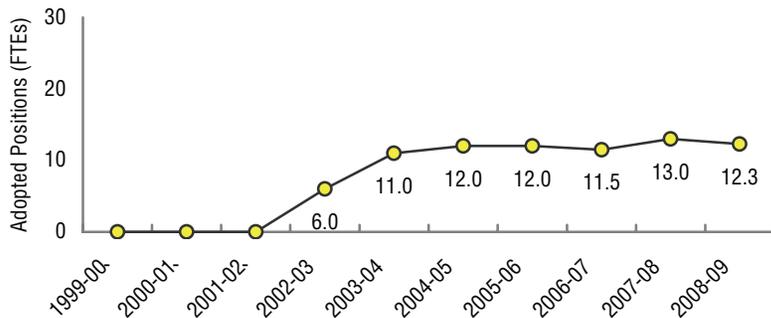
Budget & Positions (FTEs)	
Operating \$	5,342,437
Capital	-
Positions	12.3 FTEs



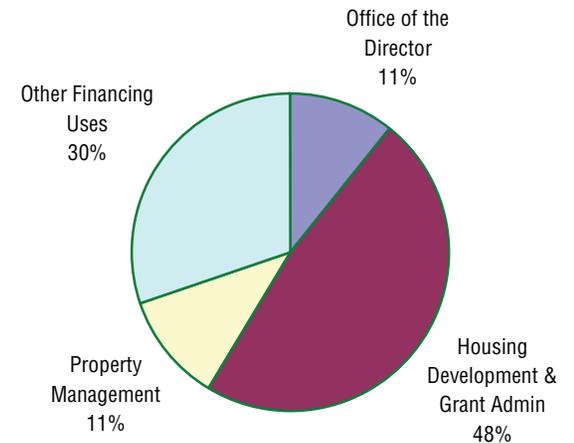
## SOURCE OF FUNDS



## STAFFING TREND



## USE OF FUNDS



## HOUSING & COMMUNITY DEVELOPMENT

### Department Summary

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Use of Funds Summary</b>				
<i>Operating Expenditures</i>				
Office of the Director	\$ 1,183,964	\$ 1,002,066	\$ 1,088,250	\$ 832,854
Housing Development & Grant Admin	9,068,860	3,409,666	6,767,870	3,660,931
Property Management	176,147	345,274	681,889	848,652
Operating Sub-Total	10,428,971	4,757,006	8,538,009	5,342,437
Less: Intra-County Revenues	(3,985)	--	--	--
Expenditure Total	10,424,986	4,757,006	8,538,009	5,342,437
<i>Other Financing Uses</i>				
Operating Transfers	1,922,131	1,176,096	1,201,415	1,524,497
Designated for Future Uses	1,884,186	885,150	101,700	787,000
Department Total	<u>\$ 14,231,303</u>	<u>\$ 6,818,252</u>	<u>\$ 9,841,124</u>	<u>\$ 7,653,934</u>

### Character of Expenditures

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<i>Operating Expenditures</i>				
Regular Salaries	\$ 832,641	\$ 1,077,922	\$ 933,555	\$ 975,371
Overtime	1,242	--	--	--
Extra Help	18,809	--	33,169	33,149
Benefits	247,386	363,413	278,390	380,984
Salaries & Benefits Sub-Total	1,100,078	1,441,335	1,245,114	1,389,504
Services & Supplies	8,295,592	3,315,671	7,292,895	3,952,933
Principal & Interest	1,033,301	--	--	--
Operating Sub-Total	10,428,971	4,757,006	8,538,009	5,342,437
Less: Intra-County Revenues	(3,985)	--	--	--
Expenditure Total	<u>\$ 10,424,986</u>	<u>\$ 4,757,006</u>	<u>\$ 8,538,009</u>	<u>\$ 5,342,437</u>

Note: Presentation of the individual program amounts for fiscal years 2006-07 and 2007-08 have been adjusted to provide a consistent level of detail with the fiscal year 2008-09 budget, however, the totals for 2006-07 and 2007-08 have not been changed.

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Source of Funds Summary</b>				
<i>Departmental Revenues</i>				
Interest	\$ 481,057	\$ 124,000	\$ 251,615	\$ 132,000
Federal & State Revenues	3,725,721	2,383,800	3,787,647	3,996,257
Other Charges for Services	654,955	164,000	205,900	154,000
Miscellaneous Revenue	1,921,491	209,300	550,352	231,000
Revenue Sub-Total	6,783,224	2,881,100	4,795,514	4,513,257
Less: Intra-County Revenues	(3,985)	--	--	--
Revenue Total	6,779,239	2,881,100	4,795,514	4,513,257
<i>General Fund Contribution</i>	696,829	727,102	724,896	705,814
<i>Other Financing Sources</i>				
Operating Transfers	1,623,918	1,265,100	1,027,566	1,205,169
Use of Prior Fund Balances	5,131,317	1,944,950	3,293,148	1,229,694
Department Total	<u>\$ 14,231,303</u>	<u>\$ 6,818,252</u>	<u>\$ 9,841,124</u>	<u>\$ 7,653,934</u>

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
	Pos.	FTE	Pos.	FTE

### Position Summary

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
	Pos.	FTE	Pos.	FTE
<i>Permanent</i>				
Office of the Director	5.0	3.8	4.0	4.0
Housing Development & Grant Admin	6.0	5.6	6.0	5.8
Property Management	2.0	1.3	3.0	3.3
Total Permanent	13.0	10.8	13.0	13.0
<i>Non-Permanent</i>				
Extra Help	--	--	--	--
Total Positions	13.0	10.8	13.0	13.0

Note: FTE and position totals may not sum correctly due to rounding.

**MISSION STATEMENT**

The mission of the County of Santa Barbara's Housing and Community Development Department (HCD) is to coordinate the development and implementation of regional strategic housing and community development processes that respect local needs, priorities and our natural environment, which will lead to the development of healthy and viable neighborhoods and an improved quality of life for all of the County's citizens.

**Budget Organization**

HCD has two service cost centers, Housing Development and Grant Administration and Residential Property Management, and one business unit cost center, comprised of the Office of the Director and Fiscal Operations. The department has a total of 12.3 FTE staff located primarily in Santa Barbara as well as a satellite office in Santa Maria.

The Office of Director includes the Director, a Business Manager and a Cost Analyst. These individuals plan, organize and direct the operations of the Housing and Community Development Department, consult with community groups, identify housing needs and additional funding sources, analyze and interpret legislation and make presentations to the Board of Supervisors.

HCD's Residential Property Management cost center has the responsibility of setting, maintaining and monitoring standards and conditions of the residential housing units created through the County's Housing Element Programs. This cost center prepares Affordable Housing Agreements with developers, selects qualified homebuyers or renters through a lottery and income certification process, and ensures that the appropriate restrictive covenants are recorded upon home sale. The cost center also monitors homeowner compliance with various restrictive covenants.

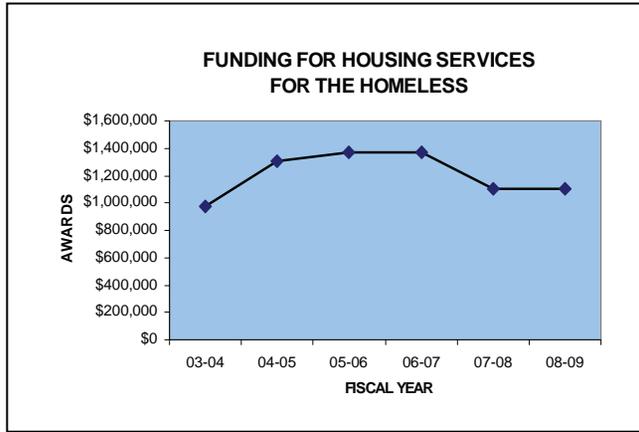
The Housing Development and Grant Administration cost center assesses the County's affordable housing needs annually and provides financial and technical assistance to profit-motivated and non-profit developers of affordable housing projects. Staff provides assistance in project development to planners and administrators in other public agencies and cities. This cost center prepares the Annual Action Plans, oversees the distribution of funds and monitors fund expenditures for the Federal HOME and Federal Community Development Block Grant (CDBG) programs on behalf of the consortiums formed with those cities eligible to receive Federal funds through the HOME Investment Partnerships Program, Federal CDBG, Emergency Shelter Grant (ESG) and Homeless Continuum of Care funding.



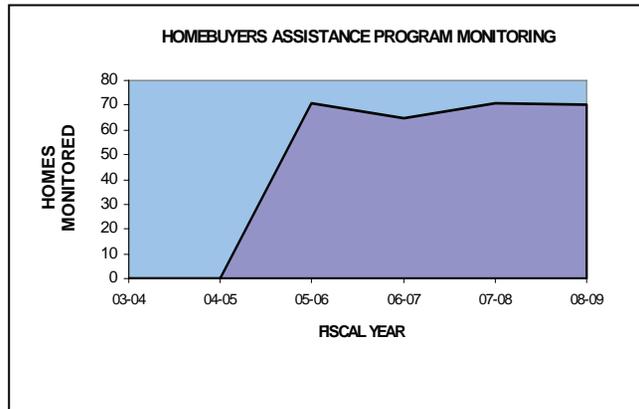
Vintage Walk in Buellton - a mixed use complex providing very low income apartment rentals.

**HOUSING & COMMUNITY DEVELOPMENT**

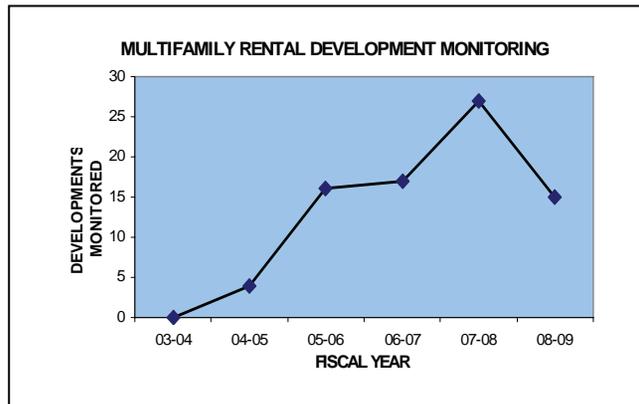
**Department Summary (cont'd)**



Provide \$1.1 million for 12 local agencies to provide permanent housing services for 890 homeless clients and \$300,000 for County Homeless Management Information System from the total of \$1.4 million secured.



As required by HUD grant agreements, monitor seventy families who have purchased homes via the Homebuyers Assistance Program (HAP).



As required by HUD grant agreements, monitor fifteen multifamily affordable developments for compliance with affordability provisions.

## HOUSING & COMMUNITY DEVELOPMENT

### Department Summary (cont'd)

#### Significant Changes (FY 2007-08 Adopted to FY 2007-08 Estimated Actual)

##### Expenditures:

The Estimated Actual operating expenditures increased by \$3,781,000 to \$8,538,000 from the Adopted Budget of \$4,757,000. This 79% increase is the result of:

- +\$2,400,000 – completion of St. Vincent's Apartments, construction of 175 units that will serve low and very low-income families and seniors, using local in-lieu funds;
- +\$798,000 – additional funding as a result of Federal Community Development Block Grant (CDBG);
- +\$462,000 – St. Vincent's Apartments State Community Development Block Grant (CDBG) funding;
- +\$180,000 – Vintage Walk Apartments, six one-bedroom very low income affordable rental units in Buellton utilizing Santa Maria Housing Market Area (HMA) in-lieu funds;
- +\$152,000 – College Park Apartments, a 35-unit, newly constructed affordable housing development in Lompoc utilizing HOME funding;
- +\$100,000 – Coalition for Housing, Accessibility, Needs, Choices & Equality (CHANCE) State CDBG program income 'Move-In Costs Program' to provide housing assistance to developmentally disabled individuals;
- +\$75,000 – one time strategic reserve allocation to Santa Barbara Visitors and Conference Bureau;
- +\$57,000 – Good Samaritan Shelter new shelter construction with HOME funding;
- +\$50,000 – Lompoc Housing & Community Development Corporation HOME Community Housing Development Organization (CHDO) funding;
- +\$50,000 – Good Samaritan HOME CHDO funding;
- -\$196,000 – Salaries and benefits decrease due to partial year vacancies and medical leaves;
- -\$152,000 – College Park Apartments Lompoc HMA in lieu funding;
- -\$100,000 – affordable housing unit repurchase program utilizing in lieu funding;
- -\$69,000 – CHANCE State CDBG Access/Rehabilitation/Retrofit Program Grant;
- -\$26,000 – miscellaneous changes.

The Estimated Actual operating transfers increased by \$25,000 to \$1,201,000 from the Adopted Budget of \$1,176,000. This 2% increase is the result of

- +\$46,000 – new administration funding as a result of Federal CDBG entitlement status;
- +\$38,000 – project administrative funds received for St. Vincent's Apartments State CDBG;
- +\$18,000 – project administrative costs drawn for Ted Zenich Garden Apartments, 24-unit multi-family affordable housing rental project located in the City of Santa Maria;

- +\$2,000 – miscellaneous changes;
- -\$79,000 – less than anticipated HOME administrative funds were drawn.

The Estimated Actual designated for future uses decreased by \$783,000 to \$102,000 from the Adopted Budget of \$885,000. This 89% decrease is the result of:

- -\$783,000 – affordable housing projects that were completed earlier than anticipated in the adopted budget, primarily related to St. Vincent's apartments.

##### Revenues:

The Estimated Actual operating revenues increased by \$1,915,000 to \$4,796,000 from the Adopted Budget of \$2,881,000. This 66% increase is a result of:

- +\$2,074,000 – new Federal CDBG fund;
- +\$463,000 – St. Vincent's Apartments State CDBG funds to construct 175 apartment units that will serve low and very low-income families and seniors;
- +\$270,000 – higher than anticipated affordable property sales and shared equity proceeds;
- +\$120,000 – interest earnings are estimated higher due to lower expenditures of reserves for projects such as St. Vincent's Apartments;
- +\$90,000 – to General Services for renovation of the La Morada building adolescent residential crisis center utilizing State CDBG funds;
- +\$57,000 – Good Samaritan Shelter new shelter construction with HOME funding;
- +\$51,000 – higher than anticipated HOME rehabilitation loan receipts as a result of early loan payoffs;
- +\$50,000 – Lompoc Housing & Community Development HOME CHDO funding;
- +\$50,000 – Good Samaritan HOME CHDO funding;
- +\$48,000 – higher in-lieu Housing Mitigation Fees received from developer;
- +\$8,000 – miscellaneous changes;
- -\$1,000,000 – Federal CDBG projects re-budgeted in new Federal CDBG fund;
- -\$250,000 – Federal CDBG administration funding re-budgeted in new Federal CDBG fund;
- -\$116,000 – CHANCE State CDBG Access/Rehabilitation/Retrofit Program Grant.

## HOUSING & COMMUNITY DEVELOPMENT

### Department Summary (cont'd)

The Estimated Actual operating transfers decreased by \$238,000 to \$1,027,000 from the Adopted Budget of \$1,265,000. This 19% decrease is the result of:

- -\$238,000 – vacancies and medical leaves for part of the current fiscal year, reducing transfers of administrative costs.

The Estimated Actual use of prior fund balance increased by \$1,348,000 to \$3,293,000 from the Adopted Budget of \$1,945,000. This 69% increase is the result of:

- +\$1,348,000 – affordable housing projects that were completed earlier than anticipated in the adopted budget, primarily related to St. Vincent's apartments.

The Estimated Actual FTEs decreased by 2.1 to 10.9 from the Adopted Budget of 13.0. This 2.1 decrease is the result of vacancies offset by use of extra help.

#### Significant Changes (FY 2007-08 Estimated Actual to FY 2008-09 Recommended)

##### Expenditures:

The Recommended Budget operating expenditures will decrease by \$3,196,000 to \$5,342,000 from the Estimated Actual of \$8,538,000. This 37% decrease is the net result of:

- +\$637,000 – College Park Apartments HOME program income funding;
- +\$144,000 – increase in salaries and benefits due to filling a vacant position, returns from medical leave and increase in retirement rates;
- -\$2,400,000 – St. Vincent's Apartments, construction of 175 units that will serve low and very low-income families and seniors, utilizing local in lieu funds;
- -\$601,000 – Federal CDBG projects re-budgeted in new Federal CDBG fund;
- -\$463,000 – St. Vincent's Apartments State CDBG award;
- -\$180,000 – Vintage Walk Apartments, six one-bedroom very low income affordable rental units in Buellton utilizing Santa Maria HMA in-lieu funds;
- -\$100,000 – College Park Apartments Lompoc HMA in lieu funds;
- -\$100,000 – CHANCE State CDBG program income 'Move-In Costs Program' to provide housing assistance to developmentally disabled individuals;
- -\$75,000 – one time strategic reserve allocation to Santa Barbara Visitors and Conference Bureau;
- -\$46,000 – CHANCE State CDBG Access/Rehabilitation/Retrofit Program Grant;
- -\$12,000 – miscellaneous changes.

The Recommended Budget operating transfers will increase by \$323,000 to \$1,524,000 from the Estimated Actual of \$1,201,000. This 27% increase is the net result of:

- +\$400,000 – Federal CDBG funding to be awarded;
- +\$123,000 – Federal CDBG administration funds were shared with Lompoc and will not be in the 2008-09 year;
- +\$49,000 – HOME Administration transfers;
- +\$4,000 – miscellaneous changes;
- -\$182,000 – La Morada Building rehabilitation transfer of State CDBG award and program income for projects to General Services;
- -\$38,000 – completion of the St. Vincent's Apartments State CDBG funding;
- -\$18,000 – completion of Ted Zenich apartments HOME administration transfers;
- -\$15,000 – completion of College Park Apartments HOME administration transfers.

The Recommended Budget designated for future use will increase by \$685,000 to \$787,000 from the Estimated Actual of \$102,000. This 674% increase is the result of

- +\$685,000 – prior year affordable housing projects that were completed, primarily related to St. Vincents' apartments.

##### Revenues:

The Recommended Budget operating revenues will decrease by \$282,000 to \$4,513,000 from the Estimated Actual of \$4,795,000. This 6% decrease is the net result of:

- +\$968,000 – offset by new HOME projects to be awarded;
- -\$500,000 – completion of St. Vincent's Apartments, construction of 175 units that will serve low and very low-income families and seniors, utilizing State CDBG funds;
- -\$270,000 – decrease in sales proceeds from affordable properties;
- -\$128,000 – La Morada building rehabilitation State CDBG funds;
- -\$120,000 – decrease in interest earnings due to expenditure of reserves (South Coast HMA In-lieu Funds) for St. Vincent's Apartments;
- -\$78,000 – decrease in Federal CDBG award;
- -\$50,000 – HOME CHDO funding to Lompoc Housing & Community Development;
- -\$50,000 – HOME CHDO funding to Good Samaritan;
- -\$48,000 – decrease in in-lieu fees due to expected decline in development;
- -\$6,000 – miscellaneous changes.

## HOUSING & COMMUNITY DEVELOPMENT

### Department Summary (cont'd)

The Recommended Budget operating transfers will increase by \$178,000 to \$1,205,000 from the Estimated Actual of \$1,027,000. This 17% increase is the result of:

- +\$188,000 – for administrative charges as a result of filling vacancies;
- -\$10,000 – decreases in Services and Supplies.

The Recommended Budget use of prior fund balances will decrease \$2,063,000 to \$1,230,000 from the Estimated Actual of \$3,293,000. This 63% decrease is the net result of:

- -\$2,063,000 – prior year affordable housing projects that were completed, primarily related to St. Vincent's apartments.

#### Fiscal Year 2008-2009 constraints required the Department to implement certain service level reductions.

Budget reductions to meet target:

- -\$69,032 – unfunded one Housing Program Specialist. Compliance and monitoring tasks of this position will be performed by .5 FTE extra-help staff. Timeliness of HCD's response to compliance issues will be impacted in peak workload periods;
- -\$31,000 – decrease in Professional and Special Services. This reduction will impact contracts with investigation agencies and outside consultants, and public outreach will be reduced;
- -\$25,786 – reduction in the Planner/Compliance Officer position by (-.25) FTE. Compliance monitoring tasks will be performed by .50 FTE extra-help staff, with no anticipated service level reduction insofar as quality of service rendered. Timeliness of HCD's response to compliance issues will be impacted, however, in peak workload periods;
- -\$12,000 – Professional and Special Services contracts with investigation agencies, outside consultants and public outreach services have been reduced. This will result in a minor reduction in public outreach efforts and may result in less timely responses to issues requiring legal and/or investigative services as these services are brought in-house.

The Recommended Budget FTEs will increase by 1.4 to 12.3 from the Estimated Actual of 10.9 This 1.4 increase is due to filling of vacancies for Property Management compliance, funded by the affordable housing project subsidy fund.

Fiscal Year 2008-09 Projects Budgeted and Non-County Project Funding			
	General Fund Contribution	HCD Project Budget	Non-County Funding Sources Leveraged
<b>GENERAL FUND BUDGET</b>			
Administration & Support	\$ 312,281		
Housing Development and Grant Administration	0		
Property Management	118,533		
Economic Development Advertising Resources	275,000		\$ 2,751,500
	<b>\$ 705,814</b>	<b>\$ -</b>	<b>\$ 2,751,500</b>
<b>HOUSING DEVELOPMENT &amp; GRANT ADMINISTRATION PROJECTS</b>			
McKinney Homeless Grants		\$ 281,249	\$ 930,500
CDBG Entitlement		\$ 1,596,981	\$ 2,226,000
CDBG (Housing)		\$ 115,625	\$ 400,000
Affordable Housing Funds		\$ 1,650,000	\$ 12,634,000
HOME Funding		\$ 1,443,951	\$ 78,798,000
		<b>\$ 5,087,806</b>	<b>\$ 94,988,500</b>
<b>Total</b>	<b>\$ 705,814</b>	<b>\$ 5,087,806</b>	<b>\$ 97,740,000</b>
<b>Gen Fd Cont/\$ Leveraged</b>	<b>\$ 705,814</b>		<b>\$ 97,740,000</b>
Non-County Funding Sources Generated as Compared to Each Dollar of General Fund Contribution			<b>\$ 138</b>
<b>Non-County Funding as Compared to General Fund Contribution</b>			

A portion of HCD's general fund budget and all of its pass-through Federal grant funds are distributed via a public process to local not-for-profit organizations. These funds act as 'seed money' to these agencies and are heavily leveraged by the recipient organizations in obtaining tax credit and other funding for their projects. For Fiscal Year 2008-09, \$5.4 million of HCD distributions are estimated to generate an additional \$95 million in project funding and \$2.7 in economic development benefits.

**Departmental Priorities and Their Alignment With County Goals**

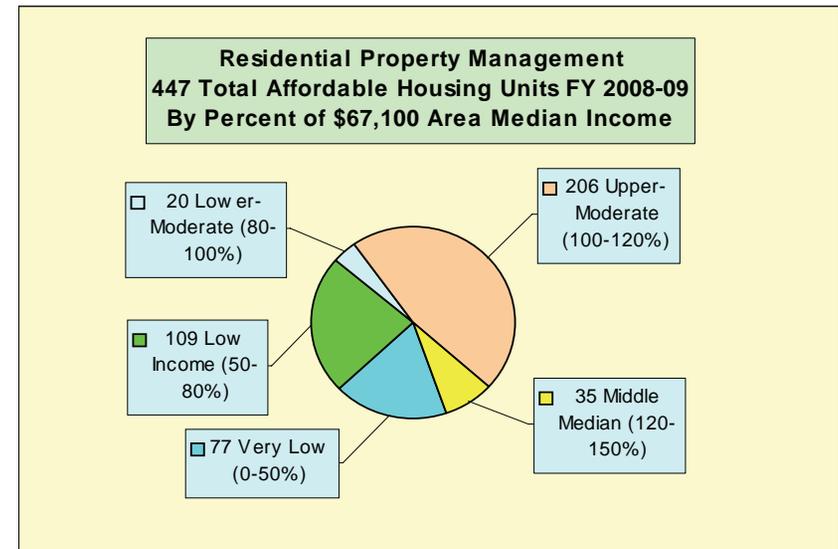
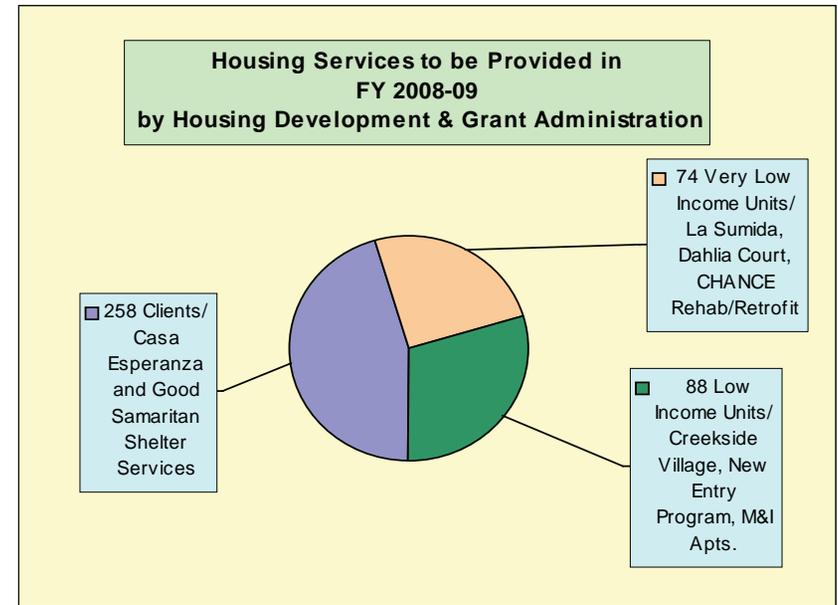
Housing and Community Development’s Strategic Actions align primarily with the following adopted County Strategic Goals:

- Goal 1: Efficient and Responsive Government: An Efficient, Professionally Managed Government Able to Anticipate and to Effectively Respond to the Needs of the Community;**
- Goal 2: Health and Safety: A Safe and Healthy Community in Which to Live, Work and Visit;**
- Goal 3: Economic Vitality: A Community that is Economically Vital and Sustainable;**
- Goal 4: Quality of Life: A High Quality of Life for All Residents;**
- Goal 5: Citizen Involvement: A County Government that is Accessible, Open and Citizen-Friendly; and**
- Goal 6: Families and Children: A Community that Fosters the Safety and Well-Being of Families and Children.**

Housing and Community Development’s Strategic Actions are also aligned with the following adopted Critical Issues:

- Issue 1: Financial Stability of the County;
- Issue 4: Housing for all Segments of the Population; and
- Issue 8: Accommodate Demographic Changes.

**HOUSING & COMMUNITY DEVELOPMENT**  
Department Summary (cont'd)



Advertising Allocation by Fiscal Year		
Recipient Organization	FY 2007-08	FY 2008-09
Cuyama Valley Recreation District	\$ 1,112	\$ 1,112
Los Olivos Business Organization	1,600	1,600
Guadalupe Chamber of Commerce	3,100	3,100
Los Alamos Valley Visitors Bureau	3,485	3,485
Buellton Chamber of Commerce	3,687	3,687
Solvang Conference & Visitors Bureau	5,180	5,180
Solvang Chamber of Commerce	5,180	5,180
Carpinteria Valley Chamber of Commerce	9,561	9,561
Santa Ynez Valley Visitors Association	9,762	9,762
Santa Barbara Hispanic Chamber of Commerce	11,400	11,400
Lompoc Valley Chamber of Commerce	28,980	28,980
Goleta Valley Chamber of Commerce	30,871	30,871
Santa Maria Valley Chamber of Commerce	55,168	55,168
Santa Barbara Conference & Visitors Bureau	* 180,914	105,914
<b>TOTAL</b>	<b>\$ 350,000</b>	<b>\$ 275,000</b>

• Includes one-time \$75,000 expansion request approved by the Board of Supervisors.

## HOUSING & COMMUNITY DEVELOPMENT

### Department Summary (cont'd)

#### **Focus Area One: Provide Affordable Housing**

In fulfilling its mission, the Housing and Community Development Department (HCD) seeks to optimize the production of affordable rental and 'for sale' housing units throughout the County, to provide shelter and supportive services for the homeless population, and to provide economic assistance for needed local community projects. HCD's General Fund contribution of \$705,814 for FY 2008-09 includes \$275,000 of 'pass through' funds which are distributed to local conference and visitor's bureaus. The remaining General Fund budget of \$430,814 is utilized to administer HCD's affordable housing programs, the receipt and distribution of federal grant funds to subsidize production of rental housing units, and the on-going monitoring of grant expenditures for compliance with federal regulations.

#### Current Year (FY 07-08) Accomplishments:

- Continued to design and implement process improvements in the Property Management division targeted at ensuring compliance with recorded restrictive covenants for affordable units including developing a monitoring and enforcement program. A Violations Committee was created to review possible covenant violations and to facilitate the identification of cases for potential litigation. Project teams have most recently completed reviews and redesign of HCD's Lottery and Income Eligibility Certification process.
- Awarded 15% of the annual Federal CDBG award to support Human Services programs with a priority for those that support homelessness and housing activities.
- Awarded \$231,250 in State CDBG for the Access/Rehabilitation/Retrofit Program to Coalition for Housing Accessibility, Needs, Choices and Equality (CHANCE) to grant or award low interest loans to disabled residents to modify their residential unit to better accommodate their disability.
- Awarded \$100,000 of State CDBG program income to the CHANCE 'Move-In Costs Program' to provide housing assistance to developmentally disabled individuals. The Move-In Costs Program provided payment to landlords of qualified developmentally disabled low-income (at or below 80% of the area median income) persons for security and other deposits necessary to obtain rental housing opportunities.
- HCD has continued to implement process improvements to deliver a comprehensive monitoring and enforcement program to ensure covenant compliance for its homeownership units. The department has designed a computerized system to facilitate inventory monitoring for the affordable housing program. In addition, the department has reorganized staff resources to provide additional staffing support to the Property Management activities with a particular emphasis on monitoring responsibilities.

#### Proposed Strategic Actions:

- Identify and income-certify prospective purchasers of 73 affordable 'workforce' units at the Rice Ranch development in the Santa Maria Housing Market Area. Provide technical assistance and implement conditions of approval to permit the payment of fees by Rice Ranch 'in-lieu' of constructing an additional 73 low and very-low income units. The collected fees will be leveraged and utilized to build additional low and very-low income units.
- Income-certify individuals and families who apply for 'resale' of existing affordable housing units to maintain these units in the affordable housing stock by moving qualified families into homeownership to further stable, economically diverse communities.
- Monitor 447 homeownership units for compliance with recorded restrictive covenants via mandatory annual surveys and random site visits, and investigation of complaints of non-compliance with covenants and restrictions.
- In collaboration with Urban County partner jurisdictions' City Councils, award \$1,197,632 of Federal CDBG funding to projects that could include infrastructure, rehabilitation and human services.
- Award approximately \$85,000 Entitlement Emergency Shelter Grant funding to projects that could include activities such as eviction prevention, emergency shelter operations and maintenance, essential services and rehabilitation of existing emergency shelters.
- Distribute \$1,361,000 for various affordable housing projects or programs in collaboration with consortium partner jurisdictions' City Councils.

#### Proposed Key Projects:

- Provide technical assistance to modify conditions of approval to permit the Rice Ranch development to pay 'in-lieu' fees to the County to enable the construction of low and very-low income rental housing units in the Santa Maria Housing Market Area.
- Provide \$630,000 for completion and permanent financing of Sumida Gardens, a 200 unit affordable rental project in Goleta, a portion of which will serve low-income families and individuals.
- Award \$12,000 to Peoples' Self-Help Housing Corporation to provide foreclosure prevention training workshops for County residents.
- Award \$50,000 to North County Rape Crisis Center to buy down a private lender mortgage to free up resources for operations of the crisis center.
- Award \$126,000 to Good Samaritan Shelter Services to acquire a home to utilize as a New Entry Program transitional house for persons leaving incarceration.

## HOUSING & COMMUNITY DEVELOPMENT

### Department Summary (cont'd)

#### **Focus Area Two: Grants**

Seek out grant and other opportunities to increase the resources available to finance and/or support critically needed affordable housing, community facilities and related infrastructure. Staff shall work with other County jurisdictions, the State, the federal government and the private sector to provide these resources in a fair and efficient manner and ensure compliance with grant regulations.

#### Current Year (FY 07-08) Accomplishments:

- Received notification of Federal Community Development Block Grant (CDBG) funding to the County and its partners for \$1,996,000, and \$84,400 for Emergency Shelter Grant funds. The County's portion of the CDBG project money is estimated at approximately \$728,000 for 2008.
- Received notification of Entitlement HOME Investment Partnership Programs (HOME) funding to the County and its partners for \$1,603,000. The County's portion of project money is estimated at \$557,000 for 2008.
- Received notification of competitive Continuum of Care (McKinney-Ventu homelessness) funding to the County and its partners for \$1,366,000. The County's portion of project money is \$103,000 for 2008. The majority of these funds are paid directly to service providers for the provision of transitional and permanent housing opportunities for homeless persons.

#### Proposed Strategic Actions:

- Complete annual competitive application on behalf of the County and local agencies for Continuum of Care homeless funds.
- Complete action plans to establish projects for funding eligibility for Federal CDBG partners and HOME Consortium consistent with the consolidated plan and community identified priorities.

#### Proposed Key Projects:

- Facilitate the coordination, strategic planning, conceptual design modeling, and financial analysis of a future special needs pilot housing project to be sited in Santa Barbara County. HCD will coordinate and convene a workshop in the format of a roundtable discussion in partnership with the Disability Opportunity Fund (DOF), a national Community Development Financial Institution (CDFI) to identify a model project in Santa Barbara County that: 1) provides innovative funding and capitalization strategies pursuant to the DOF; 2) incorporates cutting-edge design elements into a project addressing the specific needs of persons with disabilities; and 3) demonstrates that projects of this nature can be accomplished through strong collaborative public/private entrepreneurial partnerships.

- Conduct public outreach and noticing associated with receipt of annual allocation of Federal HOME and CDBG funds and coordinate funding application process, required public hearings, collaboration with participating jurisdictions, and determination of projects recommended for funding under the HOME Consortium and Federal CDBG.
- Prepare and author the Annual Action Plans, which are effectively applications for federal funding, enter into contracts with grant awardees, and conduct all federally-mandated, post-funding grant requirement activities, such as the Consolidated Annual Performance and Evaluation Report, which subsequently assesses the County's performance in management and administration of federal entitlement funds.



Mercy Housing St. Vincent's Gardens in Santa Barbara providing 170 apartment units for low income seniors and families



College Park Apartments in Lompoc providing 35 apartment units for very low income families

## HOUSING & COMMUNITY DEVELOPMENT

### Department Summary (cont'd)

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Recurring Performance Measures</b>				
<b>Office of the Director</b>				
As an efficient and responsive government, the County will maintain the rate of General Liability claims filed to no more than 90 - 100% of the previous year's actual claims file.	0% 1	0% --	0% --	0% --
As an efficient and responsive government, the County will maintain the cost of workers' compensation incident claims to \$1.17 per \$100 payroll (salaries and benefits).	\$0.00	\$0.00	\$0.00	\$0.00
To improve workers' safety, the County will conduct its operations in order to maintain the rate of Workers' Compensation incident claims to 12 or less per 100 FTE employees Countywide.	--	--	--	--
As an efficient and responsive government, the County will maintain the rate of Workers' Compensation claims filed between 90 - 100% of the previous year's actual claims filed.	0% --	0% --	0% --	0% --
As an efficient and responsive government, the County will maintain a productive workforce through a countywide Lost Time Rate of 5.9% or less.	3.72% 792.00 21,262.00	3.72% 792.00 21,262.00	8.33% 2,000.00 24,000.00	3.72% 792.00 21,262.00
As an efficient and responsive government, the County will maintain a quality workforce through completing 95 -100% of departmental Employee Performance Reviews (EPRs) by the Anniversary Due Date.	100% 10 10	100% 11 11	100% 10 10	100% 10 10

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Recurring Performance Measures</b>				
<b>Property Management</b>				
Provide 2 education seminars about home ownership and foreclosure prevention.	0% --	0% --	0% --	100% 2 2
Percentage of buyer's information verified against final loan documents within 24 hours.	0% --	100% 9 9	100% 9 9	100% 83 83
Percentage of developer and lottery winners notified of ranking within 24 hours of lottery.	0% --	100% 10 10	100% 10 10	100% 73 73
Execute restrictive covenants within 5 days of receiving final loan documents.	0% --	100% 10 10	100% 9 9	100% 83 83
Percent of income certifications completed within 14 days of receiving the completed application.	0% --	100% 20 20	88% 15 17	100% 93 93
Percent of agreements to provide affordable housing recorded prior to map recordation.	0% --	100% 1 1	100% 1 1	100% 1 1
Percent of In-Lieu Fees collected if developer elects to fee out prior to map recordation.	0% --	100% 1 1	100% 1 1	100% 1 1
Conduct random site visits for at least 10% of Inclusionary Housing Program units.	0% --	10% 46 456	13% 63 456	10% 45 447
Percentage of complaints of housing violations responded to within 5 business days.	0% --	100% 25 25	89% 25 28	100% 25 25
Identify complaints or violations against appropriate covenant within 5 days.	0% --	100% 50 50	88% 30 34	100% 30 30
Percentage of annual covenant compliance surveys received by March 1st.	94% 423 450	75% 338 450	80% 360 450	75% 338 447

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Recurring Performance Measures</b>				
<b>Housing Development &amp; Grant Administration</b>				
Increase availability of affordable housing by financing 20 units of new construction rental housing.	120% 24 20	100% 20 20	1145% 229 20	0% -- 20
Provide \$287,500 in grant funding for homeless programs and County Homeless Management Information System from the total \$1.4 million secured for housing needs.	100% 287,500 287,500	100% 287,500 287,500	100% 287,500 287,500	100% 287,500 287,500
Increase availability of affordable housing by financing the acquisition and rehabilitation of 4 units of existing rental housing.	350% 49 14	100% 14 14	50% 2 4	100% 4 4
Provide forums for citizen participation through the Affordable Housing and Community Development publically noticed regional forums. At least 4 total meetings annually of all committees combined.	100% 4 4	100% 4 4	100% 4 4	100% 4 4



Ted Zenich Gardens in Santa Maria providing 24 apartment units for very low income families

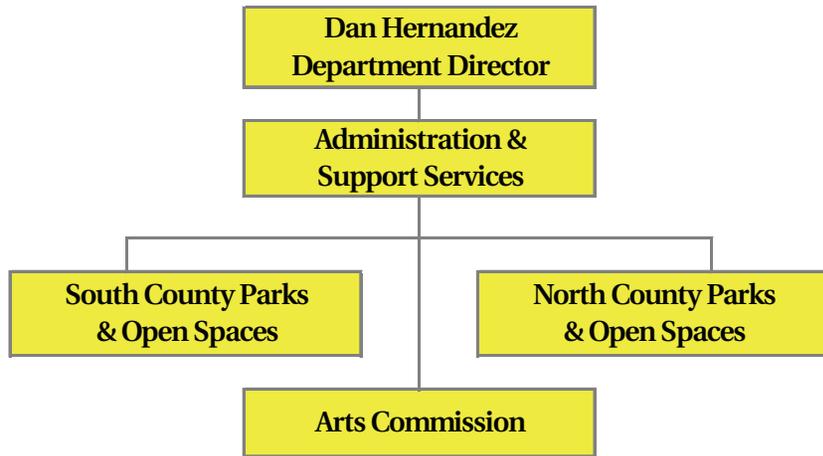
**HOUSING & COMMUNITY DEVELOPMENT**  
Department Summary (cont'd)

	Actual FY 06-07 Pos.	Adopted FY 07-08 Pos.	Est. Actual FY 07-08 Pos.	Recommended FY 08-09 Pos.
<b>Position Detail</b>				
<b>Office of the Director</b>				
Housing & Comm. Dev. Director	1.0	1.0	1.0	1.0
Housing & Comm. Dev. Div. Mgr.	1.0	--	--	--
Business Manager	--	1.0	1.0	1.0
Econ. Dev. Project Manager	1.0	--	--	--
Cost Analyst	1.0	1.0	1.0	1.0
Executive Secretary	1.0	--	--	--
Assistant Director	--	1.0	1.0	--
Sub-Division Total	5.0	4.0	4.0	3.0
<b>Housing Development &amp; Grant Admin</b>				
Housing & Comm. Dev. Div. Mgr.	1.0	1.0	1.0	1.0
Housing Program Specialist	4.0	4.0	4.0	4.0
Dept Analyst Program	1.0	--	--	--
Office Asst Senior	--	1.0	1.0	1.0
Sub-Division Total	6.0	6.0	6.0	6.0
<b>Property Management</b>				
Housing & Comm. Dev. Div. Mgr.	--	--	--	1.0
Housing Program Specialist	--	1.0	1.0	1.0
Planner	1.0	1.0	1.0	0.8
Executive Secretary	--	--	--	1.0
Departmental Assistant	--	1.0	1.0	--
Office Asst Senior	1.0	--	--	--
Sub-Division Total	2.0	3.0	3.0	3.8
Division Total	13.0	13.0	13.0	12.8

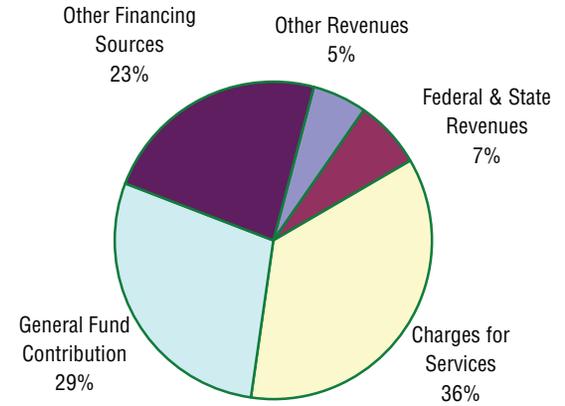
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# PARKS

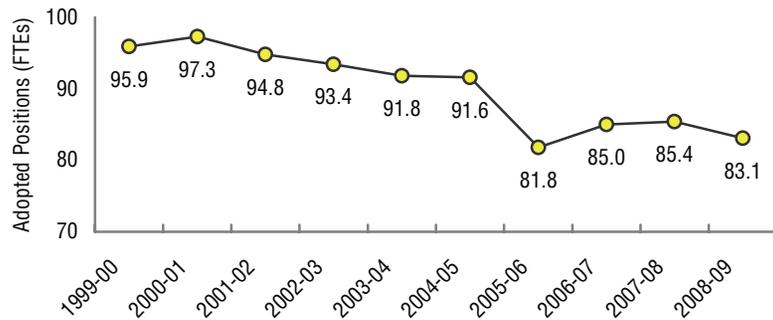
Budget & Positions (FTEs)	
Operating \$	10,366,058
Capital	1,013,566
Positions	83.1 FTEs



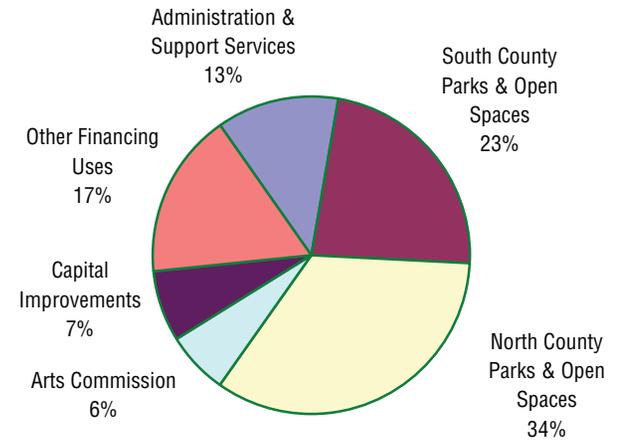
## SOURCE OF FUNDS



## STAFFING TREND



## USE OF FUNDS



**PARKS**  
**Department Summary**

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Use of Funds Summary</b>				
<i>Operating Expenditures</i>				
Administration & Support Services	\$ 1,658,348	\$ 1,996,974	\$ 1,779,411	\$ 1,738,197
South County Parks & Open Spaces	2,173,295	2,576,586	2,989,091	3,186,990
North County Parks & Open Spaces	4,435,762	4,724,929	4,513,495	4,739,891
Arts Commission	783,717	869,112	882,719	862,859
Operating Sub-Total	9,051,122	10,167,601	10,164,716	10,527,937
Less: Intra-County Revenues	(206,749)	(228,218)	(228,218)	(161,879)
Operating Total	8,844,373	9,939,383	9,936,498	10,366,058
<i>Non-Operating Expenditures</i>				
Capital Assets	1,476,053	3,600,680	1,929,429	1,013,566
Expenditure Total	10,320,426	13,540,063	11,865,927	11,379,624
<i>Other Financing Uses</i>				
Operating Transfers	792,284	834,198	652,628	963,297
Designated for Future Uses	1,855,392	1,462,719	1,934,087	1,390,199
Department Total	<u>\$ 12,968,102</u>	<u>\$ 15,836,980</u>	<u>\$ 14,452,642</u>	<u>\$ 13,733,120</u>

**Character of Expenditures**

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<i>Operating Expenditures</i>				
Regular Salaries	\$ 3,951,668	\$ 4,131,977	\$ 4,159,483	\$ 4,344,438
Overtime	31,187	44,200	52,842	46,950
Extra Help	483,324	435,827	458,050	441,742
Benefits	1,553,499	1,792,054	1,700,538	1,976,528
Salaries & Benefits Sub-Total	6,019,678	6,404,058	6,370,913	6,809,658
Services & Supplies	3,009,221	3,737,543	3,767,803	3,691,279
Principal & Interest	22,223	26,000	26,000	27,000
Operating Sub-Total	9,051,122	10,167,601	10,164,716	10,527,937
Less: Intra-County Revenues	(206,749)	(228,218)	(228,218)	(161,879)
Operating Total	8,844,373	9,939,383	9,936,498	10,366,058
<i>Non-Operating Expenditures</i>				
Capital Assets	1,476,053	3,600,680	1,929,429	1,013,566
Expenditure Total	<u>\$ 10,320,426</u>	<u>\$ 13,540,063</u>	<u>\$ 11,865,927</u>	<u>\$ 11,379,624</u>

Note: Presentation of the individual program amounts for fiscal years 2006-07 and 2007-08 have been adjusted to provide a consistent level of detail with the fiscal year 2008-09 budget, however, the totals for 2006-07 and 2007-08 have not been changed.

**Source of Funds Summary**

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<i>Departmental Revenues</i>				
Interest	\$ 40,368	\$ 18,177	\$ 21,200	\$ 21,350
Cost Allocation Revenues	110,176	228,218	228,218	161,879
Public Safety Sales Tax	36,488	37,406	34,136	34,258
Federal & State Revenues	228,488	2,084,320	1,368,123	965,800
Other Charges for Services	4,954,148	4,293,225	4,498,100	4,944,249
Miscellaneous Revenue	516,603	580,009	433,929	538,497
Revenue Sub-Total	5,886,271	7,241,355	6,583,706	6,666,033
Less: Intra-County Revenues	(206,749)	(228,218)	(228,218)	(161,879)
Revenue Total	5,679,522	7,013,137	6,355,488	6,504,154
<i>General Fund Contribution</i>	3,454,717	4,361,203	4,215,574	3,985,102
<i>Other Financing Sources</i>				
Operating Transfers	1,525,467	1,653,361	1,520,863	1,582,312
Sale of Property	1,900	--	4,700	--
Use of Prior Fund Balances	2,306,496	2,809,279	2,356,017	1,661,552
Department Total	<u>\$ 12,968,102</u>	<u>\$ 15,836,980</u>	<u>\$ 14,452,642</u>	<u>\$ 13,733,120</u>

	Actual FY 06-07		Adopted FY 07-08		Est. Actual FY 07-08		Recommended FY 08-09	
	Pos.	FTE	Pos.	FTE	Pos.	FTE	Pos.	FTE

**Position Summary**

<i>Permanent</i>								
Administration & Support Services	12.3	11.0	13.3	11.5	13.3	10.6	11.0	10.6
South County Parks & Open Spaces	26.0	25.7	26.0	25.5	26.0	27.6	26.0	25.0
North County Parks & Open Spaces	33.0	43.0	34.0	30.4	34.0	36.6	33.0	29.8
Arts Commission	2.4	2.4	2.8	2.8	2.8	2.8	2.8	2.8
Total Permanent	73.6	82.1	76.1	70.2	76.1	77.7	72.8	68.1
<i>Non-Permanent</i>								
Extra Help	--	3.7	--	15.2	--	7.8	--	15.1
Total Positions	<u>73.6</u>	<u>85.8</u>	<u>76.1</u>	<u>85.4</u>	<u>76.1</u>	<u>85.4</u>	<u>72.8</u>	<u>83.1</u>

Note: FTE and position totals may not sum correctly due to rounding.

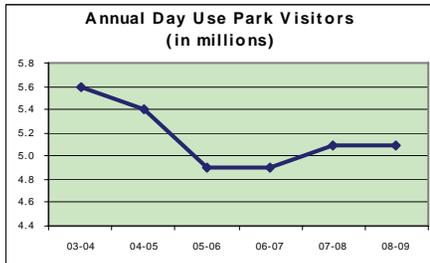
## MISSION STATEMENT

Provide for the health, inspiration and education of the residents and visitors of Santa Barbara County by preserving the County's most valued natural and cultural resources, and by providing opportunities for high quality outdoor recreation and leisure experiences.

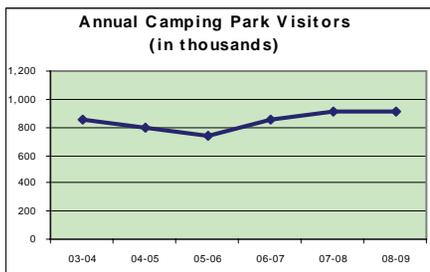
## Budget Organization

The divisions of the Parks Department are Administration & Support Services, South County Parks & Open Spaces, North County Parks & Open Spaces, and the Arts Commission. The department has a total of 83.1 FTE staff providing services to approximately six million annual visitors to 71 day-use park and open space locations and two camping parks, and a network of trails and coastal access easements. The Parks Department supports or collaborates with 11 advisory committees and nonprofit organizations, and provides arts and cultural development programs countywide through the Arts Commission.

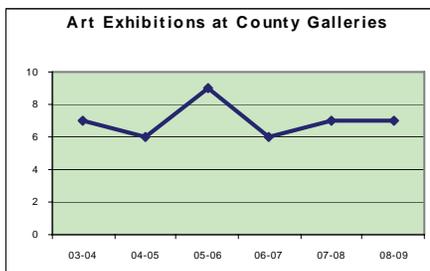
## Activity Indicators



The annual number of visitors to 20 day use park locations are expected to return to the FY 2004-05 level based on current trends.



The annual number of visitors to two camping park locations (Cachuma Lake and Jalama Beach) is on a slight upward trend due to the higher water level at Cachuma Lake and the continuing popularity of these two camping parks as highly desirable and affordable outdoor recreational venues.



There is an average of seven combined art exhibitions that are organized and mounted at the Channing Peake Gallery in Santa Barbara and the Betteravia Gallery in Santa Maria each year.

## PARKS

### Department Summary (cont'd)

#### Significant Changes (FY 2007-08 Adopted to FY 2007-08 Estimated Actual)

The FY 2007-08 Estimated Actual operating expenditures decreased by \$3,000, to \$10,165,000, from the FY 2007-08 Adopted Budget of \$10,168,000. This minor decrease was the result of:

- +\$30,000 – Increased costs for maintenance of structures and facilities, including removal of downed trees and debris at several North County parks following the severe rain storms in January 2008;
- -\$33,000 – Salary savings achieved from the Safety Officer position vacancy during the latter part of FY 2007-08.

The FY 2007-08 Estimated Actual capital expenditures decreased by \$1,672,000, to \$1,929,000, from the FY 2007-08 Adopted Budget of \$3,601,000. This 46% decrease was the result of carry-over of the following capital projects:

- -\$688,000 – Cachuma water treatment plant and system/lift station improvements project to FY 2008-09;
- -\$390,000 – Santa Claus Lane beach access improvements project to FY 2009-10;
- -\$214,000 – Walter Capps Park development project to FY 2008-09;
- -\$153,000 – Point Sal coastal access improvements project to FY 2009-10;
- -\$112,000 – Rincon Beach Park Phase 2 day use improvements project to FY 2008-09;
- -\$80,000 – Calle Barquero Open Space day use improvements project to FY 2009-10;
- -\$35,000 – Guadalupe Dunes Master Plan implementation project to FY 2009-10.

The FY 2007-08 Estimated Actual operating transfers uses decreased by \$181,000, to \$653,000, from the FY 2007-08 Adopted Budget of \$834,000. This 22% decrease was the result of:

- -\$148,000 – Decreased operating transfers from the General Fund to the Parks Capital Outlay Fund for deferred maintenance capital improvement projects;
- -\$33,000 – Decreased operating transfers from the Providence Landing Community Facilities District (CFD) to the Parks operating budget because of delayed contracted maintenance costs for Providence Landing Park.

The FY 2007-08 Estimated Actual designated for future uses increased by \$471,000, to \$1,934,000, from the FY 2007-08 Adopted Budget of \$1,463,000. This 32% increase was the result of:

- +\$458,000 – Increased use of designations in the Parks Capital Outlay Fund due to capital projects carried over from FY 2007-08 for completion in FY 2008-09;
- +\$13,000 – Increased use of designations for Arts Commission projects that were funded by the City of Santa Barbara and deposited in the Arts Trust Fund for use in FY 2008-09.

The FY 2007-08 Estimated Actual operating revenues decreased by \$657,000, to \$6,584,000, from the FY 2007-08 Adopted Budget of \$7,241,000. This 9% decrease was the result of:

- +\$293,000 – Increased camping and day use fee revenue at Cachuma Lake and Jalama Beach due to fee increases approved by the Board in October 2007;
- +\$82,000 – Unanticipated revenue from County Service Area 3 (CSA 3) for replacement of

## PARKS

### Department Summary (cont'd)

open space maintenance equipment and upgrades to the Goleta Valley South Little League Association ball fields and facilities;

- +\$79,000 – Unanticipated oil royalty subvention revenue from the State Lands Commission;
- -\$619,300 – Delayed revenue from a Federal Bureau of Reclamation grant for the Cachuma boat launch ramp project;
- -\$178,000 – Delayed revenue from a State Proposition 12 grant for parking lot improvements for the Babe Ruth League ball fields at Waller Park;
- -\$152,000 – Delayed General Fund deferred maintenance capital funding for the Point Sal beach access and Arroyo Burro Beach maintenance shed projects;
- -\$129,000 – Decreased Coastal Resource Enhancement Fund (CREF) funding for the Rincon Beach Park Phase 2 day use area improvements and Walter Capps Park development projects due to delays in completion of these projects;
- -\$33,000 – Decreased revenue collected in the Providence Landing Community Facilities District (CFD) due to a decelerated pace of home sales within the CFD.

The FY 2007-08 Estimated Actual operating transfers sources decreased by \$132,000, to \$1,521,000, from the FY 2007-08 Adopted Budget of \$1,653,000. This 8% decrease was the result of:

- +\$20,000 – Increased operating transfers from County Service Area 3 (CSA 3), unincorporated Goleta Valley, to the Parks operating budget for field maintenance equipment;
- -\$152,000 – Decreased operating transfers from the General Fund to the Parks Capital Outlay Fund for deferred maintenance capital improvement projects.

The FY 2007-08 Estimated Actual use of prior fund balances decreased by \$453,000, to \$2,356,000, from the FY 2007-08 Adopted Budget of \$2,809,000. This 16% decrease was the result of:

- +\$14,000 – Increased use of prior fund balances from the Arts Commission designation to fund Arts Commission projects paid for by the City of Santa Barbara;
- -\$205,000 – Decreased use of prior fund balances from the Parks General Fund designation for deferred maintenance capital improvement projects;
- -\$187,000 – Decreased use of prior fund balances from the Parks Capital Outlay Fund designation for deferred capital improvement projects;
- -\$75,000 – Decreased use of prior fund balances from the Providence Landing CFD designation for deferred contracted maintenance costs at Providence Landing Park.

#### Significant Changes (FY 2007-08 Estimated Actual to FY 2008-09 Recommended)

The FY 2008-09 Recommended operating expenditures will increase by \$363,000, to \$10,528,000, from the FY 2007-08 Estimated Actuals of \$10,165,000. This 4% increase is the result of:

- +\$439,000 – Increased salaries and benefits costs resulting from retirement cost increases, negotiated cost-of-living adjustments and merit increases;
- +\$36,000 – Increased motor pool charges primarily related to increased gas prices;
- -\$73,000 – Decreased costs for Arts Commission public art programs and projects;
- -\$39,000 – Decreased utility expenses for Cachuma Lake.

Total FTE in the FY 2008-09 Recommended Budget will decrease by 2.3, to 83.1, from the FY 2007-08 Adopted Budget of 85.4. This is due to the elimination of the Safety Officer position (1.0 FTE) and an increase in the salary savings target from 2% to 4% (1.3 FTE).

The FY 2008-09 Recommended capital expenditures will decrease by \$915,000, to \$1,014,000, from the FY 2007-08 Estimated Actuals of 1,929,000. This 47% decrease is the result of:

- -\$915,000 – Completion of the Cachuma Lake boat launch ramp capital improvement project in FY 2007-08.

The FY 2008-09 Recommended Budget for Capital Assets includes \$1,014,000 in appropriated expenditures for various projects, plus \$651,000 in designated funds to be released in FY 2008-09 to fund General Fund deferred maintenance capital improvement projects, for a total Capital Improvement Program of \$1,665,000.

The FY 2008-09 Recommended operating transfers uses will increase by \$310,000, to \$963,000, from the FY 2007-08 Estimated Actuals of \$653,000. This 47% increase is the result of:

- +\$198,000 – Increased operating transfers from the General Fund to the Parks Capital Outlay Fund for deferred maintenance capital improvement projects carried over to FY 2008-09;
- +\$112,000 – Increased operating transfers from the Providence Landing CFD to the Parks operating budget for contracted maintenance costs at Providence Landing Park.

The FY 2008-09 Recommended designated for future uses will decrease by \$544,000, to \$1,390,000, from the FY 2007-08 Estimated Actuals of \$1,934,000. This 28% decrease is the result of:

- -\$436,000 – Decreased use of designations in the Parks Capital Outlay Fund due to fewer projects carried over to FY 2008-09;
- -\$68,000 – Decreased use of designations in the Providence Landing CFD due to increased revenue anticipated in FY 2008-09 from the special tax assessment in the CFD;
- -\$20,000 – Decreased use of designations for Arts Commission projects funded by the City of Santa Barbara and designated in the Arts Trust Fund;
- -\$20,000 – Decreased use of designations in County Service Areas (CSAs) 4 and 5 due to revenues anticipated in FY 2008-09 from the open space maintenance assessment fee in these two CSAs equaling expenditures.

The FY 2008-09 Recommended operating revenues will increase by \$82,000, to \$6,666,000, from the FY 2007-08 Estimated Actuals of \$6,584,000. This 1% increase is the result of:

- +\$278,000 – Increased camping and day use fee revenues at Cachuma Lake and Jalama Beach due to fee increases approved by the Board in FY 2007-08;
- +\$195,000 – Increased concession fee revenue due to the new concession lease agreements for the Arroyo Burro Beach restaurant and the Jalama Beach store;
- +\$112,000 – Increased revenue from the Providence Landing CFD assessment;
- -\$298,000 – Decreased State Department of Boating and Waterways grant revenue for the Cachuma Lake boat launch ramp capital project completed in FY 2007-08;
- -\$137,000 – Decreased State Proposition 12 grant revenue for various capital projects completed in FY 2007-08;

## PARKS

### Department Summary (cont'd)

- -\$68,000 – Decreased cost allocation services revenue for landscape maintenance services to County buildings supported by non-General Fund departments.

The FY 2008-09 Recommended operating transfer sources will increase by \$61,000, to \$1,582,000, from the FY 2007-08 Estimated Actuals of \$1,521,000. This 4% increase is the result of:

- +\$194,000 – Increased operating transfers from the General Fund to the Parks Capital Outlay Fund for deferred maintenance capital improvement projects;
- +\$68,000 – Increased operating transfers from the Providence Landing CFD Fund to the Parks operating budget for contracted maintenance costs at Providence Landing Park;
- +\$25,000 – Increased operating transfers from CSA 3 to the Parks operating budget for open space maintenance within the Unincorporated Goleta Valley;
- -\$226,000 – Decreased operating transfers from CSA 11 to the Parks Capital Outlay Fund to fund the Summerland Greenwell buildings seismic retrofit project completed in FY 2007-08.

The FY 2008-09 Recommended use of prior fund balances will decrease by \$694,000, to \$1,662,000, from the FY 2007-08 Estimated Actuals of \$2,356,000. This 29% decrease is the result of:

- -\$694,000 – Decreased use of prior fund balances from the Parks Capital Outlay Fund designation due to lower CIP project totals in FY 2008-09.

Over the last 11 years, the Parks Department's deferred maintenance capital improvement program has benefited greatly from an annual allocation from the General Fund (normally \$500,000 per year) in terms of keeping pace with the upkeep and replacement of aging and deteriorating facilities throughout the park system. Much of this funding has been utilized for replacing play equipment, repaving parking lots, roads, and driveways, restroom renovations and Americans with Disabilities Act (ADA) upgrades, and various other infrastructure maintenance and repairs.

### **Fiscal Year 2008-09 constraints require the Department to implement certain service level reductions.**

The salary savings target was increased from 2% in FY 2007-08 to 4% in FY 2008-09, resulting in a \$130,700 reduction in the Department's salaries and benefits budget. If the 4% salary savings target is not met, this could mean reductions in other Department programs (i.e., landscape maintenance, tree trimming, etc.), which could have a noticeable impact to the public. As retirements and normal attrition occur, the Department has been making a concerted effort to reorganize and consolidate staffing, functions, and services to achieve improved efficiencies and greater customer focus. In addition, the Department has been making use of technology and advanced equipment, where available and practical, to achieve efficiencies and maintain service levels.

The Department also made several reductions throughout its operational budget, including elimination of the Department Safety Officer position and various reductions in services and supplies costs (totaling \$209,800). The loss of the Safety Officer position will require a shift of duties and responsibilities for managing the safety program and the lifeguard program, primarily to the Parks Operations Managers. The services and supplies reductions will decrease maintenance levels for various facilities and structures, particularly tree trimming, landscape, and restroom maintenance. The impacts will be felt by potential increases in the number of complaints received from the public, possible decreased visitations at Cachuma Lake over time, and a potential increase in the incidences of failing trees and falling tree limbs.



New Don Potter area restroom at Waller Park in Santa Maria

## PARKS

### Department Summary (cont'd)

#### Departmental Priorities and Their Alignment with County Goals

The Parks Department's strategic actions align primarily with the following adopted County Strategic Goals:

- Goal 1: Efficient and Responsive Government: An Efficient, Professionally Managed Government Able to Anticipate and to Effectively Respond to the Needs of the Community; and,**
- Goal 4: Quality of Life: A High Quality of Life for All Residents; and**
- Goal 5: Citizen Involvement: A County Government that is Accessible, Open, and Citizen-Friendly.**

Among the eight Strategic Plan's Critical Issues, the issue of 'Environmental/Open Space Preservation' will be a Parks Department priority for FY 2008-09. The emphasis of the FY 2008-09 Parks Department budget is continued delivery of quality professional visitor services, regulatory enforcement, and maintenance and improvements to public parks, open spaces and trails to ensure public health, safety and enjoyment of the County's large and diverse park system.

The following four focus areas have been identified for FY 2008-09:

#### Focus Area One: Provide Outdoor Recreational Opportunities

Current Year (FY 2007-08) Accomplishments:

- Completed construction of a new boat launch ramp at Cachuma Lake (\$2,796,000). This project provides state-of-the-art facilities for launching boats at the lake, including additional parking area. The project was funded through a grant from the State Department of Boating & Waterways.
- Worked to assist the Goleta Valley South Little League Association in making improvements (\$139,000) to the playing fields and other structures at its facility on Hollister Avenue in Goleta. The project will improve accessibility to the fields for handicapped persons, including for spectators in the bleachers. Funding for this project was provided by County Service Area 3 (\$114,000) and a grant secured by the Goleta Valley South Little League Association (\$25,000).
- Completed paving of the parking lot serving the Orcutt Babe Ruth League Association baseball fields at Waller Park in Santa Maria (\$220,000). This project included 84 regular parking spaces and four handicapped parking spaces. Funding was provided by a Proposition 12 State grant secured by the Parks Department. In addition to the paving project, additional funds were provided to the Babe Ruth League from the Orcutt Quimby Fee Fund (\$11,000) for the purchase of bleachers and infield improvements to the baseball fields.
- Completed paving of the main parking lot at Miguelito Park in Lompoc (\$100,000). This project included 35 regular parking spaces and two handicapped parking spaces. Funding was provided by a Proposition 12 State grant.
- Completed various improvements at the North County Parks maintenance yard at Waller Park in Santa Maria (\$480,000). This project included paving the maintenance yard, construction of new overhead equipment bays, installation of an equipment washing station, and the construction of concrete storage bins for landscaping materials. This project was funded by a combination of a Proposition 12 State grant (\$300,000) and Orcutt Quimby fee funds (\$180,000).

- In conjunction with an Ad Hoc Committee established by the Board of Supervisors, developed protocols and operational practices to prevent the introduction of the quagga mussel into Cachuma Lake. These measures were designed to protect the lake from quagga mussel infestation, which would have significant detrimental effects on the lake's ecosystem as well as the water delivery systems, while at the same time keeping the lake open and available for boating, fishing, and other recreational activities.

Proposed Strategic Actions:

- Implement action items and initiatives as part of the Parks Department's strategic plan including: (1) Enhancing communication within the Department; (2) Improving staff morale; (3) Developing a plan for implementing an advanced reservation system; and (4) Revitalizing the County Park Foundation.
- Implement the Five-Year Capital Improvement Program (CIP) to address deferred maintenance and capital improvement needs at park facilities.

Proposed Key Projects:

Parks Capital Projects/Planning

- Santa Claus Lane Beach Access Improvements (\$1,500,000): This project would facilitate safe pedestrian access to the public beach at Santa Claus Lane, provide safe access for the public across the tracks, install public restrooms, and construct an off-street beach parking area and other ancillary facilities. A total of \$390,000 has been secured for this project from a combination of Proposition 12 and 40 State grant funding, Coastal Resource Enhancement Fund (CREF) funds, an AB 1431 coastal improvement grant, and a General Fund allocation. Proposition 84 State Coastal Protection grant funding will be sought for the remaining \$1.1 million needed for this project.
- Point Sal Coastal Access Improvements (\$2,400,000): The Point Sal Reserve is located in the northwestern corner of Santa Barbara County, along the coast of the Pacific Ocean. Point Sal is comprised of publicly and privately-owned lands totaling approximately 2,600 acres. This project would provide public access to this unique biological, cultural, scenic open space area, allowing drivers to park at the top gate of the reserve and then proceed to the beach by foot, horse, or mountain bike. A total of \$152,600 has been allocated by the General Fund towards this project to date. Proposition 84 State competitive grant funding and CREF funds will be sought for the remaining \$2.3 million required for this project.
- Walter Capps Memorial Park (\$830,000): The lack of open space in Isla Vista is a long-standing issue. Only 2.9 acres of open space per 1,000 persons is currently available. Development of the approximately three-acre Walter Capps Memorial Park in Isla Vista will result in permanent benefits to the residents of Isla Vista by preserving ocean front open space, coastal views, and lateral, coastal bluff top access. The project design calls for a passive park with walkways, a seating area, a small grassy play area, and a restroom. The County has applied for a coastal development permit for this project. Currently, a total of \$214,300 has been secured to develop this park. The funding sources are a combination of proceeds from the sale of surplus County property in Isla Vista and CREF funds. Additional CREF funding as well as private and nonprofit donations will be sought for the remaining \$615,700 required to complete this project.
- Ocean Beach Park Boardwalk (\$110,000): This project consists of a 210 linear foot boardwalk placed along the northerly and easterly perimeter of the existing parking area at Ocean Beach County Park. A viewing kiosk and benches will be placed along the walk, providing

## PARKS

### Department Summary (cont'd)

viewing opportunities of the Santa Ynez River estuary and surrounding wetlands. It is anticipated that a future extension of this boardwalk would continue out into the river estuary, offering additional viewing and interpretive opportunities. Permitting and construction is expected to be completed in FY 2008-09. Funding for this project was provided by CREF grants as well as funds from National Resource Damage Assessment (NRDA) Trust.

- Cachuma Lake Water Treatment Plant Relocation (\$2,700,000): As a result of a biological opinion issued by the National Marine Fisheries Service, the federal Bureau of Reclamation will retain lake water at Cachuma and subsequently release additional water for the protection of habitat for the endangered steelhead trout. This raising of the lake level, or "surcharge," will impact various existing park facilities around the lake, including the water treatment facility. In order to avoid inundation of these facilities, they must be relocated above the surcharge zone. Design funding has been secured for this project through a federal Bureau of Reclamation grant (up to \$620,000). Additional funding will be pursued for FY 2008-09 from various State and federal sources (including State Proposition 50 grant funds and additional federal Bureau of Reclamation funding) to begin the construction of the new facility.
- Assume operation and maintenance responsibilities for Providence Landing Park in south Vandenberg Village. This 12-acre active recreation park includes facilities for little league baseball, soccer, football, a multi-use court for volleyball, basketball, in-line skating and roller hockey, tennis courts, a children's playground, office space, and other park amenities. Operating, maintenance, and administrative costs are being financed through a Mello-Roos Community Facilities District (CFD).
- Assume operation and maintenance responsibilities for Rice Ranch Park in Orcutt, which consists of a 26-acre community park with active sports fields, passive recreation, and an off-leash dog facility, as well as four additional neighborhood parks to serve the residents. Operating, maintenance, and administrative costs are being financed by a CFD.
- Continue work on the day use improvements at Rincon Beach Park Phase 2 (\$130,000) and Calle Barquero Open Space (\$80,000). These projects are funded by Quimby funds, General Fund deferred maintenance capital funding, and CREF funds.

#### **Focus Area Two: Preserve and Enhance the Natural Environment**

Current Year (FY 2007-08) Accomplishments:

- Accepted stewardship of the San Marcos Foothills open space preserve (\$50,000 annual maintenance costs). In early 2007, the County accepted 200 acres of undeveloped land in the San Marcos Foothills area, which was donated from the Trust for Public Land. During the past year, the Parks Department has worked with a group of stakeholders to craft an interim management plan, including use regulations, to facilitate limited public access to the property. As part of this plan, the Parks Department will be developing new signage and amenities, identifying a system of trails for the site, facilitating use of the preserve by artists, providing outreach to neighboring property owners, and establishing an outdoor environmental education center plan. An expanded stakeholders group will be formed to work on drafting a long-range management plan for the preserve during FY 2008-09.
- Summerland Greenwell Preserve Buildings Seismic Upgrades (\$355,000): This project upgrades the two existing buildings located on the County-owned Summerland Greenwell Preserve. After inspection and evaluation by an architect and structural engineer, it was rec-

ommended that the County proceed with the seismic upgrading of each building. These upgrades will ensure that the buildings are safe for the anticipated future uses. This project is funded by CSA 11 funding and a State Proposition 12 grant.

- Continued to provide biodegradable dog waste disposal bags at all of the day use parks and at most open spaces and beach access ways in order to help preserve healthy and clean park facilities (\$20,000 annual cost).

Proposed Strategic Actions:

- Facilitate public land acquisition and/or enhancement opportunities to preserve open space resources and provide parklands for public use, particularly in those areas of the County that are experiencing the greatest population growth.
- Promote environmentally sensitive pest management through the Integrated Pest Management (IPM) program to preserve public assets and protect the health and safety of the public and employees.
- Facilitate and promote habitat restoration by undertaking various conservation and enhancement projects throughout the parks system.
- Continue to work with the Cachuma Operations and Maintenance Board (COMB), the Cachuma Lake water purveyors, and other appropriate agencies on funding assistance and cost sharing on current and future quagga mussel prevention efforts and continue to monitor the effectiveness of existing preventive programs and practices for protection of the water delivery systems and the lake as a natural and recreational resource.

Proposed Key Projects:

Parks Capital Projects/Planning

- Goleta Beach Park Coastal Access and Recreation Enhancement (CARE) Beach Sand Stabilization (\$9,732,000): After a January 2008 public hearing, at which the Board of Supervisors considered alternatives related to the long-term beach sand stabilization plan for Goleta Beach County Park, the County submitted a permit application to the California Coastal Commission for a permeable pile pier system to provide for long-term sand stabilization and protection of Goleta Beach Park as a prime County recreational asset. Upon approval of the permit by the Coastal Commission, the County will move forward with the Environmental Impact Report (EIR) process for the permeable pile pier project.
- Cachuma Recreation Area Oak Tree Replacements: The Cachuma water purveyors will be continuing the oak tree replacement project in the Cachuma Recreation Area to address the impact on existing oak trees in the recreation area due to the water surcharge at Cachuma Lake.

#### **Focus Area Three: Collaborate and Partner with Public and Private Entities**

Current Year (FY 2007-08) Accomplishments:

- Completed a Request for Proposals (RFP) process that resulted in executing a new long-term concession lease agreement for the restaurant at Arroyo Burro Beach, which included a minimum of \$825,000 in interior renovations to the facility and an ongoing annual increase in revenue of \$158,000 to the Parks Department.
- Completed an RFP process that resulted in executing a new long-term concession lease agreement for the general store/snack bar at Jalama Beach, which included an ongoing annual increase in revenue of \$16,000 to the Parks Department.

## PARKS

### Department Summary

- Continued to work with the federal Bureau of Reclamation in reviewing and providing feedback on a draft of the Resource Management Plan (RMP) for the Cachuma Recreation Area, which is necessary for a new long-term lease agreement to be negotiated between the County and the Bureau of Reclamation. In the interim, the master lease agreement with the Bureau was extended for another two-year period (through January 2009) to provide adequate time for renegotiation of the long-term lease.
- The Arts Commission, in July 2007, released the results of a study on the economic impact of nonprofit arts and cultural organizations and their audiences in Santa Barbara County, which was completed in conjunction with the Americans for the Arts' "Arts and Economic Prosperity III" survey. The study found that nonprofit arts and culture are a \$77.6 million annual industry in Santa Barbara County that supports 2,288 full-time equivalent jobs and generates \$7.62 million in annual revenue for state and local government.
- The Arts Commission organized a countywide Arts Symposium in April 2008 on the topic of "Finding Sustainable Funding Solutions for the Arts and Improving Access and Youth Participation in the Arts." There were more than 100 in attendance at this event, including arts advocates, educators, artists, students, arts administrators, and foundation representatives, as well as representatives from city and county government.
- The Arts Commission organized and promoted its second annual "Poetry Out Loud" student poetry recitation competition, which was held in February 2008. This event was done in partnership with the California Poets in the School, the California Arts Council, the National Endowment for the Arts, and the National Poetry Foundation. The student winner from Santa Barbara competed in the state-wide competition in Sacramento in March 2008.

#### Proposed Strategic Actions:

- Continue developing and cultivating partnerships with cities, school districts, special districts, and private, nonprofit organizations to provide for the current and future parks and recreational needs of growing communities within Santa Barbara County.
- Through the Arts Commission, continue to work collaboratively with County departments, government agencies, educational institutions, nonprofit organizations, and civic groups to provide and facilitate art exhibitions and art education programs, serve as an informational and referral resource for County arts activities, and encourage increased access to the arts for County residents.
- The Arts Commission will organize, promote, and facilitate a series of "brown bag art lunches" in Santa Barbara and Santa Maria to address emerging art issues, encourage collaboration among arts groups, and provide networking opportunities to share information and resources.
- The Arts Commission will collaborate with the County government cable access channel and other downtown cultural organizations to provide film coverage for art exhibitions and related activities, resulting in short films that are shown on public access television and provided for viewing in the Channing Peake Gallery.

#### Proposed Key Projects – Arts Commission:

- Biennial Art Exhibition: The County's Art in Public Places Committee, in conjunction with the Arts Commission, has developed and distributed a call for proposals for a biennial exhibition, "EDGE," that will focus on contemporary art by emerging and mid-career County

residents. The exhibition will be part of "Off-Axis 2008," a month-long celebration of contemporary art in the greater Santa Barbara area, which is done in partnership with contemporary visual and performing arts institutions as well as the Santa Barbara Conference and Visitors Bureau and Film Commission.

- State of the Art Gallery 2008: The Arts Commission organized and promoted a call for proposals for artists in the tri-county region for a public sculpture display on State Street in Santa Barbara, which will be included as part of the "Off-Axis 2008" event.

#### **Focus Area Four: Promote Programs and Projects that Enhance the Quality of Life of County Residents**

##### Current Year (FY 2007-08) Accomplishments:

- Through a City Council proclamation and a public recognition event, the Arts Commission recognized artist, arts advocate, and former Arts Commissioner, Nat. G. Fast, as the recipient of this year's annual "Leadership in the Arts Award" for his significant contributions and exemplary support for the artistic and creative community throughout the County.
- This past year, the Arts Commission received several gifts of art to its public exhibition, including works by Dara Marks, Ray Strong, Dug Uyesaka, Marge Dunlap, Dorothy Churchill Johnson, and Michael Gonzales, with an approximate total value of \$70,500.
- The Arts Commission continues to operate and program two public exhibition galleries: the Channing Peake Gallery in Santa Barbara and the Betteravia Gallery in Santa Maria. Seven exhibitions were mounted at these galleries during this past year. The Commission also renovated the hallways at Santa Barbara City Hall to provide additional public exhibition space.
- The Arts Commission expanded programming in the galleries, provided increased receptions in the galleries, and promoted a series of free lunchtime talks in the Channing Peake Gallery that include artists, art historians, and the curator of collections. In partnership with the Downtown Organization, the Channing Peake Gallery has included free entertainment, presentations, and performances as part of the monthly "1<sup>st</sup> Thursday" cultural nights.
- Using funds received from the City of Santa Barbara, the Arts Commission re-granted over \$378,000 to city-based cultural arts programs through three grant categories: Community Arts Grants, Organizational Development Grants, and Community Events and Festivals Grants. The Commission, in partnership with the City Arts Advisory Committee, hosted a grant award public recognition event in October 2007 to focus greater attention on the grant program and the work of this past year's grantees.
- The Arts Commission, in partnership with the County Art in Public Places Committee and support from the Santa Barbara Museum of Art, completed the Percent for Art project at the La Morada Youth Center in Santa Barbara. The artworks were presented at the ribbon-cutting ceremony for the new center in November 2007.

##### Proposed Strategic Action:

- Develop programs and projects that address and promote the cultural development of individuals, families and children and explore ways to increase participation in the arts.

Proposed Key Projects – Arts Commission:

- Granada Theatre and Garage Paseo Murals: Organize the conservation and installation of the three-panel “Celebrate Santa Barbara” murals on the Granada Theatre and garage, in collaboration with the City of Santa Barbara’s Redevelopment Agency, which are estimated to be installed in June 2008.
- The Arts Commission staff will continue to expand its contract list for Requests for Proposals (RFPs) and Requests for Qualifications (RFQs) for “Percent for Art” projects, which are now available online and sent electronically. The “Percent for Art” projects currently on the books are the Crisis and Recovery Emergency Services (CARES) Center remodel project and the Agricultural Commissioner’s Office addition in Santa Maria, the Child Support Services Resource Room, the Fire Station 11 remodel project in Goleta, and the Betteravia Government Center expansion project in Santa Maria.



Arroyo Burro Beach overlook (under construction)



Two fishermen try their luck on Cachuma Lake

**PARKS**  
Department Summary (cont'd)

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Department-wide Effectiveness Measures</b>				
To ensure an efficient and responsive government, the County will maintain the rate of General Liability claims filed at no more than 90 - 100% of the previous year's actual claims filed.	33%	100%	120%	100%
	3	5	6	6
	9	5	5	6
As an efficient and responsive government, the County will maintain the cost of workers' compensation incident claims to \$1.17 per \$100 payroll (salaries and benefits) and \$4.43 for the Parks Department.	\$3.17	\$3.95	\$4.08	\$4.43
	\$141,946	\$190,606	\$190,606	\$214,399
	\$44,734	\$48,139	\$46,704	\$48,331
To improve workers' safety, the County will conduct its operations in order to maintain the rate of Workers' Compensation incident claims to 12 or less per 100 FTE employees Countywide, with a Parks Department rate of 13 or less per 100 FTE.	11.49	10.97	16.09	15.29
	10.00	9.00	14.00	13.00
	0.87	0.82	0.87	0.85
As an efficient and responsive government, the County will maintain the rate of Workers' Compensation claims filed between 90 - 100% of the previous year's actual claims filed.	83%	90%	140%	92%
	10	9	14	13
	12	10	10	14
As an efficient and responsive government, the County will maintain a productive workforce through a countywide Lost Time Rate of 5.9% or less.	5.3%	4.9%	4.9%	4.5%
	7,730	7,233	7,233	6,510
	143,688	144,664	144,664	144,664
As an efficient and responsive government, the County will maintain a quality workforce through completing 95 -100% of departmental Employee Performance Reviews (EPRs) by the Anniversary Due Date.	57%	100%	90%	100%
	48	90	81	90
	83	90	90	90

**PARKS**  
**Administration & Support Services**

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Use of Funds Summary</b>				
<i>Operating Expenditures</i>				
Administration	\$ 1,082,809	\$ 1,374,836	\$ 1,175,480	\$ 1,009,805
Finance	152,643	172,458	149,500	201,107
Capital Projects/Planning	350,252	368,747	366,500	407,784
Reservations	63,513	74,633	78,331	112,201
Marketing Program	9,059	6,300	9,600	7,300
Libraries	72	--	--	--
Operating Sub-Total	1,658,348	1,996,974	1,779,411	1,738,197
Less: Intra-County Revenues	(121,538)	(228,218)	(228,218)	(161,879)
Operating Total	1,536,810	1,768,756	1,551,193	1,576,318
<i>Non-Operating Expenditures</i>				
Capital Assets	(3)	--	--	--
Expenditure Total	1,536,807	1,768,756	1,551,193	1,576,318
<i>Other Financing Uses</i>				
Operating Transfers	9,105	3,200	3,200	3,200
Division Total	\$ 1,545,912	\$ 1,771,956	\$ 1,554,393	\$ 1,579,518
<b>Character of Expenditures</b>				
<i>Operating Expenditures</i>				
Regular Salaries	749,358	799,844	796,131	813,450
Overtime	1,795	6,000	3,500	6,000
Extra Help	937	3,000	3,000	3,000
Benefits	543,660	574,211	545,788	535,496
Salaries & Benefits Sub-Total	1,295,750	1,383,055	1,348,419	1,357,946
Services & Supplies	362,598	613,919	430,992	380,251
Operating Sub-Total	1,658,348	1,996,974	1,779,411	1,738,197
Less: Intra-County Revenues	(121,538)	(228,218)	(228,218)	(161,879)
Operating Total	1,536,810	1,768,756	1,551,193	1,576,318
<i>Non-Operating Expenditures</i>				
Capital Assets	(3)	--	--	--
Expenditure Total	\$ 1,536,807	\$ 1,768,756	\$ 1,551,193	\$ 1,576,318

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09				
<b>Source of Funds Summary</b>								
<i>Departmental Revenues</i>								
Cost Allocation Revenues	\$ 110,176	\$ 228,218	\$ 228,218	\$ 161,879				
Public Safety Sales Tax	36,488	37,406	34,136	34,258				
Federal & State Revenues	100,821	--	79,333	79,000				
Other Charges for Services	273,745	233,300	266,000	264,000				
Miscellaneous Revenue	23,255	17,800	16,950	17,400				
Revenue Sub-Total	544,485	516,724	624,637	556,537				
Less: Intra-County Revenues	(121,538)	(228,218)	(228,218)	(161,879)				
Revenue Total	422,947	288,506	396,419	394,658				
<i>General Fund Contribution</i>								
	1,122,965	1,483,450	1,147,440	1,184,860				
<i>Other Financing Sources</i>								
Operating Transfers	--	--	6,384	--				
Sale of Property	--	--	4,150	--				
Division Total	\$ 1,545,912	\$ 1,771,956	\$ 1,554,393	\$ 1,579,518				
<b>Position Summary</b>								
<i>Permanent</i>								
Administration	6.0	4.9	7.5	5.4	7.5	4.7	5.0	3.8
Finance	1.5	2.2	1.0	2.2	1.0	1.9	1.0	2.2
Capital Projects/Planning	2.8	2.8	2.8	2.7	2.8	2.8	3.0	2.9
Reservations	2.0	1.1	2.0	1.2	2.0	1.3	2.0	1.7
Marketing Program	--	0.0	--	--	--	0.0	--	--
Total Positions	12.3	11.0	13.3	11.5	13.3	10.6	11.0	10.6

**SERVICE DESCRIPTION**

Provide policy direction to three operating divisions to ensure efficient and effective delivery of public services. Administer fiscal operations, leases and concessions, payroll and personnel functions, park reservations and marketing, capital project planning and grants management, implementation of general and community plans; facilitate citizen group participation.

**Significant Changes (FY 2007-08 Adopted to FY 2007-08 Estimated Actual)**

The FY 2007-08 Estimated Actual operating expenditures decreased by \$218,000, to \$1,779,000, from the FY 2007-08 Adopted Budget of \$1,997,000. This 11% decrease was the result of:

- -\$218,000 – Decreased utility expenses (electricity, natural gas, water, refuse, and sewer) due to these costs charged to the South County Parks Division, rather than the Administration Division, which is where these expenses were Adopted.

The FY 2007-08 Estimated Actual operating revenues increased by \$108,000, to \$625,000, from the FY 2007-08 Adopted Budget of \$517,000. This 21% increase was the result of:

- +\$79,000 – Increased oil royalty subvention revenue from the State Lands Commission;
- +\$29,000 – Increased group picnic area reservation fee revenue.

**Significant Changes (FY 2007-08 Estimated Actual to FY 2008-09 Recommended)**

The FY 2008-09 Recommended operating expenditures will decrease by \$41,000, to \$1,738,000, from the FY 2007-08 Estimated Actuals of \$1,779,000. This 2% decrease is the result of:

- -\$27,000 – One-time costs for temporary clerical assistance in FY 2007-08 due to the Executive Secretary vacancy for a portion of the year;
- -\$9,000 – Decreased transportation and travel expenses;
- -\$5,000 – Decreased computer system upgrade expenses.

The FY 2008-09 Recommended operating revenues will decrease by \$68,000, to \$557,000, from the FY 2007-08 Estimated Actuals of \$625,000. This 11% decrease is the result of:

- -\$68,000 – Decreased cost allocation services revenue for landscape maintenance services provided to County buildings supported by non-General Fund departments.

**PARKS**

**Administration & Support Services (cont'd)**

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Recurring Performance Measures</b>				
<b>Administration</b>				
Maintain a well-trained, professional, and responsive organization by providing at least one training opportunity for 100% of 13 employees consistent with the training goals identified for their classifications.	85%	100%	100%	100%
	12	14	14	13
	14	14	14	13
<b>Finance</b>				
Reduce staff time spent on researching vendor payment status inquiries by processing no less than 98% of approximately 3,500 accounts payable documents within 15 business days of receipt.	99%	100%	97%	98%
	2,276	2,940	2,881	3,430
	2,277	2,940	2,940	3,500
<b>Capital Projects/Planning</b>				
Continue to maximize Parks' capital improvement and planning program by securing and expending \$500,000 in capital project funding during FY 2008-09.	74%	100%	91%	100%
	\$370,498	\$500,000	\$458,000	\$500,000
	\$500,000	\$500,000	\$500,000	\$500,000
<b>Reservations</b>				
Maintain processing efficiencies and a high level of customer service by maintaining the total time to process a park group area reservation (which includes booking, fee collection, coordination with park rangers, and administration) at 45 minutes per reservation.	45	45	45	45
	121,098	121,995	121,995	121,995
	2,711	2,711	2,711	2,711
Annual number of visitors to 20 day use parks and two camping parks.	5,786,286	5,932,000	6,018,000	6,028,000
<b>Marketing</b>				
Further the Parks Department's goal of achieving greater self-sufficiency by securing community, nonprofit, and corporate financial sponsorships and/or donations for no less than 10 new special projects or ongoing Parks' program and services.	150%	100%	100%	100%
	12	8	8	10
	8	8	8	10

**PARKS**  
**Administration & Support Services (cont'd)**

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
	Pos.	Pos.	Pos.	Pos.
<b>Position Detail</b>				
<b>Administration</b>				
Parks Director	1.0	1.0	1.0	1.0
Business Manager	1.0	1.0	1.0	1.0
Safety Officer	1.0	1.0	1.0	--
Administrative Support Supervisor	1.0	1.0	1.0	1.0
Human Resources Technician	1.0	1.0	1.0	1.0
Admin Secretary	1.0	1.0	1.0	1.0
Office Assistant	--	1.5	1.5	--
Sub-Division Total	6.0	7.5	7.5	5.0
<b>Finance</b>				
Accounting Assistant	1.0	1.0	1.0	1.0
Office Assistant	0.5	--	--	--
Sub-Division Total	1.5	1.0	1.0	1.0
<b>Capital Projects/Planning</b>				
Project Manager	0.8	0.8	0.8	1.0
Civ Engineering Assoc	1.0	1.0	1.0	1.0
Planner	1.0	1.0	1.0	1.0
Sub-Division Total	2.8	2.8	2.8	3.0
<b>Reservations</b>				
Accounting Assistant	0.5	0.5	0.5	0.5
Office Assistant	1.5	1.5	1.5	1.5
Sub-Division Total	2.0	2.0	2.0	2.0
Division Total	12.3	13.3	13.3	11.0

**Park Visitation Data for July 1, 2006 - June 30, 2007**

<b>Camping Parks</b>		<b>Total Visitors</b>
Cachuma Lake		571,393
Jalama Beach		283,490
<b>Total Camping Parks</b>		<b>854,883</b>
<b>North County Day Use Parks</b>		<b>Total Visitors</b>
Nojoqui Park		81,638
Los Alamos Park		68,818
Miguelito Park		30,198
Ocean Park		80,453
Waller Park		677,590
<b>Total North County Day Use Parks</b>		<b>938,697</b>
<b>South County Day Use Parks</b>		<b>Total Visitors</b>
Arroyo Burro Beach		910,010
Goleta Beach		1,541,170
Lookout Park		317,250
Manning Park		207,150
Rincon Beach		392,298
Rocky Nook Park		214,558
Toro Canyon Park		63,465
Tucker's Grove Park		346,805
<b>Total South County Day Use Parks</b>		<b>3,992,706</b>
<b>Total Day Use Parks</b>		<b>4,931,403</b>
<b>Grand Total Visitation</b>		<b>5,786,286</b>

**PARKS**

**Administration & Support Services (cont'd)**



New Toro Canyon Park playground equipment



Upgraded buildings at Summerland Greenwell Preserve

**North County Parks and Developed Open Spaces (7,470 total acres)**

**Day Use Parks**

- Los Alamos Park (52)
- Miguelito Park (4)
- Nojoqui Falls Park (83)
- Ocean Beach Park (36)
- Providence Landing Park (12)
- Rancho Guadalupe Dunes Park (593)
- Richardson Park (9)
- Santa Rosa Park (21)
- Santa Ynez Park (1)
- Waller Park (154)

**Developed Open Spaces (neighborhood parks)**

- Domino (0.5)
  - Falcon (0.7)
  - Lee West (1.7)
  - Rice Ranch (0.8)
  - Stonebrook (3)
- Camping Parks**
- Cachuma Lake/Live Oak Camp (6,475)\*
  - Jalama Beach (23)

\*Includes Cachuma wilderness area (approximately 6,200 acres).

**South County Parks and Developed Open Spaces (380 total acres)**

**Day Use Parks**

- |                         |                      |                           |
|-------------------------|----------------------|---------------------------|
| Arroyo Burro Beach (13) | Manning Park (12)    | Toro Canyon Park (88)     |
| Goleta Beach (29)       | Oceanview Park (4)   | Tucker's Grove Park (118) |
| Isla Vista Park (1)     | Rincon Beach (11)    |                           |
| Lookout Park (4)        | Rocky Nook Park (20) |                           |

**Developed Open Spaces (neighborhood parks)**

- |                      |                           |                          |
|----------------------|---------------------------|--------------------------|
| Calle Barquero (5.3) | Rhoads (2.5)              | Tarragona (6.3)          |
| Kellogg (8.9)        | Road's End (0.2)          | Thunderbird (1.4)        |
| Lassen (2.2)         | Summerland/Greenwell (16) | Town & Country (9.2)     |
| Patterson (8.4)      | Tabano Hollow (8.7)       | University Circle (11.3) |

**PARKS**  
**South County Parks & Open Spaces**

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Use of Funds Summary</b>				
<i>Operating Expenditures</i>				
Day Use Parks & Devel. Open Spaces	\$ 1,655,455	\$ 2,075,912	\$ 2,375,347	\$ 2,665,285
Trails & Undeveloped Open Spaces	179,996	166,493	204,704	161,254
Building Grounds	337,844	334,181	409,040	360,451
Operating Sub-Total	2,173,295	2,576,586	2,989,091	3,186,990
Less: Intra-County Revenues	(50,000)	--	--	--
Operating Total	2,123,295	2,576,586	2,989,091	3,186,990
<i>Non-Operating Expenditures</i>				
Capital Assets	76,521	--	50,788	--
Expenditure Total	2,199,816	2,576,586	3,039,879	3,186,990
<i>Other Financing Uses</i>				
Operating Transfers	--	1,500	1,500	1,500
Division Total	\$ 2,199,816	\$ 2,578,086	\$ 3,041,379	\$ 3,188,490

**Character of Expenditures**

<i>Operating Expenditures</i>				
Regular Salaries	1,276,921	1,383,440	1,423,380	1,495,837
Overtime	14,307	10,800	17,900	12,200
Extra Help	84,595	71,909	95,000	70,355
Benefits	400,336	499,987	476,620	604,570
Salaries & Benefits Sub-Total	1,776,159	1,966,136	2,012,900	2,182,962
Services & Supplies	397,136	610,450	976,191	1,004,028
Operating Sub-Total	2,173,295	2,576,586	2,989,091	3,186,990
Less: Intra-County Revenues	(50,000)	--	--	--
Operating Total	2,123,295	2,576,586	2,989,091	3,186,990
<i>Non-Operating Expenditures</i>				
Capital Assets	76,521	--	50,788	--
Expenditure Total	\$ 2,199,816	\$ 2,576,586	\$ 3,039,879	\$ 3,186,990

**Source of Funds Summary**

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<i>Departmental Revenues</i>				
Other Charges for Services	\$ 518,782	\$ 462,000	\$ 454,500	\$ 638,000
Miscellaneous Revenue	26,716	29,300	29,282	30,400
Revenue Sub-Total	545,498	491,300	483,782	668,400
Less: Intra-County Revenues	(50,000)	--	--	--
Revenue Total	495,498	491,300	483,782	668,400
<i>General Fund Contribution</i>	1,203,118	1,511,786	1,939,909	1,920,090
<i>Other Financing Sources</i>				
Operating Transfers	500,000	575,000	617,688	600,000
Sale of Property	1,200	--	--	--
Division Total	\$ 2,199,816	\$ 2,578,086	\$ 3,041,379	\$ 3,188,490

	Actual FY 06-07		Adopted FY 07-08		Est. Actual FY 07-08		Recommended FY 08-09	
	Pos.	FTE	Pos.	FTE	Pos.	FTE	Pos.	FTE

**Position Summary**

<i>Permanent</i>								
Day Use Parks & Devel. Open Spaces	23.0	19.6	22.0	20.6	22.0	21.5	22.0	20.2
Trails & Undeveloped Open Spaces	--	1.7	--	1.0	--	1.8	--	1.0
Building Grounds	3.0	4.4	4.0	3.9	4.0	4.3	4.0	3.8
Total Permanent	26.0	25.7	26.0	25.5	26.0	27.6	26.0	25.0
<i>Non-Permanent</i>								
Extra Help	--	1.6	--	2.3	--	3.7	--	2.3
Total Positions	26.0	27.3	26.0	27.8	26.0	31.3	26.0	27.2

**SERVICE DESCRIPTION**

Provide maintenance, landscaping and visitor services for inland and beach day use parks, open spaces, grounds surrounding County buildings, beach access ways, and trails to ensure safe recreational and leisure opportunities in attractive park and natural settings.

**Significant Changes (FY 2007-08 Adopted to FY 2007-08 Estimated Actual)**

The FY 2007-08 Estimated Actual operating expenditures increased by \$412,000, to \$2,989,000, from the FY 2007-08 Adopted Budget of \$2,577,000. This 16% increase was the result of:

- +\$412,000 – Utility expenses (electricity, natural gas, water, refuse, and sewer) charged to the South County Parks Division, rather than the Administration and North County Parks Division, which is where these expenses were Adopted.

The FY 2007-08 Estimated Actual operating revenues decreased by \$7,000, to \$484,000, from the FY 2007-08 Adopted Budget of \$491,000. This 1% decrease was the result of:

- -\$7,000 – Decreased concession revenue from the restaurant at Arroyo Burro Beach.

**Significant Changes (FY 2007-08 Estimated Actual to FY 2008-09 Recommended)**

The FY 2008-09 Recommended operating expenditures will increase by \$198,000, to \$3,187,000, from the FY 2007-08 Estimated Actuals of \$2,989,000. This 7% increase is the result of:

- +\$170,000 – Increased salaries and benefits costs due to retirement cost increases, negotiated cost-of-living adjustments and merit increases;
- +\$17,000 – Increased motor pool charges primarily related to increased gas prices;
- +\$11,000 – Increased contractual services costs related to maintenance of the San Marcos Foothills Preserve.

The FY 2008-09 Recommended operating revenues will increase by \$184,000, to \$668,000, from the FY 2007-08 Estimated Actuals of \$484,000. This 38% increase is the result of:

- +\$184,000 – Increased concession lease revenue from the restaurants at Goleta Beach and Arroyo Burro Beach, primarily due to a new concession lease agreement for the Arroyo Burro Beach restaurant.

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
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**Recurring Performance Measures**

**Day Use Parks & Developed Open Spaces**

Remain responsive to the needs of park users by achieving a response of "yes" to the following question on 100% of 82 annual customer satisfaction surveys returned: "Did the quality of your experience in the park meet your expectations?"	100%	100%	93%	100%
	82	150	140	82
	82	150	150	82

Number of trees receiving preventative maintenance out of a total inventory of 13,500 trees throughout County parks, open spaces, and building grounds.	161	100	75	40
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**PARKS**

**South County Parks & Open Spaces (cont'd)**

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Recurring Performance Measures</b>				
Acres of inland and beach day use parks, camping parks, open spaces, grounds , and beach access ways, landscaped and maintained.	663	863	863	863
Maintain a well-trained, professional, and responsive organization by providing at least one training opportunity for 100% of 26 employees consistent with the training goals identified for their classifications.	100% 26 26	100% 26 26	100% 26 26	100% 26 26
Total number of work orders completed for South County Parks.	99% 494 496	100% 500 500	100% 500 500	100% 500 500

	Actual FY 06-07 Pos.	Adopted FY 07-08 Pos.	Est. Actual FY 07-08 Pos.	Recommended FY 08-09 Pos.
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**Position Detail**

**Day Use Parks & Devel. Open Spaces**

Deputy Park Director	1.0	1.0	1.0	1.0
Park Operations Manager	1.0	1.0	1.0	1.0
Maintenance Leader	1.0	1.0	1.0	1.0
Mechanic/Welder	1.0	1.0	1.0	1.0
Maintenance Plumber	1.0	1.0	1.0	1.0
Park Maintenance Worker	4.0	4.0	4.0	4.0
Park Ranger	14.0	13.0	13.0	13.0
Sub-Division Total	23.0	22.0	22.0	22.0

**Building Grounds**

Park Ranger	3.0	4.0	4.0	4.0
Sub-Division Total	3.0	4.0	4.0	4.0
Division Total	26.0	26.0	26.0	26.0

**PARKS**  
**North County Parks & Open Spaces**

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Use of Funds Summary</b>				
<i>Operating Expenditures</i>				
Day Use Parks & Devel. Open Spaces	\$ 1,527,244	\$ 1,972,521	\$ 1,587,922	\$ 1,987,189
Camping Parks	2,819,132	2,649,250	2,828,473	2,646,492
Trails & Undeveloped Open Spaces	4,404	7,500	11,100	7,500
Building Grounds	84,982	95,658	86,000	98,710
Operating Sub-Total	4,435,762	4,724,929	4,513,495	4,739,891
Less: Intra-County Revenues	(628)	--	--	--
Operating Total	4,435,134	4,724,929	4,513,495	4,739,891
<i>Non-Operating Expenditures</i>				
Capital Assets	61,616	--	900	--
Expenditure Total	4,496,750	4,724,929	4,514,395	4,739,891
<i>Other Financing Uses</i>				
Operating Transfers	105,986	218,258	188,508	305,357
Designated for Future Uses	87,669	87,669	87,669	--
Division Total	\$ 4,690,405	\$ 5,030,856	\$ 4,790,572	\$ 5,045,248

**Character of Expenditures**

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<i>Operating Expenditures</i>				
Regular Salaries	1,767,344	1,757,923	1,766,200	1,837,541
Overtime	15,085	27,400	31,300	28,600
Extra Help	372,403	338,855	338,000	340,035
Benefits	557,350	648,520	618,523	755,961
Salaries & Benefits Sub-Total	2,712,182	2,772,698	2,754,023	2,962,137
Services & Supplies	1,701,357	1,926,231	1,733,472	1,750,754
Principal & Interest	22,223	26,000	26,000	27,000
Operating Sub-Total	4,435,762	4,724,929	4,513,495	4,739,891
Less: Intra-County Revenues	(628)	--	--	--
Operating Total	4,435,134	4,724,929	4,513,495	4,739,891
<i>Non-Operating Expenditures</i>				
Capital Assets	61,616	--	900	--
Expenditure Total	\$ 4,496,750	\$ 4,724,929	\$ 4,514,395	\$ 4,739,891

**Source of Funds Summary**

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<i>Departmental Revenues</i>				
Interest	\$ 5,220	\$ 4,100	\$ 5,200	\$ 5,350
Federal & State Revenues	89,601	86,050	87,620	89,700
Other Charges for Services	2,886,083	2,867,300	3,035,600	3,319,800
Miscellaneous Revenue	393,291	403,864	387,697	490,697
Revenue Sub-Total	3,374,195	3,361,314	3,516,117	3,905,547
Less: Intra-County Revenues	(628)	--	--	--
Revenue Total	3,373,567	3,361,314	3,516,117	3,905,547
<i>General Fund Contribution</i>				
	1,210,152	1,292,973	1,002,086	754,322
<i>Other Financing Sources</i>				
Operating Transfers	105,986	213,900	184,150	301,000
Sale of Property	700	--	550	--
Use of Prior Fund Balances	--	162,669	87,669	84,379
Division Total	\$ 4,690,405	\$ 5,030,856	\$ 4,790,572	\$ 5,045,248

	Actual FY 06-07		Adopted FY 07-08		Est. Actual FY 07-08		Recommended FY 08-09	
	Pos.	FTE	Pos.	FTE	Pos.	FTE	Pos.	FTE
<b>Position Summary</b>								
<i>Permanent</i>								
Day Use Parks & Devel. Open Spaces	15.0	16.4	15.0	14.2	15.0	14.5	15.0	13.9
Camping Parks	18.0	26.2	19.0	15.7	19.0	21.8	18.0	15.4
Building Grounds	--	0.4	--	0.5	--	0.3	--	0.5
Total Permanent	33.0	43.0	34.0	30.4	34.0	36.6	33.0	29.8
<i>Non-Permanent</i>								
Extra Help	--	1.7	--	12.5	--	3.6	--	12.2
Total Positions	33.0	44.7	34.0	42.9	34.0	40.2	33.0	42.0

**SERVICE DESCRIPTION**

Provide maintenance, landscaping and visitor services for inland and beach day use parks, camping parks, open spaces, grounds surrounding County buildings, and trails to ensure safe recreational and leisure opportunities in attractive park and natural settings.

**Significant Changes (FY 2007-08 Adopted to FY 2007-08 Estimated Actual)**

The FY 2007-08 Estimated Actual operating expenditures decreased by \$212,000, to \$4,513,000, from the FY 2007-08 Adopted Budget of \$4,725,000. This 4% decrease was the result of:

- -\$180,000 – Savings in contractual services costs for the operation and maintenance of Providence Landing Park due to a delay in the County’s acceptance of the park from the developer;
- -\$32,000 – Utility expenses (electricity, natural gas, water, refuse, and sewer) charged to the South County Parks Division, rather than the North County Parks Division, which is where these expenses were Adopted.

The FY 2007-08 Estimated Actual operating revenues increased by \$155,000, to \$3,516,000, from the FY 2007-08 Adopted Budget of \$3,361,000. This 5% increase was the result of:

- +\$155,000 – Increased camping and day use fee revenues at Cachuma Lake and Jalama Beach due to fee increases approved by the Board in October 2007.

**Significant Changes (FY 2007-08 Estimated Actual to FY 2008-09 Recommended)**

The FY 2008-09 Recommended operating expenditures will increase by \$227,000, to \$4,740,000, from the FY 2007-08 Estimated Actuals of \$4,513,000. This 5% increase is the result of:

- +\$208,000 – Increased salaries and benefits costs due to retirement cost increases, negotiated cost-of-living adjustments and merit increases;
- +\$19,000 – Increased motor pool charges primarily related to increased gas prices.

The FY 2008-09 Recommended operating revenues will increase by \$390,000, to \$3,906,000, from the FY 2007-08 Estimated Actuals of \$3,516,000. This 11% increase is the result of:

- +\$278,000 – Increased camping and day use fee revenues at Cachuma Lake and Jalama Beach due to fee increases approved by the Board in FY 2007-08;
- +\$112,000 – Increased assessment fee revenues from the Providence Landing CFD.

In FY 2006-07, the Board earmarked \$75,000 to be allocated from the General Fund on an ongoing basis to subsidize the annual assessment paid by the taxpayers in the Providence Landing CFD for operation and maintenance of Providence Landing Park. This is also included within the 2008-09 Recommended budget.

**PARKS**

**North County Parks & Open Spaces (cont'd)**

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Recurring Performance Measures</b>				
<b>Day Use Parks &amp; Developed Open Spaces</b>				
Remain responsive to the needs of park users by achieving a response of "yes" to the following question on 100% of 80 annual customer satisfaction surveys returned: "Did the quality of your experience in the park meet your expectations?"	100%	100%	95%	100%
	30	100	95	80
	30	100	100	80
Number of trees receiving preventative maintenance out of a total inventory of 9,500 trees throughout County parks, open spaces, and building grounds.	227	100	75	40
Maintain a well-trained, professional, and responsive organization by providing at least one training opportunity for 100% of 30 employees consistent with the training goals identified for their classifications.	100%	100%	100%	100%
	30	30	30	30
	30	30	30	30
Optimize availability and opportunity for recreational facilities by completing 100% of approximately 15 major maintenance or improvement projects planned within the North County Parks' four-month work plans during FY 2008-09.	15	15	15	15
<b>Camping Parks</b>				
Remain responsive to the needs of park users by achieving a response of "yes" to the following question on 80% of 150 annual customer satisfaction surveys returned: "Did the quality of your experience in the park meet your expectations?"	100%	80%	80%	80%
	119	80	80	120
	119	100	100	150
Increase camping park user fee revenue by 9%, from \$3,169,600 to \$3,451,700.	100%	100%	105%	100%
	3,031,348	2,998,300	3,169,600	3,451,700
	3,022,700	2,998,300	2,998,300	3,451,700

**PARKS**  
**North County Parks & Open Spaces (cont'd)**

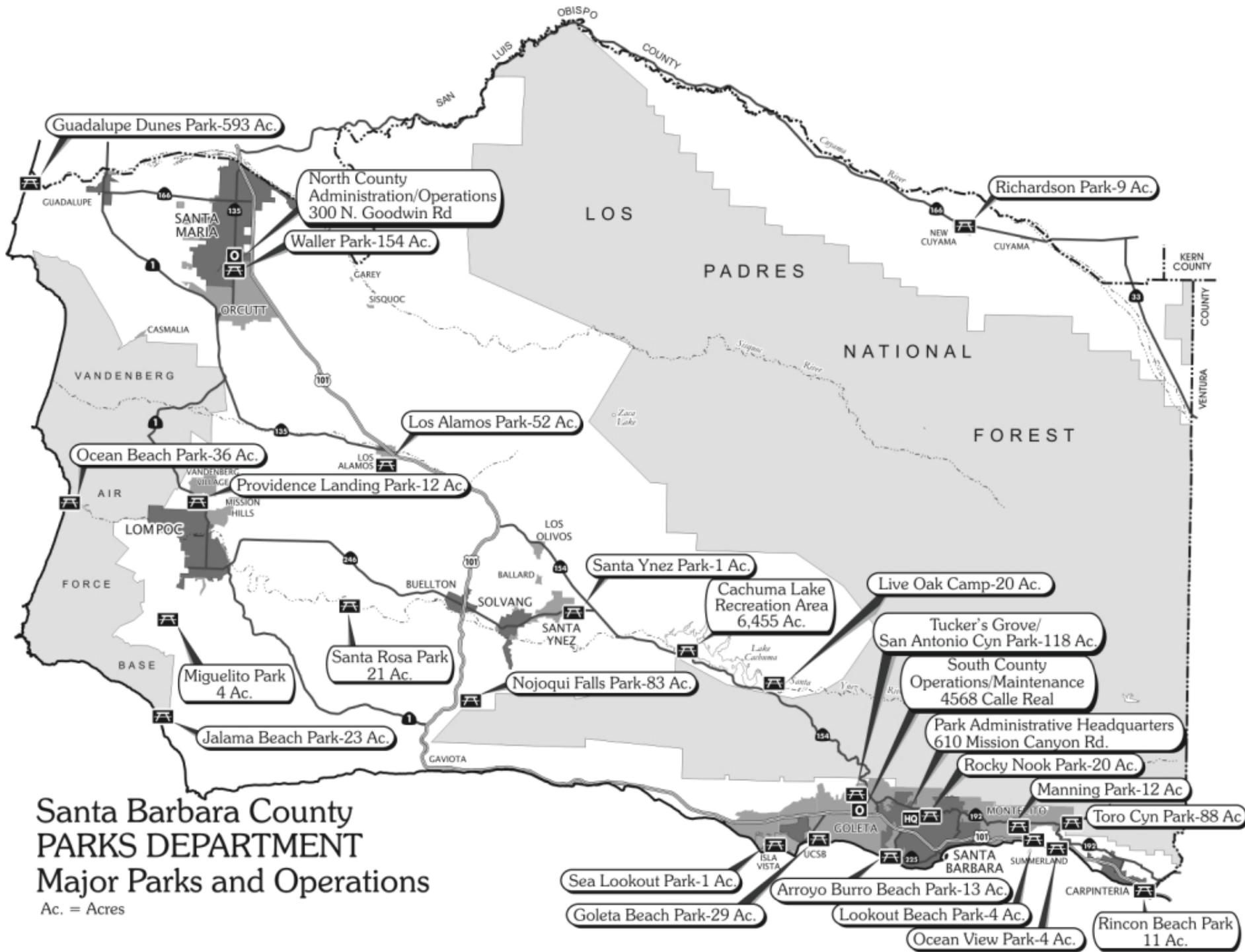
	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
	Pos.	Pos.	Pos.	Pos.
<b>Position Detail</b>				
<b>Day Use Parks &amp; Devel. Open Spaces</b>				
Deputy Park Director	1.0	1.0	1.0	1.0
Park Operations Manager	1.0	1.0	1.0	1.0
Mechanic/Welder	1.0	1.0	1.0	1.0
Maintenance Plumber	1.0	1.0	1.0	1.0
Park Maintenance Worker	2.0	2.0	2.0	3.0
Park Ranger	9.0	9.0	9.0	8.0
Sub-Division Total	15.0	15.0	15.0	15.0
<b>Camping Parks</b>				
Park Operations Manager	1.0	1.0	1.0	1.0
Maintenance Leader	1.0	1.0	1.0	1.0
Plant Operations Chief	1.0	1.0	1.0	1.0
Plant Operator	1.0	1.0	1.0	1.0
Naturalist	1.0	1.0	1.0	1.0
Assistant Naturalist	1.0	1.0	1.0	1.0
Human Resources Technician	--	1.0	1.0	1.0
Park Maintenance Worker	2.0	2.0	2.0	2.0
Accounting Assistant	1.0	--	--	--
Park Ranger	9.0	10.0	10.0	9.0
Sub-Division Total	18.0	19.0	19.0	18.0
Division Total	33.0	34.0	34.0	33.0



New Cachuma Lake boat launch ramp (under construction)



North County Parks maintenance yard improvements



**PARKS**  
**Arts Commission**

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Use of Funds Summary</b>				
<i>Operating Expenditures</i>				
General and Administrative	\$ 171,530	\$ 206,551	\$ 187,579	\$ 218,239
Public Art	148,801	210,475	246,400	224,820
Grants Management	463,386	452,086	448,740	419,800
Operating Sub-Total	783,717	869,112	882,719	862,859
Less: Intra-County Revenues	(34,583)	--	--	--
Expenditure Total	749,134	869,112	882,719	862,859
<i>Other Financing Uses</i>				
Operating Transfers	1,427	1,420	1,420	1,420
Designated for Future Uses	779,607	744,702	758,000	738,449
Division Total	\$ 1,530,168	\$ 1,615,234	\$ 1,642,139	\$ 1,602,728

**Character of Expenditures**

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<i>Operating Expenditures</i>				
Regular Salaries	158,045	190,770	173,772	197,610
Overtime	--	--	142	150
Extra Help	25,389	22,063	22,050	28,352
Benefits	52,153	69,336	59,607	80,501
Salaries & Benefits Sub-Total	235,587	282,169	255,571	306,613
Services & Supplies	548,130	586,943	627,148	556,246
Operating Sub-Total	783,717	869,112	882,719	862,859
Less: Intra-County Revenues	(34,583)	--	--	--
Expenditure Total	\$ 749,134	\$ 869,112	\$ 882,719	\$ 862,859

**Source of Funds Summary**

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<i>Departmental Revenues</i>				
Interest	\$ 29,038	\$ 14,077	\$ 16,000	\$ 16,000
Other Charges for Services	739,287	730,625	742,000	722,449
Miscellaneous Revenue	10,237	--	--	--
Revenue Sub-Total	778,562	744,702	758,000	738,449
Less: Intra-County Revenues	(34,583)	--	--	--
Revenue Total	743,979	744,702	758,000	738,449
<i>General Fund Contribution</i>	50,145	125,830	126,139	125,830
<i>Other Financing Sources</i>				
Use of Prior Fund Balances	736,044	744,702	758,000	738,449
Division Total	\$ 1,530,168	\$ 1,615,234	\$ 1,642,139	\$ 1,602,728

	Actual FY 06-07		Adopted FY 07-08		Est. Actual FY 07-08		Recommended FY 08-09	
	Pos.	FTE	Pos.	FTE	Pos.	FTE	Pos.	FTE
<b>Position Summary</b>								
<i>Permanent</i>								
General and Administrative	1.6	1.6	1.8	1.8	1.8	1.8	1.8	1.8
Public Art	0.8	0.8	1.0	1.0	1.0	1.0	1.0	1.0
Grants Management	--	--	--	--	--	0.0	--	--
Total Permanent	2.4	2.4	2.8	2.8	2.8	2.8	2.8	2.8
<i>Non-Permanent</i>								
Extra Help	--	0.4	--	0.4	--	0.5	--	0.6
Total Positions	2.4	2.8	2.8	3.2	2.8	3.3	2.8	3.4

**Significant Changes (FY 2007-08 Adopted to FY 2007-08 Estimated Actual)**

The FY 2007-08 Estimated Actual operating expenditures increased by \$14,000, to \$883,000, from the FY 2007-08 Adopted Budget of \$869,000. This 2% increase was the result of:

- +\$14,000 – Increased costs for public art programs and projects funded by the City of Santa Barbara.

The FY 2007-08 Estimated Actual operating revenues increased by \$13,000, to \$758,000, from the FY 2007-08 Adopted Budget of \$745,000. This 2% increase was the result of:

- +\$13,000 – Increased funding from the City of Santa Barbara for public art programs and projects.

**Significant Changes (FY 2007-08 Estimated Actual to FY 2008-09 Recommended)**

The FY 2008-09 Recommended operating expenditures will decrease by \$20,000, to \$863,000, from the FY 2007-08 Estimated Actuals of \$883,000. This 2% decrease is the result of:

- -\$20,000 – Decreased costs for public art programs and projects due to decreased funding received from the City of Santa Barbara.

The FY 2008-09 Recommended operating revenues will decrease by \$20,000, to \$738,000, from the FY 2007-08 Estimated Actuals of \$758,000. This 3% decrease is the result of:

- -\$20,000 – Decreased funding from the City of Santa Barbara for public art programs and projects.

**SERVICE DESCRIPTION**

Administer a regional program of arts support and cultural development including the County “One Percent for Art” program and the Public/Private Arts Partnership program. Promote Santa Barbara County as an international cultural arts destination and highlight regional cultural traditions, festivals, institutions, and venues. Operate the Channing Peake and Betteravia public art galleries as well as the biennial “State of the Art” sculpture gallery and City Hall gallery in the City of Santa Barbara. Maintain the archives and art in the County Arts Commission collection. Provide information and referrals for County arts activities and technical assistance to artists, arts and cultural organizations, and the public.

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
Pos.	Pos.	Pos.	Pos.	Pos.
<b>Position Detail</b>				
<b>General and Administrative</b>				
Executive Director	0.8	1.0	1.0	1.0
Fiscal Analyst	0.8	0.8	0.8	0.8
Sub-Division Total	1.6	1.8	1.8	1.8
<b>Public Art</b>				
Visual Arts Coordinator	0.8	1.0	1.0	1.0
Sub-Division Total	0.8	1.0	1.0	1.0
Division Total	2.4	2.8	2.8	2.8



“Joyful Desolation,” by Dorothy Churchill Johnson, on display in the Treasurer-Tax Collector’s Office

**PARKS**

**Arts Commission (cont'd)**

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Recurring Performance Measures</b>				
<b>Public Art</b>				
Number of combined art exhibitions organized and mounted at the Channing Peake Gallery in Santa Barbara and the Betteravia Gallery in Santa Maria.	6	7	7	7
Annual number of articles published in print and other media promoting public art in the County.	77	40	40	50
Annual number of requests for information and referrals on providing technical assistance to artists, arts organizations, nonprofits, and the public.	516	500	600	600
Partner with local arts organizations and institutions to produce 15 exhibitions or events annually that promote public art in the County.	1	10	20	15

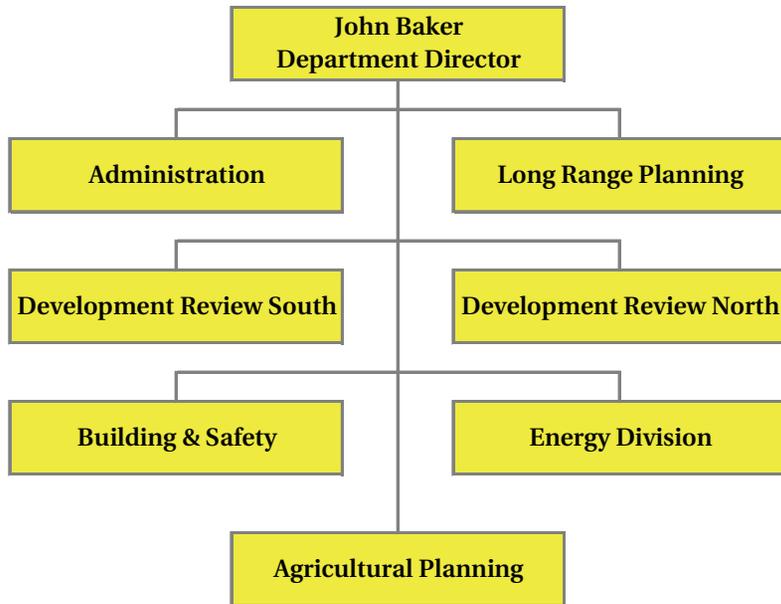


“Coastal Reverie,” by Dorothy Churchill Johnson, on display in the Treasurer-Tax Collector’s Office

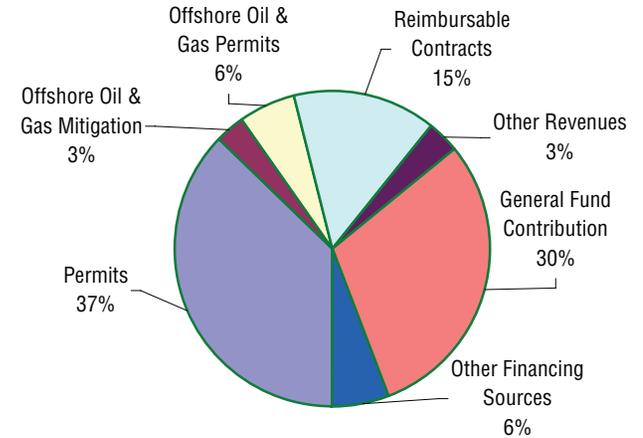
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# PLANNING & DEVELOPMENT

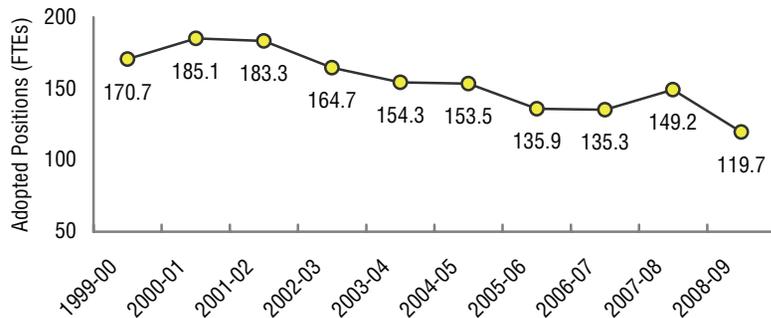
Budget & Positions (FTEs)	
Operating	\$ 20,923,885
Capital	44,000
Positions	119.7 FTEs



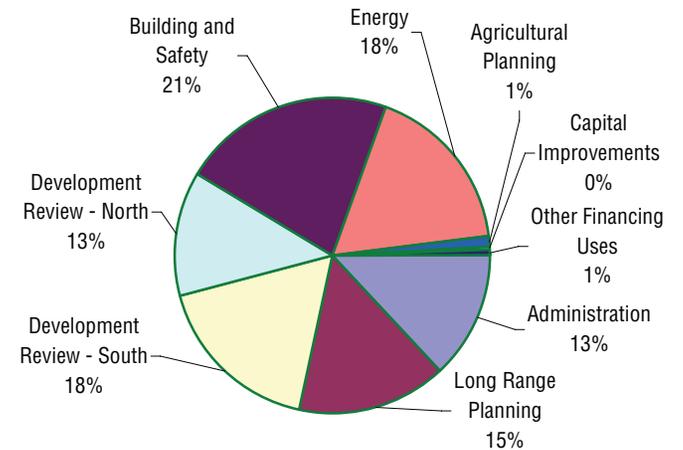
## SOURCE OF FUNDS



## STAFFING TREND



## USE OF FUNDS



**PLANNING & DEVELOPMENT**

**Department Summary**

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Use of Funds Summary</b>				
<i>Operating Expenditures</i>				
Administration	\$ 2,583,422	\$ 2,645,709	\$ 3,071,702	\$ 2,763,208
Long Range Planning	933,191	3,696,214	3,273,934	3,204,408
Development Review - South	3,364,388	4,140,181	3,263,208	3,700,586
Development Review - North	2,626,588	3,311,334	2,707,545	2,719,394
Building and Safety	4,818,988	5,993,476	4,521,525	4,588,949
Energy	1,967,815	5,075,074	3,764,760	3,722,417
Agricultural Planning	--	239,562	129,843	224,923
Operating Sub-Total	16,294,392	25,101,550	20,732,517	20,923,885
Less: Intra-County Revenues	(143,600)	--	--	--
Operating Total	16,150,792	25,101,550	20,732,517	20,923,885
<i>Non-Operating Expenditures</i>				
Capital Assets	1,826	200,000	88,000	44,000
Expenditure Total	16,152,618	25,301,550	20,820,517	20,967,885
<i>Other Financing Uses</i>				
Operating Transfers	19,909	20,582	95,582	68,881
Designated for Future Uses	765,977	590,882	599,411	57,000
Department Total	<u>\$ 16,938,504</u>	<u>\$ 25,913,014</u>	<u>\$ 21,515,510</u>	<u>\$ 21,093,766</u>

**Character of Expenditures**

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<i>Operating Expenditures</i>				
Regular Salaries	\$ 8,345,862	\$ 10,914,055	\$ 10,145,625	\$ 9,559,992
Overtime	55,648	86,557	41,350	44,500
Extra Help	267,159	194,679	221,117	197,002
Benefits	2,525,400	3,801,276	3,236,998	3,684,782
Salaries & Benefits Sub-Total	11,194,069	14,996,567	13,645,090	13,486,276
Services & Supplies	4,863,306	7,772,879	5,755,323	5,948,362
Contributions	237,017	2,332,104	1,332,104	1,489,247
Operating Sub-Total	16,294,392	25,101,550	20,732,517	20,923,885
Less: Intra-County Revenues	(143,600)	--	--	--
Operating Total	16,150,792	25,101,550	20,732,517	20,923,885
<i>Non-Operating Expenditures</i>				
Capital Assets	1,826	200,000	88,000	44,000
Expenditure Total	<u>\$ 16,152,618</u>	<u>\$ 25,301,550</u>	<u>\$ 20,820,517</u>	<u>\$ 20,967,885</u>

Note: Presentation of the individual program amounts for fiscal years 2006-07 and 2007-08 have been adjusted to provide a consistent level of detail with the fiscal year 2008-09 budget, however, the totals for 2006-07 and 2007-08 have not been changed.

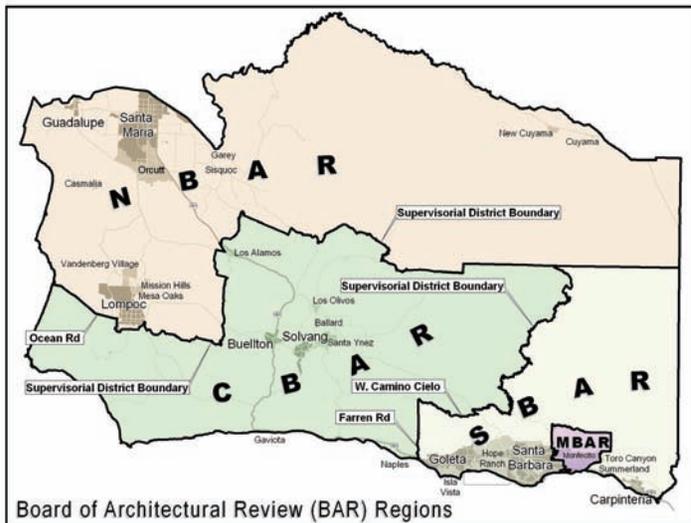
	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Source of Funds Summary</b>				
<i>Departmental Revenues</i>				
Interest	\$ 171,770	\$ 120,300	\$ 182,500	\$ 149,800
Federal & State Revenues	47,500	327,262	288,104	--
Development Review Permits	4,487,476	4,982,276	4,612,500	4,168,526
Onshore Oil & Gas Inspection	196,524	253,000	267,000	280,000
Building & Safety Permits	3,518,236	4,928,686	3,321,000	3,416,500
Reimbursable Contracts	1,654,851	3,415,772	2,141,545	3,092,000
Offshore Oil & Gas Permits	1,174,435	1,376,867	1,265,764	1,236,795
Offshore Oil & Gas Mitigation	610,142	573,300	645,500	630,750
Violation Fees & Fines	214,822	250,440	231,500	219,493
Administrative Charges	180,326	116,400	154,090	127,170
Miscellaneous Revenue	(257,647)	410,786	184,430	186,950
Revenue Sub-Total	11,998,435	16,755,089	13,293,933	13,507,984
Less: Intra-County Revenues	(143,600)	--	--	--
Revenue Total	11,854,835	16,755,089	13,293,933	13,507,984
<i>General Fund Contribution</i>				
	3,330,995	6,665,440	6,639,853	6,333,552
<i>Other Financing Sources</i>				
Operating Transfers	--	--	139,752	--
Sale of Property	1,500	--	--	--
Use of Prior Fund Balances	1,751,174	2,492,485	1,441,972	1,252,230
Department Total	<u>\$ 16,938,504</u>	<u>\$ 25,913,014</u>	<u>\$ 21,515,510</u>	<u>\$ 21,093,766</u>

## 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 prosperity across the county.

	Actual FY 06-07		Adopted FY 07-08		Est. Actual FY 07-08		Recommended FY 08-09	
	Pos.	FTE	Pos.	FTE	Pos.	FTE	Pos.	FTE
<b>Position Summary</b>								
<i>Permanent</i>								
Administration	29.1	20.8	30.4	21.7	30.4	20.1	23.8	15.3
Long Range Planning	--	0.1	20.5	20.5	20.5	19.4	18.5	19.8
Development Review - South	23.5	23.6	23.5	23.4	23.5	23.0	22.0	19.0
Development Review - North	24.8	22.7	23.5	22.6	23.5	22.4	19.8	18.6
Building and Safety	49.8	44.9	49.8	47.2	49.8	41.3	38.0	35.2
Energy	13.5	9.8	12.5	10.6	12.5	8.1	9.5	8.3
Agricultural Planning	--	--	2.0	2.0	2.0	1.0	2.0	2.0
<b>Total Permanent</b>	<b>140.6</b>	<b>121.9</b>	<b>162.1</b>	<b>147.9</b>	<b>162.1</b>	<b>135.1</b>	<b>133.6</b>	<b>118.3</b>
<i>Non-Permanent</i>								
Contract	--	2.2	--	0.4	--	1.5	--	1.0
Extra Help	--	0.6	--	1.0	--	1.1	--	0.5
<b>Total Positions</b>	<b>140.6</b>	<b>124.7</b>	<b>162.1</b>	<b>149.2</b>	<b>162.1</b>	<b>137.7</b>	<b>133.6</b>	<b>119.7</b>

Note: FTE and position totals may not sum correctly due to rounding.



Established in January 2006, Regional BARs have been extended for five years as a result of community satisfaction.

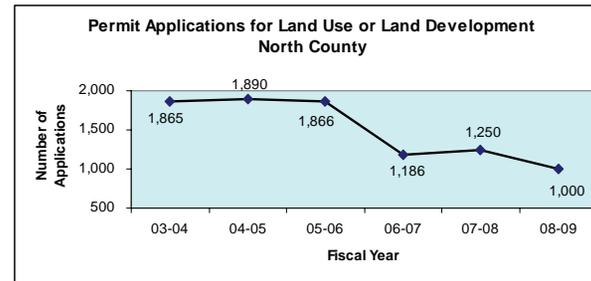
## PLANNING & DEVELOPMENT

### Department Summary (cont'd)

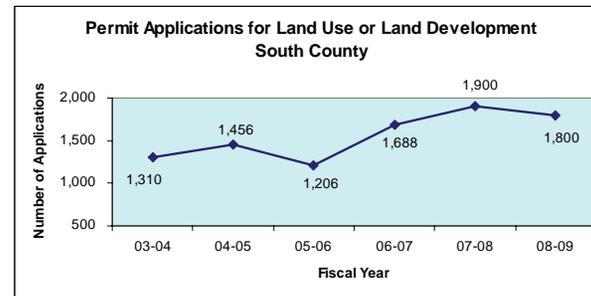
#### Budget Organization

The Planning and Development Department includes the following services: Development Services, Long Range Planning, Administration and Agricultural Planning. 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. The department has 119.7 positions with offices in Santa Barbara and Orcutt, and a satellite office in the Santa Ynez Valley.

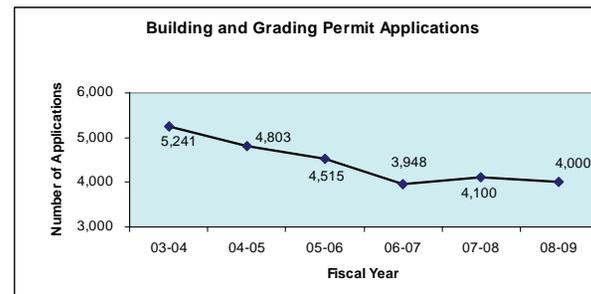
#### Activity Indicators



Permit applications in the north county have slowed in the past two years as a result of the down turn in new home construction.



Permit applications in the south county have remained steady. Fewer large commercial projects are being submitted, with an increase in major single family residential re-models and rebuilds.



Building permit activity has declined over the past two years. Permits for new home construction in the north county have contributed to this trend.

## PLANNING & DEVELOPMENT

### Department Summary (cont'd)

#### Significant Changes (FY 2007-08 Adopted to FY 2007-08 Estimated Actual)

The Fiscal Year 2007-08 Estimated Actual operating expenditures decreased by \$4,369,000 to \$20,733,000 from the Fiscal Year 2007-08 Adopted Budget of \$25,102,000. This 17% decrease is the net result of:

- +\$340,000 - Upgrade to Accela Permit Management System;
- -\$1,843,000 - Reduced permitting contracts due to slowing permit activity;
- -\$1,351,000 - Decreased salaries and benefits (11.5 FTE) mainly due to slowing permitting activity;
- -\$1,000,000 - Coastal Resource Enhancement Fund awards deferred to next fiscal year;
- -\$360,000 - Discontinuing professional services contract for Tiger Salamander (\$178,000) and reduced scope for Los Alamos Community Plan (\$182,000);
- -\$120,000 - Not expending contracts for virtual one stop, digital archiving and continuous improvement;
- -\$35,000 - Miscellaneous service and supply accounts.

The Fiscal Year 2007-08 Estimated Actual operating revenues decreased by \$3,461,000 to \$13,294,000 from the Fiscal Year 2007-08 Adopted Budget of \$16,755,000. This 21% decrease is the net result of:

- +\$73,000 - Coastal Resource Enhancement Fund contributions increased;
- +\$63,000 - Coastal Resource Enhancement Fund interest based on fund balance;
- +\$49,000 - Petroleum fees increased in September 2007;
- -\$2,106,000 - Reduced permitting revenue from building and land use permits;
- -\$1,274,000 - Reduced permitting contracts due to slowing permit activity;
- -\$227,000 - Miscellaneous revenue: Developer contribution not received to offset Los Alamos Community Plan cost (\$182,000) and less permit processing reduces technology fee revenue (\$45,000);
- -\$39,000 - Grants completed.

This Fiscal Year 2007-08 Estimated Actual Capital Assets decreased by \$112,000 to \$88,000 from the Fiscal Year 2007-08 Adopted Budget of \$200,000. This 56% decrease is due to:

- -\$112,000 - Money was reallocated from fixed assets to service and supplies for implementation of the Accela Permit Management System software service contract.

This Fiscal Year 2007-08 Estimated Actual Other Financing Uses increased by \$84,000 to \$695,000 from Fiscal Year 2007-08 Adopted Budget of \$611,000. This 14% increase is due to:

- +\$75,000 - Transfer to Public Works Roads Division for restoration of the Pt. Sal Road.
- +\$9,000 - Designations for interest earnings on agency funds for future projects

The Fiscal Year 2007-08 Estimated Actual Other Financing Sources decreased by \$910,000 to \$1,582,000 from the Fiscal Year 2007-08 Adopted Budget of \$2,492,000. This 37% decrease is a result of:

- -\$910,000 - Coastal Enhancement Resource Fund awards to be deferred until next fiscal year.

#### Significant Changes (FY 2007-08 Estimated Actual to FY 2008-09 Recommended)

The Fiscal Year 2008-09 Recommended Budget operating expenditures will increase by \$191,000 to \$20,924,000 from the Fiscal Year 2007-08 Estimated Actual of \$20,733,000. This 1% increase is the net result of:

- +\$653,000 - Net result of contracts for permitting services, Accela Permit Management System, and digital archiving;
- +\$445,000 - Coastal Resource Enhancement fund awards;
- +\$29,000 - Computer purchases for Accela Permit Management System upgrade;
- -\$490,000 - Reduced liability insurance costs;
- -\$287,000 - Gaviota land acquisition grant expended in FY 2007/08;
- -\$159,000 - Decreased salaries and benefits. Further reduction of 18 FTE offset rising salary and retirement costs.

The Fiscal Year 2008-09 Recommended Budget operating revenues will increase by \$214,000 to \$13,508,000 from Fiscal Year 2007-08 Estimated Actual of \$13,294,000. This 2% increase is the net result of:

- +\$961,000 - Reimbursable contracts for Environmental Impact Reports, plan check and consulting services for building;
- -\$399,000 - Decreased permitting revenue due to slowing permit activity;
- -\$287,000 - Gaviota land acquisition grant expended in FY 2007-08;
- -\$34,000 - Decreased interest earnings due to reduced Coastal Resource Enhancement Fund balance;
- -\$27,000 - Reduction in administrative services to Petroleum due to completing the automation project.

The Fiscal Year 2008-09 Recommended Budget Capital Assets will decrease by \$44,000 to \$44,000 from Fiscal Year 2007-08 Estimated Actual of \$88,000. This 50% change is due to:

- Acquiring the remaining hardware/software for the Accela Permit Management System.

The Fiscal Year 2008-09 Recommended Other Financing Uses will decrease by \$569,000 to \$126,000 from Fiscal Year 2007-08 Estimated Actual of \$695,000. This 82% change is due to:

- -\$569,000 - A reduction in designations for future use in the Coastal Enhancement Resource Fund.

## PLANNING & DEVELOPMENT

### Department Summary (cont'd)

The Fiscal Year 2008-09 Recommended Other Financing Sources will decrease by \$330,000 to \$1,252,000 from the Fiscal Year 2007-08 Estimated Actual of \$1,582,000. This 21% decrease is due to:

- -\$330,000 - A one time return of County vehicles and use of prior fund balances for previously deferred projects.

**Fiscal Year 2008-09 constraints require the Department to implement certain service level reductions.** These service level reductions include: GIS (Geographic Information System) work will be reduced for Long Range Planning projects and permit processing; mapping and GIS resources on the web will not be maintained at the current level and development of new GIS tools will be discontinued; support to Commissions and Committees will be reduced in the coming fiscal year (this reduction will delay the production of meeting minutes and reduce the ability to conduct hearings outside of the annual hearing calendar); reductions in administrative support will result in shorter reception desk hours, delays in responding to requests for public documents and slower response to accounting inquiries; development of a digital permit records management program will be discontinued; deletion of the planning process analyst position will greatly reduce the amount of staff training and development of tools for permit processing; reductions at the public counter will slow the processing of simple counter permits, and reduce the hours that the public counter is staffed; and reductions in Long Range Planning will decrease the available level of effort to update the general/community plans and special projects. These reductions result in a 6.8 FTE decrease. In FY 2008-09 the department will focus on core services and leverage technology to deliver effective services to our customers. Next fiscal year an upgrade to the permit information system will increase efficiency and improve customer service by providing an internet portal for the public, automatic alerts on project milestones, and project management features as well as a number of other features.

#### Departmental Priorities and Their Alignment With County Goals

In FY 2008-09, the Planning and Development Department will focus on the following: Process Improvement, Technology Enhancements, Customer Service, Agricultural Land Use Planning, General Plan Amendments, Developing Community Plans that Reflect Area Uniqueness, Managing High-Priority Special Projects, and Performing Strategic Planning.

The Planning and Development Department's strategic actions are primarily aligned with the following adopted Goals and Principles:

- Goal 1: Efficient and Responsive Government: An Efficient, Professionally Managed Government Able to Anticipate and to Effectively Respond to the Needs of the Community;**
- Goal 2: Health and Safety: A Safe and Healthy Community in Which to Live, Work and Visit;**
- Goal 3: Economic Vitality: A Community that is Economically Vital and Sustainable;**
- Goal 4: Quality of Life: A High Quality of Life for All Residents; and,**
- Goal 5: Citizen Involvement: A County Government that is Accessible, Open and Citizen Friendly.**

#### **Focus Area: Continuous Process Improvement as measured by:**

Current Year (FY 2007-08) Accomplishments:

- Continued to convene monthly meetings of the Process Improvement Oversight Committee to obtain stakeholder input on improvements to the planning process. Sought public input regarding: Improvements to the permit review process through community meetings in the North and South County; presentations to development-oriented and neighborhood groups; distributing periodic Process Improvement Bulletins to the public at the public counter, public meetings and on the department's website.
- Continued to focus process improvement efforts on ministerial permitting, appeals process, agricultural permitting, customer service, and the zoning ordinances.
- Changed the follow-up permit for Conditional Use Permits and Development Plans from Land Use Permits to Zoning Clearances, thereby eliminating a second public notice and opportunity to appeal the same project.
- Revised the Coastal Development Permit process associated with discretionary projects to eliminate the potential for more than one appeal to the Coastal Commission on the same project.
- Reviewed the permit requirements for minor development and shifted the permit requirement from Land Use Permit to Zoning Clearance or exemption.
- Worked with the Oversight Committee and Agricultural Advisory Committee on proposals to down-shift the permit review for minor agricultural structures and uses, reduce the permit requirement for farm-worker units, and increase the threshold for a Development Plan requirement on large agricultural parcels.
- Adopted an integrated coastal and inland Land Use and Development Code for Montecito, and submitted the Code to the Coastal Commission for certification.
- Increased program, process and project information available on the website.
- Created criteria for identifying beneficial environmental restoration projects to encourage these projects.
- Comprehensively reviewed the Zoning Enforcement and Permit Compliance programs; identified and implemented improvements; ensured consistent processes throughout the County; and, documented procedures.
- Comprehensively reviewed the Board of Architectural Review (BAR) process and provided analysis to the Board of Supervisors, resulting in the extension of Regional BARs for five years.
- Reviewed and refined the definition and criteria for Hillside and Ridgeline review by the Board of Architectural Review.
- Prepared a user fee study to support changes in the Building and Safety fee structure and identify the potential for process improvements.

## PLANNING & DEVELOPMENT

### Department Summary (cont'd)

- Changed the review process for some discretionary actions (time extensions, road namings and renamings, coastal development permits) to allow for a waived public hearing after public notice in the event there is no public request for a hearing.
- Streamlined permitting process for adding cogeneration facilities to existing oil/gas operations.

#### Proposed Strategic Actions:

- Continue working with the County Executive Office, the Board of Supervisors, the Planning Commissions, Boards of Architectural Review, advisory bodies such as the Historic Landmarks Advisory Commission and the Agricultural Advisory Committee, and the Process Improvement Oversight Committee to identify and implement improvements to the permit process, reducing permit time and costs, and maintaining quality development in the County.
- Continue making internal changes in the department to improve the permit process.
- Monitor implementation of changes and adjust as necessary to ensure intended results are achieved.

#### Recommended Key Projects:

- Continue to work with the other departments to provide an integrated permit process. Incorporate the opportunities provided in the Accela Permit Management System upgrade project to improve integration of the departments engaged in the permit process.
- Further revise the County's noticing process for staff-issued and discretionary permits to improve clarity, consistency and inclusiveness.
- Provide better public and applicant information on permit status through the Accela Permit Management System.
- Finalize ordinance amendments in process for agricultural worker housing and to increase the development plan threshold for large agricultural parcels.
- Review the Historic Landmarks Advisory Commission process, identify any improvement opportunities and implement them.
- Complete Financial Assurance Rules for Energy Facilities to ensure removal of oil and gas facilities associated with onshore and offshore oil development when operations permanently cease.

#### **Focus Area: Technology Enhancements as measured by:**

##### Current Year (FY 07-08) Accomplishments:

- Began Phase I of the Accela Permit Management System upgrade project to improve project tracking and accountability and to provide better information to project applicants and the public.

- Created a desktop Geographic Information System (GIS) that provides easy access for staff and the public to maps of zoning, the general plan, land features, and other geographic data used in land development.
- Expanded management information relating to permit processing.
- Expanded permitting resources on the web, including a new parcel history report.

#### Proposed Strategic Actions:

- Use technology to increase efficiency and provide additional information to the public.
- Develop processes that expand online services, including plan submittal, inspection requests, research capability, and fee payment.

#### Recommended Key Projects:

- Complete Phase I of the Accela Permit Management System upgrade which will provide a single system to manage the land development permit process for all county departments, the ability to submit and track permits via the internet, and increase information and tools to staff.
- Plan for Phase II of the Accela Permit Management System upgrade, developing wireless access for field staff and integration with GIS.
- Continue to upgrade information on the department's website.

#### **Focus Area: Customer Service and Relations as measured by:**

##### Current Year (FY 2007-08) Accomplishments:

- Monitored the results from surveys provided to all customers of the department at the public counter and at the conclusion of the permit process to identify trends and any needed changes.
- Continued to improve the information available on and usability of the department website.
- Frequently updated the Land Use Development Code and Permit Procedures Manual to provide better tools to staff and customers of the department.
- Maintained geographic and ministerial permitting teams to improve case processing timelines.
- Continued to provide customer service workshops for new department staff.
- Continued to implement the department's training program and monitor staff's compliance with the training program in their evaluations.
- Managed the Coastal Resource Enhancement Fund, providing service to other County departments, agencies and non-profit organizations.
- Coordinated and submitted a Coastal Impact Assistance Plan to obtain funding of approximately \$850,000 per year for four years to fund County coastal projects.

**PLANNING & DEVELOPMENT**  
**Department Summary (cont'd)**

Proposed Strategic Actions:

- Continue to actively seek input from customers and act upon their recommendations.
- Promote department services to the public; highlight process improvements and new services to existing customers.
- Continue providing services to other agencies on oil, gas and building expertise.
- Coordinate the permit process with Long Range Planning, Agricultural Planning and Resource Conservation Planning.

Recommended Key Projects:

- Continue website improvements and prepare additional public brochures (as handouts and website information) explaining the department's services and processes to assist the department's customers.
- Regularly produce Process Improvement Bulletins and Newsletters to provide information on the services the department provides and the changes being made to improve services.
- Distribute customer surveys in application packets, online, at permit issuance, and in other general and specific correspondences to the public from the department; integrate recommendations into process improvement efforts.
- Implement improvements to the permit management and tracking system to provide on-line services to customers and an integrated permit process.
- Manage the upcoming Coastal Resource Enhancement Fund cycle, providing good customer service to other County departments, agencies and non-profits to bring projects to fruition.

**Focus Area: Agricultural Land Use Planning as measured by:**

Current Year (FY 2007-08) Accomplishments:

- Completed the Agriculture Resources Environmental/Economic Assessment study.
- Participated in the Agricultural Preserve Advisory Commission and Agricultural Advisory Committee meetings.
- Assisted in the agricultural analysis in California Environmental Quality Act (CEQA) documents for private development applications.
- Commented on environmental documents for projects in cities within the County.

Proposed Strategic Actions:

- Further coordinate and assist Development Services on project review related to agriculture.
- Maintain communications and coordination with Long Range Planning to further relationships with city jurisdictions and Local Agency Formation Commission (LAFCO).
- Continue to coordinate and assist in long-range planning programs implemented in Comprehensive Planning.

- Continue involvement in the Agricultural Preserve Program.
- Continue networking and educational efforts for County staff, other jurisdictions and the general public.

Proposed Key Projects:

- Develop policy to provide clear guidelines and procedures for making recommendations for Agricultural Buffers on new development proposals adjacent to agriculture.
- Work with other Planning & Development staff in policy and ordinance changes affecting housing on agricultural lands and other process improvement efforts.
- Continue to develop a consistent approach to determining Agricultural Viability using the County's adopted Environmental Thresholds.

**Focus Area: General Plan Amendments as measured by:**

Current Year (FY 2007-08) Accomplishments:

- Attained Board of Supervisors adoption of updated Uniform Rules for Agricultural Preserves and Farmland Security Zones, which implement the State of California's Williamson Act and Agricultural Preserve program.
- Continued to work to implement the 2003-2008 Housing Element. A formal response from State Housing and Community Development regarding the final status of the County's Housing Element is expected by the end of FY 2007-08.
- Attained Board of Supervisor's approval to convert approximately 58,000 acres zoned under previous zoning ordinance, Ordinance 66,1 to current Land Use Development Code zoning.
- Revised outdated information in Chapter 3.6 of the Coastal Land Use Plan, pertaining to energy and industrial facilities.

Proposed Strategic Actions:

- Establish County policies, objectives and a strategy for responding to proposed city and special district annexations, detachment formations and other reorganizations.
- Modernize the General Plan using technology and other means to ensure policies are accessible and understandable.
- Provide support to the Board of Supervisors in its deliberations regarding the County's land use policies to address State housing law.

Proposed Key Projects:

- Prepare a draft 2009-2014 Housing Element for submittal to the State by the statutory deadline of August 31, 2009. The Housing Element will detail how the County's land use policies address the State mandate to provide housing opportunities to all economic segments of the community who work within the unincorporated area of the County.

## PLANNING & DEVELOPMENT

### Department Summary (cont'd)

- Complete the General Plan electronic conversion into a series of web-based, searchable electronic documents for the purpose of providing the public, staff and decision-makers with instant, user-friendly access to all documents in the General Plan.
- Update the Conservation Element by deleting obsolete 1979 mineral resources map data and replace that data with appropriate references to the various mineral resource maps prepared and updated by the State of California. Once completed, all data and associated maps would be updated automatically, thereby preventing policy interpretation errors caused by using old data.
- Update the Seismic Safety & Safety Element to reflect the policies of the County's Hazard Mitigation Plan for natural events that apply to urban fire hazard, fault lines, emergency evacuation routes and emergency response planning as required by State and Federal law.

#### **Focus Area: Develop Community Plans that Reflect Local Preferences as measured by:**

##### Current Year (FY 2007-08) Accomplishments:

- Formed the Los Alamos Planning Advisory Committee and completed the redrafting of the Los Alamos Community Plan, new Bell Street Form Based Code and revised Bell Street Commercial Design Guidelines.
- Formed the Mission Canyon Planning Advisory Committee and prepared a draft of the Mission Canyon Residential Design Guidelines.
- Formed the Summerland Planning Advisory Committee and developed Commercial Design Guidelines.
- Completed analysis on and selected the planning boundary for the update to the Goleta Community Plan.

##### Proposed Strategic Actions:

- Continue to make timely progress in preparing and updating Community Plans in a manner that reflects the uniqueness and community desires of the County's of varied urban areas.

##### Proposed Key Projects:

- Continue the Community Plan Update process by holding advisory committee meetings, conducting environmental review and preparing plans for decision-maker consideration for the communities of :
  - Santa Ynez
  - Los Alamos
  - Goleta
  - Mission Canyon
  - Summerland
  - Orcutt

#### **Focus Area: Manage Special Projects and Perform Strategic Planning as measured by:**

##### Current Year (FY 2007-08) Accomplishments:

- Produced reports and technical analyses throughout the year, including the Annual Work Program and Mid-Year Report and the Capital Improvement Program and General Plan Conformity Review.
- Formed the Conservation Steering Committee to advise staff in development of a regional conservation strategy to improve protection for the California Tiger Salamander while simultaneously improving land development processes for landowners within the range. The project was discontinued due to recent fiscal developments that make plan implementation infeasible.
- Provided technical and environmental coordination support to other departments for high priority infrastructure projects.
- Compiled data and tracked trends in preparation for the 2008 Strategic Scan.

##### Proposed Strategic Actions:

- Support the County Executive Office (CEO) in the County's Strategic Plan development and articulation.

##### Proposed Key Projects:

- Provide research, analysis, and staff support for development of the CEO's Strategic Scan.
- In coordination with the CEO's office, continue to prepare the County's analysis and response to the University's Long Range Development Plan.
- Support the CEO in catalyzing organizational resource alignment, allocation, and investment to address the key indicators that are identified through the Scan process.
- Coordinate and author annual reports and technical analyses.
- Provide environmental coordination support for the division and other departments.

##### Other Significant Accomplishments:

- Integrated the International Codes and the State High Fire Maps and Construction Requirements into the County Building Code.
- Updated the County's Petroleum Ordinance.
- Completed hearings for the Tranquillon Ridge Oil and Gas project.

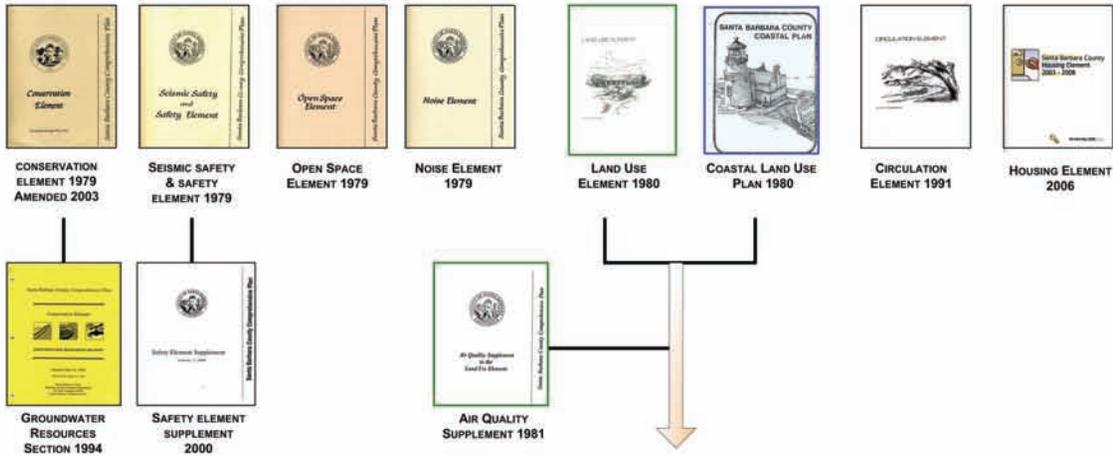
<b>Department-wide Effectiveness Measures</b>	<b>Actual FY 06-07</b>	<b>Adopted FY 07-08</b>	<b>Est. Actual FY 07-08</b>	<b>Recommended FY 08-09</b>
As an efficient and responsive government, Planning and Development will secure community confidence by providing recommendations on planning projects that are accepted by decision-makers 100% of the time for approximately 260 planning projects.	99% 197	100% 280	100% 260	100% 260
As an efficient and responsive government, ensure safe, mitigated processing and transportation of offshore oil and gas landed in Santa Barbara County by ensuring compliance with 100% of 490 permit conditions.	100% 441	100% 490	100% 490	100% 490
Protect the health and safety of citizens by ensuring that 100% of approximately 3,400 construction projects are built to state adopted codes and standards.	97% 3,492	100% 3,500	100% 3,500	100% 3,400
Protect County citizens and resources by responding to 100% of approximately 290 housing, building, and zoning code complaints within 24 hours.	100% 214	100% 250	100% 290	100% 290

**PLANNING & DEVELOPMENT**  
**Department Summary (cont'd)**

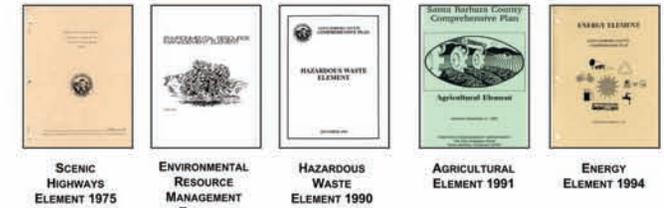
<b>Department-wide Effectiveness Measures</b>	<b>Actual FY 06-07</b>	<b>Adopted FY 07-08</b>	<b>Est. Actual FY 07-08</b>	<b>Recommended FY 08-09</b>
To ensure the County's economic vitality, oversee the collection and accounting of \$8.5 million of permit revenue annually.	9,180,146	11,000,000	8,000,000	8,500,000
To ensure the County's economic vitality, receive 3,800 permits for construction or grading.	3,948	4,000	3,800	3,800
To ensure the County's economic vitality, receive 1,700 permit applications submitted for land use or land development in the Santa Barbara office.	1,688	1,900	1,750	1,700
To ensure the County's economic vitality, receive 1000 permit applications submitted for land use or land development in the Santa Maria office.	1,186	1,250	1,250	1,000

# THE GENERAL PLAN

## MANDATED ELEMENTS



## ADDITIONAL ELEMENTS



## COMMUNITY AND AREA PLANS: PART OF LAND USE ELEMENT AND/OR COASTAL PLAN



## SPECIFIC PLANS



## REDEVELOPMENT



The Office of Long Range Planning is responsible for managing and facilitating updates to Santa Barbara County's General Plan. The General Plan includes public policy that guides land use throughout the unincorporated area.

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Use of Funds Summary</b>				
<i>Operating Expenditures</i>				
Administration	\$ 1,918,085	\$ 2,003,991	\$ 2,439,758	\$ 2,136,759
Planning Support Services	(1,119)	--	--	--
Commission/Board Support	666,456	641,718	631,944	626,449
Operating Sub-Total	2,583,422	2,645,709	3,071,702	2,763,208
Less: Intra-County Revenues	(78,914)	--	--	--
Operating Total	2,504,508	2,645,709	3,071,702	2,763,208
<i>Non-Operating Expenditures</i>				
Capital Assets	--	200,000	88,000	44,000
Expenditure Total	2,504,508	2,845,709	3,159,702	2,807,208
<i>Other Financing Uses</i>				
Operating Transfers	3,328	4,211	4,211	4,442
Designated for Future Uses	58,519	--	3,509	--
Division Total	\$ 2,566,355	\$ 2,849,920	\$ 3,167,422	\$ 2,811,650

**Character of Expenditures**

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<i>Operating Expenditures</i>				
Regular Salaries	1,600,627	1,584,279	1,631,804	1,414,998
Overtime	16,974	14,000	14,000	14,000
Extra Help	85,860	115,000	131,817	140,000
Benefits	428,501	557,721	491,538	499,842
Salaries & Benefits Sub-Total	2,131,962	2,271,000	2,269,159	2,068,840
Services & Supplies	451,460	374,709	802,543	694,368
Operating Sub-Total	2,583,422	2,645,709	3,071,702	2,763,208
Less: Intra-County Revenues	(78,914)	--	--	--
Operating Total	2,504,508	2,645,709	3,071,702	2,763,208
<i>Non-Operating Expenditures</i>				
Capital Assets	--	200,000	88,000	44,000
Expenditure Total	\$ 2,504,508	\$ 2,845,709	\$ 3,159,702	\$ 2,807,208

**PLANNING & DEVELOPMENT**

**Administration**

**Source of Funds Summary**

*Departmental Revenues*

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
Interest	(2,801)	\$ 2,000	\$ 2,200	\$ 2,000
Federal & State Revenues	12,750	--	--	--
Development Review Permits	796,750	896,839	798,500	759,922
Onshore Oil & Gas Inspection	3,721	--	--	--
Building & Safety Permits	286,478	479,800	276,000	308,000
Offshore Oil & Gas Permits	134,451	120,000	120,000	120,000
Violation Fees & Fines	31,215	21,034	16,500	28,250
Administrative Charges	119,158	30,000	40,000	40,000
Miscellaneous Revenue	56,837	202,300	168,800	171,300
Revenue Sub-Total	1,438,559	1,751,973	1,422,000	1,429,472
Less: Intra-County Revenues	(78,914)	--	--	--
Revenue Total	1,359,645	1,751,973	1,422,000	1,429,472

*General Fund Contribution*

	1,130,332	1,086,127	1,387,942	1,127,971
<i>Other Financing Sources</i>				
Operating Transfers	--	--	4,799	--
Use of Prior Fund Balances	71,378	11,821	352,681	254,207
Division Total	\$ 2,561,355	\$ 2,849,921	\$ 3,167,422	\$ 2,811,650

	Actual FY 06-07		Adopted FY 07-08		Est. Actual FY 07-08		Recommended FY 08-09	
	Pos.	FTE	Pos.	FTE	Pos.	FTE	Pos.	FTE
<b>Position Summary</b>								
<i>Permanent</i>								
Administration	23.3	14.6	24.6	16.2	24.6	14.5	18.8	10.6
Planning Support Services	--	0.5	--	--	--	--	--	--
Commission/Board Support	5.8	5.7	5.8	5.5	5.8	5.6	5.0	4.7
Total Permanent	29.1	20.8	30.4	21.7	30.4	20.1	23.8	15.3
<i>Non-Permanent</i>								
Contract	--	1.3	--	--	--	1.1	--	1.0
Extra Help	--	0.1	--	--	--	0.6	--	--
Total Positions	29.1	22.2	30.4	21.7	30.4	21.8	23.8	16.3

**PLANNING & DEVELOPMENT**

**Administration (cont'd)**

**Significant Changes (FY 2007-08 Adopted to FY 2007-08 Estimated Actual)**

The Fiscal Year 2007-08 Estimated Actual operating expenditures increased by \$426,000 to \$3,072,000 from the Fiscal Year 2007-08 Adopted Budget of \$2,646,000. This 16% increase is the result of:

- +\$340,000 - Upgrade to Accela Permit Management System;
- +\$84,000 - Maintenance for Accela Permit Management System;
- +\$2,000 - Salary increase.

**Significant Changes (FY 2007-08 Estimated Actual to FY 2008-09 Recommended)**

The Fiscal Year 2008-09 Recommended Budget operating expenditures decreased by \$309,000 to \$2,763,000 from the Fiscal Year 2007-08 Estimated Actual Budget of \$3,072,000. This 10% decrease is the result of:

- -\$199,000 - Decreased salaries and benefits due to position reductions (5.4 FTE) related to slowing of permit activity, offset with rising salary and retirement costs;
- -\$91,000 - Reduction in Accela permit tracking system upgrade contract payments;
- -\$19,000 - Reduced liability insurance costs.

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Recurring Performance Measures</b>				
<b>Administration</b>				
To ensure the County's economic vitality, distribute 100% of approximately 380 monthly invoices within 3 days of the close of the billing period.	100% 424	100% 425	100% 400	100% 380
To ensure the County's economic vitality, maintain accounts with deferred billing to less than \$20,000.	5,848	25,000	16,000	20,000
As an efficient and responsive government, respond within one week to 100% of an estimated 10 customer surveys where the recipient requests a response.	100% 23	100% 50	100% 10	100% 10

**SERVICE DESCRIPTION**

Provides centralized support services for the department, including clerical, fiscal, personnel, process improvement, automation, mapping, graphics and public hearing support.

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Recurring Performance Measures</b>				
As an efficient and responsive government, reach a final decision for 80% of Architectural Review projects requiring Conceptual, Preliminary and Final review in 3 or less hearings for approximately 310 projects per year.	-- --	80% 264	82.5% 270	80% 248
As an efficient and responsive government, process approximately 35 appeals filed on planning permits.	n/a	60	36	35
To ensure an efficient and responsive government, the County will maintain the number of general liability (and medical malpractice) claims accepted at 2.	1	4	1	2
To improve workers' safety, the County will conduct its operations in order to maintain the number of workers' compensation claims filed at 3.	1	4	3	3
As an efficient and responsive government, the County will maintain a quality workforce through completing 100% of departmental Employee Performance Reviews (EPRs) by the Anniversary Due Date.	100%	100%	99%	100%
As an efficient and responsive government, maintain employee Lost Time Rate at 3.6% or less.	3.7%	3.5%	3.7%	3.6%
<b>Commission/Board Support</b>				
As an efficient and responsive government, provide accurate and timely noticing for 100% of approximately 210 annual agenda items for the Planning Commission and the Zoning Administrator.	100% 198	100% 240	98% 226	100% 210

**PLANNING & DEVELOPMENT**

**Administration (cont'd)**

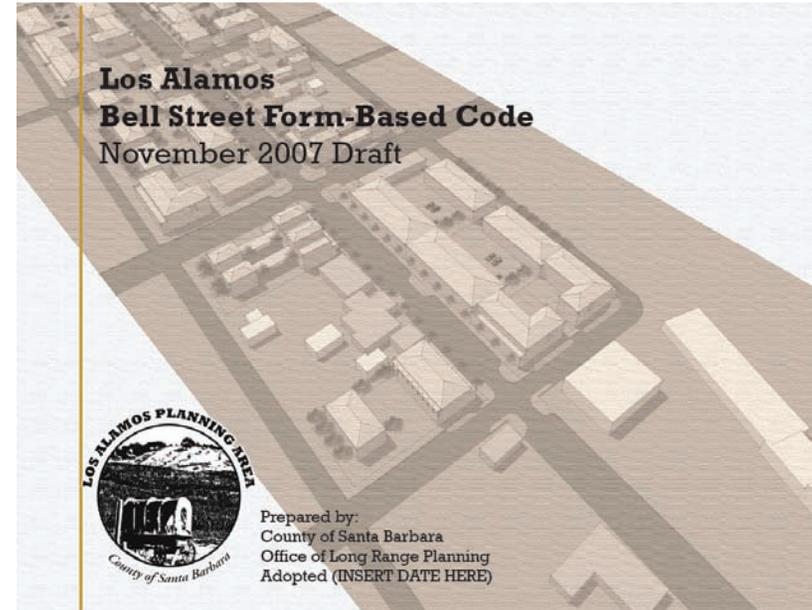
	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Recurring Performance Measures</b>				
As an efficient and responsive government, complete and post to the website 100% of 48 marked agendas of the County and the Montecito Planning Commissions within one week of the hearing.	100% 56	100% 60	55% 22	100% 48
As an efficient and responsive government, provide accurate and timely noticing for 100% of approximately 22 annual agenda items for the Montecito Planning Commission.	100% 40	100% 40	98% 27	100% 22
As an efficient and responsive government, complete 100% of 48 Planning Commission hearing minutes within two weeks of hearing.	91% 51	100% 50	100% 49	100% 48
As an efficient and responsive government, schedule and provide support to 100% of 86 regional Board of Architectural Review meetings.	100% 92	100% 85	100% 86	100% 86

	Actual FY 06-07 Pos.	Adopted FY 07-08 Pos.	Est. Actual FY 07-08 Pos.	Recommended FY 08-09 Pos.
<b>Position Detail</b>				
<b>Administration</b>				
Director	1.0	1.0	1.0	1.0
Director of Development Svs	1.0	1.0	1.0	1.0
Deputy Director	1.0	1.0	1.0	1.0
Project Manager	--	--	--	1.0
Data Processing Manager	1.0	1.0	1.0	1.0
Planning Process Analyst	0.8	0.8	0.8	--
Business Manager	0.8	0.8	0.8	0.8
Accounting Support	3.0	4.0	4.0	3.0
Computer Systems Support	2.0	2.0	2.0	2.0
Planner & Planning Tech	3.0	4.0	4.0	3.0
Department Assistant Senior	1.0	1.0	1.0	--
Administrative Support Supervisor	1.0	1.0	1.0	1.0
Administrative Secretary	1.0	1.0	1.0	1.0
Mapping /GIS Support	3.0	3.0	3.0	2.0
Word Processor	0.8	--	--	--
Office Assistant	2.0	2.0	2.0	1.0
Sub-Division Total	22.3	23.6	23.6	18.8
<b>Commission/Board Support</b>				
Office Assistant	1.0	--	--	--
Board Assistant	4.8	5.8	5.8	5.0
Sub-Division Total	5.8	5.8	5.8	5.0
Division Total	29.1	30.4	30.4	23.8

## Community Planning

Long Range Planning has a number of community planning efforts underway. In addition to Goleta and Los Alamos shown here, work is progressing in Mission Canyon, Orcutt, Santa Ynez and Summerland.

The Goleta Community Plan is currently undergoing an update to reflect the incorporation of the City of Goleta and changes in land use patterns and community preferences.



The Office of Long Range Planning is facilitating the creation of a new form-based development code for the commercial area of Los Alamos. The code provides standards to guide future community development and certainty in the permitting process.

**PLANNING & DEVELOPMENT**  
**Long Range Planning (cont'd)**

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Use of Funds Summary</b>				
<i>Operating Expenditures</i>				
Administration	\$ 194	\$ 342,757	\$ 283,171	\$ 457,797
Community Plans	513	1,465,642	1,254,057	1,348,096
General Plan Amendments	665	1,090,865	1,057,350	1,041,765
Strategic Planning	--	265,601	353,091	185,708
Special Projects	1,390	531,349	326,265	171,042
Expenditure Total	<u>2,762</u>	<u>3,696,214</u>	<u>3,273,934</u>	<u>3,204,408</u>
<i>Other Financing Uses</i>				
Operating Transfers	--	1,986	1,986	51,576
Designated for Future Uses	--	3,509	5,000	--
Division Total	<u>\$ 2,762</u>	<u>\$ 3,701,709</u>	<u>\$ 3,280,920</u>	<u>\$ 3,255,984</u>

**Character of Expenditures**

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<i>Operating Expenditures</i>				
Regular Salaries	2,127	1,648,441	1,645,431	1,712,237
Overtime	--	8,957	4,300	4,900
Extra Help	--	--	9,000	--
Benefits	1,125	558,508	508,550	663,776
Salaries & Benefits Sub-Total	<u>3,252</u>	<u>2,215,906</u>	<u>2,167,281</u>	<u>2,380,913</u>
Services & Supplies	929,939	1,465,308	1,091,653	808,495
Contributions	--	15,000	15,000	15,000
Expenditure Total	<u>\$ 933,191</u>	<u>\$ 3,696,214</u>	<u>\$ 3,273,934</u>	<u>\$ 3,204,408</u>

**Note:** Actual FY 2006-07 reflects the transfer of Isla Vista Redevelopment Agency fund balances from Planning and Development to General County Programs under the County Executive Office.

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Source of Funds Summary</b>				
<i>Departmental Revenues</i>				
Development Review Permits	\$ --	\$ --	\$ --	\$ 73,739
Violation Fees & Fines	(10)	--	--	--
Miscellaneous Revenue	(398,753)	182,100	230	--
Revenue Total	<u>(398,763)</u>	<u>182,100</u>	<u>230</u>	<u>73,739</u>
<i>General Fund Contribution</i>	5,411	3,272,579	3,193,087	3,117,245
<i>Other Financing Sources</i>				
Operating Transfers	--	--	2,603	--
Use of Prior Fund Balances	1,331,543	247,030	85,000	65,000
Division Total	<u>\$ 938,191</u>	<u>\$ 3,701,709</u>	<u>\$ 3,280,920</u>	<u>\$ 3,255,984</u>

	Actual FY 06-07		Adopted FY 07-08		Est. Actual FY 07-08		Recommended FY 08-09	
	Pos.	FTE	Pos.	FTE	Pos.	FTE	Pos.	FTE
<b>Position Summary</b>								
<i>Permanent</i>								
Administration	--	0.0	2.0	2.8	2.0	2.1	3.0	3.3
Community Plans	--	0.0	6.8	6.8	6.8	7.4	7.8	8.4
General Plan Amendments	--	0.0	7.0	7.0	7.0	5.9	6.0	6.4
Strategic Planning	--	--	2.0	1.5	2.0	2.1	1.0	1.0
Special Projects	--	0.0	2.8	2.5	2.8	1.8	0.8	0.8
Total Permanent	--	0.1	20.5	20.5	20.5	19.4	18.5	19.8
<i>Non-Permanent</i>								
Contract	--	--	--	0.1	--	0.1	--	--
Total Positions	<u>--</u>	<u>0.1</u>	<u>20.5</u>	<u>20.6</u>	<u>20.5</u>	<u>19.5</u>	<u>18.5</u>	<u>19.8</u>

**PLANNING & DEVELOPMENT**

**Long Range Planning (cont'd)**

**Significant Changes (FY 2007-08 Adopted to FY 2007-08 Estimated Actual)**

The Fiscal Year 2007-08 Estimated Actual operating expenditures decreased by \$422,000 to \$3,274,000 from the Fiscal Year 2007-08 Adopted Budget of \$3,696,000. This 11% decrease is the result of:

- -\$360,000 - Discontinuing professional services contract for Tiger Salamander and reduction in effort for Los Alamos Community Plan;
- -\$49,000 - Decreased salaries and benefits due to vacancies resulting in salary savings;
- -\$13,000 - Decreased miscellaneous service and supply accounts.

**Significant Changes (FY 2007-08 Estimated Actual to FY 2008-09 Recommended)**

The Fiscal Year 2008-09 Recommended Budget operating expenditures decreased by \$70,000 to \$3,204,000 from Fiscal Year 2007-08 Estimated Actual Budget of \$3,274,000. This 2% decrease is the net result of:

- +\$214,000 - Net result of increased retirement costs, reduced salary savings and position changes;
- -\$282,000 - Reduced amount allocated for professional service contracts based on project schedules;
- -\$2,000 - Decreased miscellaneous service and supply accounts.

**SERVICE DESCRIPTION**

Develops, researches, analyzes and communicates land use policies that meet Federal and State mandates in a manner that fosters long range economic, social, cultural and environmental prosperity throughout the County.

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
	Pos.	Pos.	Pos.	Pos.
<b>Position Detail</b>				
<b>Administration</b>				
Director of Long Range Planning	--	--	--	1.0
Administrative Secretary	--	1.0	1.0	1.0
Office Assistant	--	1.0	1.0	1.0
Sub-Division Total	--	2.0	2.0	3.0
<b>Community Plans</b>				
Deputy Director	--	1.0	1.0	1.0
Supervising Planner	--	1.0	1.0	1.0
Planner & Planning Tech	--	4.8	4.8	5.8
Sub-Division Total	--	6.8	6.8	7.8
<b>General Plan Amendments</b>				
Deputy Director	--	1.0	1.0	1.0
Supervising Planner	--	1.0	1.0	1.0
Planner & Planning Tech	--	5.0	5.0	4.0
Sub-Division Total	--	7.0	7.0	6.0
<b>Strategic Planning</b>				
Director of Long Range Planning	--	1.0	1.0	--
Planner & Planning Tech	--	1.0	1.0	1.0
Sub-Division Total	--	2.0	2.0	1.0
<b>Special Projects</b>				
Deputy Director	--	0.8	0.8	0.8
Planner & Planning Tech	--	2.0	2.0	--
Sub-Division Total	--	2.8	2.8	0.8
Division Total	--	20.5	20.5	18.5

**PLANNING & DEVELOPMENT**

**Development Review - South**

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Use of Funds Summary</b>				
<i>Operating Expenditures</i>				
Administration	\$ 141,529	\$ 288,282	\$ 284,976	\$ 334,747
Permitting & Compliance	2,814,197	2,951,899	2,605,632	2,230,839
Condition Compliance Mitigation	--	--	--	20,000
EIR Contracts	408,662	900,000	372,600	1,115,000
Operating Total	3,364,388	4,140,181	3,263,208	3,700,586
<i>Non-Operating Expenditures</i>				
Capital Assets	914	--	--	--
Expenditure Total	3,365,302	4,140,181	3,263,208	3,700,586
<i>Other Financing Uses</i>				
Operating Transfers	4,914	3,316	78,316	3,196
Designated for Future Uses	157,849	41,000	40,000	40,000
Division Total	\$ 3,528,065	\$ 4,184,497	\$ 3,381,524	\$ 3,743,782

**Character of Expenditures**

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<i>Operating Expenditures</i>				
Regular Salaries	1,628,017	1,784,359	1,743,751	1,529,863
Overtime	22,095	22,200	12,000	14,000
Extra Help	49,971	--	4,000	--
Benefits	509,551	619,545	573,130	601,512
Salaries & Benefits Sub-Total	2,209,634	2,426,104	2,332,881	2,145,375
Services & Supplies	1,126,201	1,714,077	930,327	1,555,211
Contributions	28,553	--	--	--
Operating Total	3,364,388	4,140,181	3,263,208	3,700,586
<i>Non-Operating Expenditures</i>				
Capital Assets	914	--	--	--
Expenditure Total	\$ 3,365,302	\$ 4,140,181	\$ 3,263,208	\$ 3,700,586

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Source of Funds Summary</b>				
<i>Departmental Revenues</i>				
Interest	\$ 48,339	\$ 51,000	\$ 50,000	\$ 40,000
Federal & State Revenues	15,000	--	--	--
Development Review Permits	2,283,479	2,380,934	2,180,000	1,912,238
Reimbursable Contracts	610,642	1,130,000	497,600	1,245,000
Administrative Charges	--	3,000	3,000	--
Miscellaneous Revenue	28,209	--	50	50
Revenue Total	2,985,669	3,564,934	2,730,650	3,197,288
<i>General Fund Contribution</i>				
	345,912	565,563	540,751	523,694
<i>Other Financing Sources</i>				
Operating Transfers	--	--	3,923	--
Use of Prior Fund Balances	196,484	54,000	106,200	22,800
Division Total	\$ 3,528,065	\$ 4,184,497	\$ 3,381,524	\$ 3,743,782

	Actual FY 06-07		Adopted FY 07-08		Est. Actual FY 07-08		Recommended FY 08-09	
	Pos.	FTE	Pos.	FTE	Pos.	FTE	Pos.	FTE
<b>Position Summary</b>								
<i>Permanent</i>								
Administration	2.0	0.8	2.0	1.7	2.0	1.2	2.0	1.9
Permitting & Compliance	21.5	22.8	21.5	21.6	21.5	21.7	20.0	17.2
Total Permanent	23.5	23.6	23.5	23.4	23.5	23.0	22.0	19.0
<i>Non-Permanent</i>								
Contract	--	0.5	--	0.2	--	0.2	--	--
Total Positions	23.5	24.1	23.5	23.6	23.5	23.2	22.0	19.0

**PLANNING & DEVELOPMENT**

**Development Review - South (cont'd)**

**Significant Changes (FY 2007-08 Adopted to FY 2007-08 Estimated Actual)**

The Fiscal Year 2007-08 Estimated Actual operating expenditures decreased by \$877,000 to \$3,263,000 from the Fiscal Year 2007-08 Adopted Budget of \$4,140,000. This 21% decrease is the result of:

- -\$672,000 - Reduced reimbursable contracts for environmental impact reports;
- -\$93,000 - Decreased salaries and benefits due to vacancies resulting in salary savings;
- -\$79,000 - Contract reduction for digital archiving, virtual one stop (completed) and continuous improvement;
- -\$33,000 - Decreased miscellaneous service and supply accounts.

**Significant Changes (FY 2007-08 Estimated Actual to FY 2008-09 Recommended)**

The Fiscal Year 2008-09 Recommended Budget operating expenditures will increase by \$438,000 to \$3,701,000 from the Fiscal Year 2007-08 Estimated Actual of \$3,263,000. This 13% increase is the net result of:

- +\$757,000 - Increased reimbursable environmental impact report contracts;
- +\$31,000 - Increase in computer equipment and miscellaneous service and supply accounts;
- +\$20,000 - Digital archiving contract balance deferred to next fiscal year;
- -\$188,000 - Decreased salaries and benefits due to position reductions (4.2 FTE) related to slowing permit activity;
- -\$182,000 - Reduced liability insurance costs.

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
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**Recurring Performance Measures**

**Administration**

To ensure the County's economic vitality, ensure that staff processing or monitoring planning projects bill at least 70% of working hours to reimbursable projects.

	66%	70%	74%	70%
--	-----	-----	-----	-----

**SERVICE DESCRIPTION**

Reviews development projects and associated legislative requests for action by staff, the Zoning Administrator, Planning Commissions or Board of Supervisors based on policies in the general plan, state law and local ordinances through a transparent public process. Ensures project compliance with environmental mitigation measures and conditions of approval.

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
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**Recurring Performance Measures**

**Permitting and Compliance**

As an efficient and responsive government, issue complete or incomplete letters to 100% of approximately 125 annual discretionary Development Review project submittals within 30 days of submittal or resubmittal by the applicant.

	95%	100%	93%	100%
	125	150	148	125

As an efficient and responsive government, present to decision maker within 6 months of application completeness 100% of approximately 15 projects requiring a Negative Declaration or addendum to Negative Declaration.

	75%	100%	38%	100%
	3	20	6	15

As an efficient and responsive government, present to decision maker within 4 months of application completeness 95% of approximately 45 projects that require a CEQA exemption.

	84%	95%	87%	95%
	46	48	40	43

As an efficient and responsive government, conduct preconstruction meetings on 85% of 40 projects requiring permit compliance monitoring within 5 working days of an applicant's requested date.

	--	85%	100%	85%
	--	43	14	34

**PLANNING & DEVELOPMENT**  
**Development Review - South (cont'd)**

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Recurring Performance Measures</b>				
As an efficient and responsive government, conduct final inspections on 85% of 100 projects for sign-off of conditions of approval within 5 working days of an applicant's request.	--	85%	100%	85%
	--	85	14	85
As an efficient and responsive government, confirm compliance and release of performance securities on 85% of 100 projects within 5 working days of an applicant's requested date.	--	--	--	85%
	--	--	--	100
As an efficient and responsive government, contact the applicant on 100% of 200 complex ministerial permit applications within 10 working days of receipt of the application with submittal needs and advisory information.	--	100%	70%	100%
	--	240	140	200
To ensure the County's economic vitality, process 350 discretionary and ministerial planning applications annually.	435	250	370	350
As an efficient and responsive government, conclude staff work on 80% of 90 ministerial permits subject to Architectural Review within two weeks of preliminary BAR approval and one week from Final BAR for Zone Clearance where no associated discretionary permit is required.	--	80%	44%	80%
	--	80	40	72

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
	Pos.	Pos.	Pos.	Pos.
<b>Position Detail</b>				
<b>Administration</b>				
Deputy Director	1.0	1.0	1.0	1.0
Office Assistant	1.0	1.0	1.0	1.0
Sub-Division Total	2.0	2.0	2.0	2.0
<b>Permitting &amp; Compliance</b>				
Supervising Planner	3.0	3.0	3.0	3.0
Geologist	1.0	1.0	1.0	--
Planner & Planning Tech	17.5	17.5	17.5	17.0
Sub-Division Total	21.5	21.5	21.5	20.0
<b>Division Total</b>	<b>23.5</b>	<b>23.5</b>	<b>23.5</b>	<b>22.0</b>



**Renovated Four Seasons Biltmore Hotel and Spa  
in Montecito, completed 2007**



PERSPECTIVE LOOKING SOUTHWEST



Newly permitted Pardall Streetscape Plan for improved pedestrian walkway and intersections linking downtown Isla Vista to UC Santa Barbara

**PLANNING & DEVELOPMENT**

**Development Review - North**

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Use of Funds Summary</b>				
<i>Operating Expenditures</i>				
Administration	\$ 295,984	\$ 335,252	\$ 336,498	\$ 455,111
Permitting & Compliance	1,763,381	2,016,907	1,924,065	1,388,958
Zoning Enforcement	102,739	114,807	61,623	127,375
Property & Permit Info	318,661	344,368	285,359	297,950
EIR Contracts	145,823	500,000	100,000	450,000
Operating Total	2,626,588	3,311,334	2,707,545	2,719,394
<i>Non-Operating Expenditures</i>				
Capital Assets	456	--	--	--
Expenditure Total	2,627,044	3,311,334	2,707,545	2,719,394
<i>Other Financing Uses</i>				
Operating Transfers	2,010	3,481	3,481	3,316
Designated for Future Uses	17,283	18,335	--	--
Division Total	\$ 2,646,337	\$ 3,333,150	\$ 2,711,026	\$ 2,722,710

**Character of Expenditures**

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<i>Operating Expenditures</i>				
Regular Salaries	1,515,285	1,667,063	1,617,950	1,478,502
Overtime	4,207	7,400	3,550	3,000
Extra Help	30,678	--	18,000	--
Benefits	481,877	582,679	512,000	565,198
Salaries & Benefits Sub-Total	2,032,047	2,257,142	2,151,500	2,046,700
Services & Supplies	594,541	1,054,192	556,045	672,694
Operating Total	2,626,588	3,311,334	2,707,545	2,719,394
<i>Non-Operating Expenditures</i>				
Capital Assets	456	--	--	--
Expenditure Total	\$ 2,627,044	\$ 3,311,334	\$ 2,707,545	\$ 2,719,394

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Source of Funds Summary</b>				
<i>Departmental Revenues</i>				
Federal & State Revenues	\$ 539	\$ --	\$ --	\$ --
Development Review Permits	1,149,873	1,452,496	1,404,000	1,232,123
Building & Safety Permits	138,000	143,103	83,000	74,000
Reimbursable Contracts	219,071	560,160	140,000	450,000
Violation Fees & Fines	31,525	51,284	20,000	56,246
Miscellaneous Revenue	7,507	8,729	3,500	4,000
Revenue Total	1,546,515	2,215,772	1,650,500	1,816,369
<i>General Fund Contribution</i>				
	1,024,519	1,063,543	1,037,795	889,441
<i>Other Financing Sources</i>				
Operating Transfers	--	--	4,131	--
Sale of Property	1,500	--	--	--
Use of Prior Fund Balances	73,803	53,835	18,600	16,900
Division Total	\$ 2,646,337	\$ 3,333,150	\$ 2,711,026	\$ 2,722,710

	Actual FY 06-07		Adopted FY 07-08		Est. Actual FY 07-08		Recommended FY 08-09	
	Pos.	FTE	Pos.	FTE	Pos.	FTE	Pos.	FTE
<b>Position Summary</b>								
<i>Permanent</i>								
Administration	4.0	2.7	4.0	2.3	4.0	2.4	4.0	3.0
Permitting & Compliance	14.8	15.0	13.8	15.3	13.8	15.2	11.8	11.5
Zoning Enforcement	1.0	1.1	1.0	1.1	1.0	1.8	1.0	1.2
Property & Permit Info	5.0	3.9	4.8	3.9	4.8	3.1	3.0	2.9
Total Permanent	24.8	22.8	23.5	22.6	23.5	22.4	19.8	18.6
<i>Non-Permanent</i>								
Contract	--	0.0	--	--	--	--	--	--
Total Positions	24.8	22.8	23.5	22.6	23.5	22.4	19.8	18.6

**PLANNING & DEVELOPMENT**

**Development Review - North (cont'd)**

**Significant Changes (FY 2007-08 Adopted to FY 2007-08 Estimated Actual)**

The Fiscal Year 2007-08 Estimated Actual operating expenditures decreased by \$603,000 to \$2,708,000 from the Fiscal Year 2007-08 Adopted Budget of \$3,311,000. This 18% decrease is the result of:

- -\$420,000 - Reduced reimbursable contracts for environmental impact reports;
- -\$106,000 - Decreased salaries and benefits due to vacancies resulting in salary savings;
- -\$54,000 - Contract reduction for digital archiving, virtual one stop (completed) and continuous improvement;
- -\$23,000 - Decreased miscellaneous service and supply accounts.

**Significant Changes (FY 2007-08 Estimated Actual to FY 2008-09 Recommended)**

The Fiscal Year 2008-09 Recommended Budget operating expenditures will increase by \$11,000 to \$2,719,000 from the Fiscal Year 2007-08 Estimated Actual of \$2,708,000. This slight increase is the net result of:

- +\$310,000 - Increased reimbursable environmental impact report contracts;
- + \$23,000 - Digital archiving contract balance deferred to next fiscal year;
- +\$16,000 - Increased miscellaneous service and supply accounts;
- -\$233,000 - Reduced liability insurance costs;
- -\$105,000 - Decreased salaries and benefits due to position reductions (3.6 FTE) related to slowing permit activity, offset with increased salary and retirement costs.

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
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**Recurring Performance Measures**

**Administration**

To ensure the County's economic vitality, ensure that staff processing or monitoring planning projects bill at least 70% of working hours to reimbursable projects.	57%	70%	64%	70%
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**SERVICE DESCRIPTION**

Provides property and permit information to the public, reviews development projects and associated legislative requests for action by staff, the Zoning Administrator, or the Planning Commission based on policies in the general plan, state law and local ordinances through a transparent public process. Ensures compliance with zoning regulations, environmental mitigation measures, and conditions of approval.

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
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**Recurring Performance Measures**

**Permitting and Compliance**

As an efficient and responsive government, issue complete or incomplete letters to 100% of approximately 75 annual discretionary Development Review project submittals within 30 days of submittal or resubmittal by the applicant.	94% 82	100% 90	100% 88	100% 75
As an efficient and responsive government, present to decision maker within 4 months of application completeness 95% of approximately 35 projects that require a CEQA exemption.	72% 26	95% 43	82% 28	95% 34
As an efficient and responsive government, present to decision maker within 6 months of application completeness 80% of approximately 10 projects requiring a Negative Declaration or addendum to Negative Declaration.	58% 7	100% 15	50% 6	100% 10
As an efficient and responsive government, conduct final inspections on 85% of 80 projects for sign-off of conditions of approval within 5 working days of an applicant's request.	-- --	85% 85	100% 14	85% 68
As an efficient and responsive government, confirm compliance and release of performance securities on 85% of 80 projects within 5 working days of an applicant's requested date.	-- --	100% --	14 --	80 85.00% 68

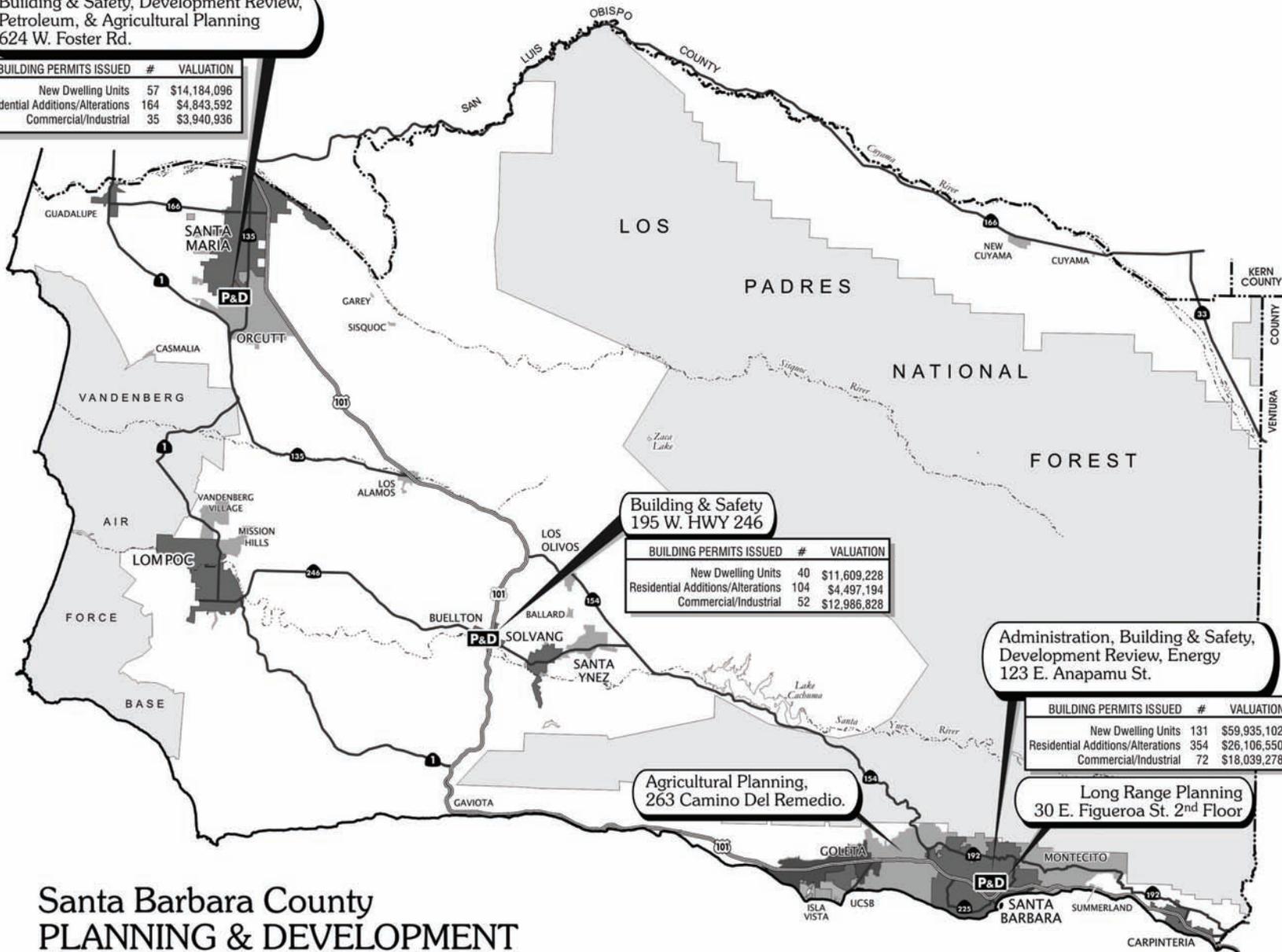
	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Recurring Performance Measures</b>				
As an efficient and responsive government, conduct preconstruction meetings on 85% of 10 projects requiring permit compliance monitoring within 5 working days of an applicant's requested date.	--	85%	50%	85%
	--	43	2	9
As an efficient and responsive government, conclude staff work on 80% of 20 ministerial permits subject to Architectural Review within two weeks of preliminary BAR approval and one week from Final BAR for Zone Clearance where no associated discretionary permit is required.	--	80%	23%	80%
	--	16	12	16
As an efficient and responsive government, contact the applicant on 100% of 72 complex ministerial permit applications within 10 working days of receipt of the application with submittal needs and advisory information.	--	100%	89%	100%
	--	260	64	72
<b>Zoning Enforcement</b>				
As an efficient and responsive government, make a determination of whether a violation exists for 100% of 130 cases within 60 days of receiving the complaint.	86%	100%	81%	100%
	149	160	105	130
As an efficient and responsive government, resolve 75% of 50 actual violations requiring abatement (no permit process) within 60 days of receiving the complaint.	35%	75%	21%	75%
	28	68	10	38
As an efficient and responsive government, send initial advisory contact letter to 100% of property owners within one business day for approximately 130 annual non-health or safety complaints.	94%	100%	98%	100%
	152	150	128	130

**PLANNING & DEVELOPMENT**  
Development Review - North (cont'd)

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Recurring Performance Measures</b>				
<b>Property &amp; Permit Info</b>				
Approve or deny 100% of approximately 415 simple over the counter permit applications within 48 hours of application acceptance.	100%	100%	100%	100%
	383	415	456	415
Return and resolve 100% of approximately 2,600 permit counter telephone inquiries within 24 hours of call.	97%	100%	99%	100%
	2,959	2,800	2,534	2,600
	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
	Pos.	Pos.	Pos.	Pos.
<b>Position Detail</b>				
<b>Administration</b>				
Deputy Director	1.0	1.0	1.0	1.0
Office Assistant	3.0	3.0	3.0	3.0
Sub-Division Total	4.0	4.0	4.0	4.0
<b>Permitting &amp; Compliance</b>				
Supervising Planner	3.0	3.0	3.0	3.0
Planner & Planning Tech	11.8	10.8	10.8	8.8
Sub-Division Total	14.8	13.8	13.8	11.8
<b>Zoning Enforcement</b>				
Planner & Planning Tech	1.0	1.0	1.0	1.0
Sub-Division Total	1.0	1.0	1.0	1.0
<b>Property &amp; Permit Info</b>				
Planner & Planning Tech	3.0	2.8	2.8	2.0
Bldg Engineer Inspector & Bldg Tech	2.0	2.0	2.0	1.0
Sub-Division Total	5.0	4.8	4.8	3.0
Division Total	24.8	23.5	23.5	19.8

Building & Safety, Development Review,  
Petroleum, & Agricultural Planning  
624 W. Foster Rd.

BUILDING PERMITS ISSUED	#	VALUATION
New Dwelling Units	57	\$14,184,096
Residential Additions/Alterations	164	\$4,843,592
Commercial/Industrial	35	\$3,940,936



Building & Safety  
195 W. HWY 246

BUILDING PERMITS ISSUED	#	VALUATION
New Dwelling Units	40	\$11,609,228
Residential Additions/Alterations	104	\$4,497,194
Commercial/Industrial	52	\$12,986,828

Administration, Building & Safety,  
Development Review, Energy  
123 E. Anapamu St.

BUILDING PERMITS ISSUED	#	VALUATION
New Dwelling Units	131	\$59,935,102
Residential Additions/Alterations	354	\$26,106,550
Commercial/Industrial	72	\$18,039,278

Agricultural Planning,  
263 Camino Del Remedio.

Long Range Planning  
30 E. Figueroa St. 2<sup>nd</sup> Floor

Santa Barbara County  
**PLANNING & DEVELOPMENT**  
Office Locations, Building Permits Issued 2007

3-25-08-budget/budgval07.cdr

**PLANNING & DEVELOPMENT**

**Building and Safety**

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Use of Funds Summary</b>				
<i>Operating Expenditures</i>				
Administration	\$ 298,796	\$ 704,725	\$ 450,896	\$ 527,039
Permitting & Inspection	3,344,055	3,756,610	2,733,093	2,622,788
Code Enforcement	120,966	107,512	111,483	116,844
Zoning Enforcement	141,852	150,889	146,738	154,698
Property & Permit Info	395,054	517,114	456,996	417,457
Offshore Oil & Gas	264,193	372,355	300,261	375,487
Onshore Oil & Gas	254,072	384,271	322,058	374,636
Operating Sub-Total	4,818,988	5,993,476	4,521,525	4,588,949
Less: Intra-County Revenues	(36,688)	--	--	--
Operating Total	4,782,300	5,993,476	4,521,525	4,588,949
<i>Non-Operating Expenditures</i>				
Capital Assets	456	--	--	--
Expenditure Total	4,782,756	5,993,476	4,521,525	4,588,949
<i>Other Financing Uses</i>				
Operating Transfers	9,287	5,788	5,788	5,153
Designated for Future Uses	18,335	--	18,364	--
Division Total	\$ 4,810,378	\$ 5,999,264	\$ 4,545,677	\$ 4,594,102

**Character of Expenditures**

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<i>Operating Expenditures</i>				
Regular Salaries	2,905,800	3,231,033	2,734,357	2,593,048
Overtime	6,888	22,600	5,350	5,400
Extra Help	91,617	64,176	56,800	57,002
Benefits	892,815	1,140,790	896,960	1,025,448
Salaries & Benefits Sub-Total	3,897,120	4,458,599	3,693,467	3,680,898
Services & Supplies	921,868	1,534,877	828,058	908,051
Operating Sub-Total	4,818,988	5,993,476	4,521,525	4,588,949
Less: Intra-County Revenues	(36,688)	--	--	--
Operating Total	4,782,300	5,993,476	4,521,525	4,588,949
<i>Non-Operating Expenditures</i>				
Capital Assets	456	--	--	--
Expenditure Total	\$ 4,782,756	\$ 5,993,476	\$ 4,521,525	\$ 4,588,949

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Source of Funds Summary</b>				
<i>Departmental Revenues</i>				
Interest	\$ 4,021	\$ 3,000	\$ 2,800	\$ 3,500
Development Review Permits	257,374	252,007	230,000	190,504
Onshore Oil & Gas Inspection	192,803	253,000	267,000	280,000
Building & Safety Permits	3,093,758	4,305,783	2,962,000	3,034,500
Reimbursable Contracts	215,210	300,000	241,945	300,000
Offshore Oil & Gas Permits	47,678	72,355	70,261	75,487
Violation Fees & Fines	152,092	178,122	195,000	134,997
Administrative Charges	19,930	32,400	45,590	18,140
Miscellaneous Revenue	12,981	17,657	11,800	11,600
Revenue Sub-Total	3,995,847	5,414,324	4,026,396	4,048,728
Less: Intra-County Revenues	(36,688)	--	--	--
Revenue Total	3,959,159	5,414,324	4,026,396	4,048,728
<i>General Fund Contribution</i>	757,119	438,066	350,509	450,278
<i>Other Financing Sources</i>				
Operating Transfers	--	--	121,969	--
Use of Prior Fund Balances	94,100	146,874	46,803	95,096
Division Total	\$ 4,810,378	\$ 5,999,264	\$ 4,545,677	\$ 4,594,102

**Position Summary**

	Actual FY 06-07		Adopted FY 07-08		Est. Actual FY 07-08		Recommended FY 08-09	
	Pos.	FTE	Pos.	FTE	Pos.	FTE	Pos.	FTE
<i>Permanent</i>								
Administration	2.0	2.3	2.0	5.5	2.0	1.6	1.0	2.9
Permitting & Inspection	36.0	33.3	35.0	31.1	35.0	30.1	28.0	23.3
Code Enforcement	1.0	1.3	2.0	1.1	2.0	0.8	1.0	1.1
Zoning Enforcement	1.8	1.6	1.8	1.4	1.8	1.9	1.0	1.3
Property & Permit Info	5.0	3.9	5.0	4.8	5.0	3.9	4.0	3.5
Offshore Oil & Gas	--	0.0	--	0.0	--	0.1	--	0.1
Onshore Oil & Gas	4.0	2.5	4.0	3.2	4.0	2.9	3.0	3.1
Total Permanent	49.8	44.9	49.8	47.2	49.8	41.3	38.0	35.2
<i>Non-Permanent</i>								
Extra Help	--	0.4	--	0.5	--	0.5	--	0.5
Total Positions	49.8	45.4	49.8	47.7	49.8	41.7	38.0	35.7

**PLANNING & DEVELOPMENT**

**Building and Safety (cont'd)**

**Significant Changes (FY 2007-08 Adopted to FY 2007-08 Estimated Actual)**

The Fiscal Year 2007-08 Estimated Actual operating expenditures decreased by \$1,471,000 to \$4,522,000 from the Fiscal Year 2007-08 Adopted Budget of \$5,993,000. This 25% decrease is the result of:

- -\$765,000 - Decreased salaries and benefits due to slowing permit activity;
- -\$624,000 - Reduction in building permit contracts for outside plan check and building inspection;
- -\$58,000 - Contract reduction for digital archiving and virtual one stop;
- -\$24,000 - Decreased miscellaneous service and supply accounts.

**Significant Changes (FY 2007-08 Estimated Actual to FY 2008-09 Recommended)**

The Fiscal Year 2008-09 Recommended Budget operating expenditures will increase by \$67,000 to \$4,589,000 from the Fiscal Year 2007-08 Estimated Actual of \$4,522,000. This 1% increase is the net result of:

- +\$137,000 - Increased building permit contracts for outside plan check and building inspection and digital archiving contract balance deferred to next fiscal year;
- -\$46,000 - Reduced liability insurance costs;
- -\$13,000 - Decreased salaries and benefits due to position reductions (6 FTE) related to slowing permit activity, offset with increased salary and retirement costs;
- -\$11,000 - Decreased miscellaneous service and supply accounts.

**SERVICE DESCRIPTION**

Provides permit information, processes ministerial permits, reviews and approved ministerial zoning permits, enforces the County's ordinances, performs plan reviews and inspects construction projects for compliance with building codes, reviews plans and inspects grading for code compliance, and enforces the Petroleum Ordinances for onshore oil operations. Conducts housing inspections, issues film permits, and provides safety reviews on oil operations for the Energy Division.

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Recurring Performance Measures</b>				
<b>Administration</b>				
As an efficient and responsive government, conduct an annual review of uniform construction codes and state building codes in concert with the State Building Standards Commission and the local construction industry to ensure conformity with County amendments.	1	1	1	1
As an efficient and responsive government, assign plan checker and notify applicant of acceptance or rejection of 100% of 1,243 plans within 48 hours of project submittal.	90% 1,514	100% 2,200	91% 1,285	100% 1,243
As an efficient and responsive government, Building and Safety will complete first review for 100% of 578 medium to large projects within 4 weeks of acceptance, e.g., houses, commercial projects, >600 sq ft additions.	82% 547 669	100% 800 800	74% 666 900	100% 578 578
As an efficient and responsive government, complete first review of 100% of 45 grading projects > 1500 cubic yards within 3 weeks of submittal.	97% 59 61	100% 75 75	100% 43 43	100% 45 45
As an efficient and responsive government, complete first review of 100% of 220 grading plans < 1500 cubic yards within 2 weeks of submittal.	96% 219 227	100% 300 300	99% 226 228	100% 220 220
As an efficient and responsive government, Building and Safety will complete 100% of 32,500 inspections within 24 hours of request.	99% 32,887	100% 40,000	100% 33,800	100% 32,500

**PLANNING & DEVELOPMENT**  
**Building and Safety (cont'd)**

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Recurring Performance Measures</b>				
As an efficient and responsive government, Building and Safety will complete first review of 100% of approximately 867 small, counter approved plans within 10 days of acceptance, e.g., patios, pools, retaining walls, <600 sq ft room additions.	88% 849	100% 1,200	71% 616	100% 867
<b>Code Enforcement</b>				
As an efficient and responsive government, complete 100% of initial investigations within 3 days of receipt of approximately 182 building and grading code violation complaints.	100% 324	100% 375	100% 166	100% 182
<b>Zoning Enforcement</b>				
As an efficient and responsive government, make a determination of whether a violation exists for 100% of 160 cases within 60 days of receiving the complaint.	90% 162	100% 215	98% 165	100% 160
As an efficient and responsive government, resolve 75% of 99 actual violations requiring abatement (no permit process) within 60 days of receiving the complaint.	81% 34	75% 49	94% 93	75% 74
As an efficient and responsive government, send initial advisory contact letter to 100% of property owners within one business day for approximately 160 annual non-health or safety complaints.	97% 155	100% 200	98% 165	100% 160
<b>Property &amp; Permit Info</b>				
Approve or deny 100% of approximately 97 simple over the counter permit applications within 48 hours of application acceptance.	100% 113	100% 150	100% 102	100% 97

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Recurring Performance Measures</b>				
Return and resolve 100% of approximately 4,000 permit counter telephone inquiries within 24 hours of call.	100% 3,247	100% 4,400	100% 4,400	100% 4,000
<b>Onshore Oil &amp; Gas</b>				
As an efficient and responsive government, inspect and report on 100% of approximately 50 petroleum incident complaints within 24 hours.	100% 61	100% 50	100% 50	100% 50
As an efficient and responsive government, perform 100% of 3,000 oil well and tank farm inspections annually.	100% 3,202	100% 3,000	100% 3,000	100% 3,000
	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
	Pos.	Pos.	Pos.	Pos.
<b>Position Detail</b>				
<b>Administration</b>				
Deputy Director	1.0	1.0	1.0	1.0
Administrative Secretary	1.0	1.0	1.0	--
Sub-Division Total	2.0	2.0	2.0	1.0
<b>Permitting &amp; Inspection</b>				
Plan Check Engineer	2.0	2.0	2.0	2.0
Supervising Building Inspector	5.0	5.0	5.0	4.0
Assistant Plan Checker	3.0	3.0	3.0	3.0
Grading Inspector	4.0	4.0	4.0	3.0
Bldg Engineer Inspector & Bldg Tech	19.0	18.0	18.0	14.0
Office Assistant	3.0	3.0	3.0	2.0
Sub-Division Total	36.0	35.0	35.0	28.0
<b>Code Enforcement</b>				
Bldg Engineer Inspector & Bldg Tech	1.0	2.0	2.0	1.0
Sub-Division Total	1.0	2.0	2.0	1.0
<b>Zoning Enforcement</b>				
Planner & Planning Tech	1.8	1.8	1.8	1.0
Sub-Division Total	1.8	1.8	1.8	1.0

**PLANNING & DEVELOPMENT**

**Building and Safety (cont'd)**

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
	Pos.	Pos.	Pos.	Pos.

**Position Detail**

**Property & Permit Info**

Supervising Planner	1.0	1.0	1.0	1.0
Planner & Planning Tech	4.0	4.0	4.0	3.0
Sub-Division Total	5.0	5.0	5.0	4.0

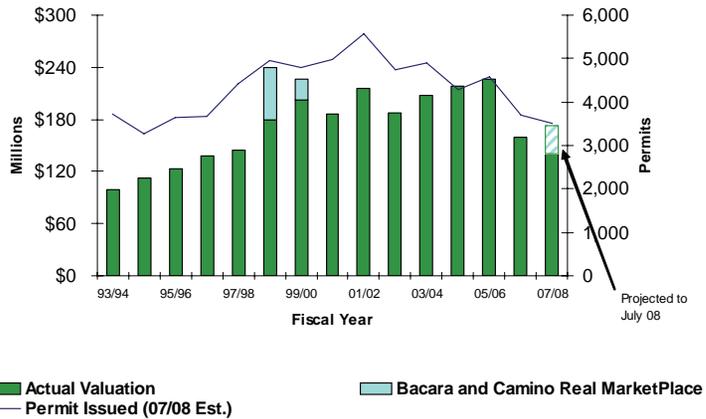
**Onshore Oil & Gas**

Petroleum Inspector	3.0	3.0	3.0	2.0
Office Assistant	1.0	1.0	1.0	1.0
Sub-Division Total	4.0	4.0	4.0	3.0
Division Total	49.8	49.8	49.8	38.0



A major landslide repair in Montecito on Sycamore Canyon Road is being inspected by building division staff.

**Santa Barbara County Building Permits Issued and Building Valuation**



**PLANNING & DEVELOPMENT**

**Energy**

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Use of Funds Summary</b>				
<i>Operating Expenditures</i>				
Administration	\$ 407,848	\$ 407,505	\$ 390,898	\$ 335,487
Permitting & Compliance	765,642	997,487	819,976	1,185,097
Long Range Planning	61,329	133,164	72,093	61,322
Mitigation Programs	238,415	2,429,918	1,411,793	1,590,511
EIR Contracts	494,581	1,107,000	1,070,000	550,000
Operating Sub-Total	1,967,815	5,075,074	3,764,760	3,722,417
Less: Intra-County Revenues	(27,998)	--	--	--
Expenditure Total	1,939,817	5,075,074	3,764,760	3,722,417
<i>Other Financing Uses</i>				
Operating Transfers	370	1,800	1,800	1,198
Designated for Future Uses	531,283	528,038	532,538	17,000
Division Total	\$ 2,471,470	\$ 5,604,912	\$ 4,299,098	\$ 3,740,615

**Character of Expenditures**

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<i>Operating Expenditures</i>				
Regular Salaries	694,006	839,182	681,725	676,732
Overtime	5,484	11,400	2,000	3,000
Extra Help	9,033	--	1,500	--
Benefits	211,531	288,530	225,427	267,757
Salaries & Benefits Sub-Total	920,054	1,139,112	910,652	947,489
Services & Supplies	839,297	1,618,858	1,537,004	1,300,681
Contributions	208,464	2,317,104	1,317,104	1,474,247
Operating Sub-Total	1,967,815	5,075,074	3,764,760	3,722,417
Less: Intra-County Revenues	(27,998)	--	--	--
Expenditure Total	\$ 1,939,817	\$ 5,075,074	\$ 3,764,760	\$ 3,722,417

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Source of Funds Summary</b>				
<i>Departmental Revenues</i>				
Interest	\$ 122,211	\$ 64,300	\$ 127,500	\$ 104,300
Federal & State Revenues	19,211	327,262	288,104	--
Reimbursable Contracts	609,928	1,425,612	1,262,000	1,097,000
Offshore Oil & Gas Permits	992,306	1,184,512	1,075,503	1,041,308
Offshore Oil & Gas Mitigation	610,142	573,300	645,500	630,750
Administrative Charges	41,238	51,000	65,500	69,030
Miscellaneous Revenue	35,572	--	50	--
Revenue Sub-Total	2,430,608	3,625,986	3,464,157	2,942,388
Less: Intra-County Revenues	(27,998)	--	--	--
Revenue Total	2,402,610	3,625,986	3,464,157	2,942,388
<i>General Fund Contribution</i>	67,702	--	--	--
<i>Other Financing Sources</i>				
Operating Transfers	--	--	2,253	--
Use of Prior Fund Balances	1,158	1,978,925	832,688	798,227
Division Total	\$ 2,471,470	\$ 5,604,911	\$ 4,299,098	\$ 3,740,615

	Actual FY 06-07		Adopted FY 07-08		Est. Actual FY 07-08		Recommended FY 08-09	
	Pos.	FTE	Pos.	FTE	Pos.	FTE	Pos.	FTE
<b>Position Summary</b>								
<i>Permanent</i>								
Administration	3.0	4.0	2.0	3.3	2.0	3.1	2.0	2.6
Permitting & Compliance	9.0	5.1	9.0	6.3	9.0	4.6	6.0	5.0
Long Range Planning	1.0	0.5	1.0	0.9	1.0	0.3	1.0	0.4
Mitigation Programs	0.5	0.2	0.5	0.3	0.5	0.1	0.5	0.3
Total Permanent	13.5	9.8	12.5	10.6	12.5	8.1	9.5	8.3
<i>Non-Permanent</i>								
Contract	--	0.5	--	0.1	--	--	--	--
Extra Help	--	0.0	--	--	--	0.0	--	--
Total Positions	13.5	10.3	12.5	10.7	12.5	8.1	9.5	8.3

**PLANNING & DEVELOPMENT**

**Energy (cont'd)**

**Significant Changes (FY 2007-08 Adopted to FY 2007-08 Estimated Actual)**

The Fiscal Year 2007-08 Estimated Actual operating expenditures decreased by \$1,310,000 to \$3,765,000 from the Fiscal Year 2007-08 Adopted Budget of \$5,075,000. This 26% decrease is the result of:

- -\$1,000,000 - Coastal Resource Enhancement Fund awards are deferred to next fiscal year;
- -\$228,000 - Decreased salaries and benefits due to vacancies resulting in salary savings;
- -\$56,000 - Decreased contract services for permitting;
- -\$26,000 - Decreased miscellaneous service and supply accounts.

**Significant Changes (FY 2007-08 Estimated Actual to FY 2008-09 Recommended)**

The Fiscal Year 2008-09 Recommended Budget operating expenditures will decrease by \$43,000 to \$3,722,000 from the Fiscal Year 2007-08 Estimated Actual of \$3,765,000. This 1% decrease is the net result of:

- +\$445,000 - Coastal Resource Enhancement fund awards;
- +\$37,000 - Increased salary and benefits, offset with position changes;
- -\$287,000 - Gaviota land acquisition grant expended in FY 2007/08;
- -\$221,000 - Reimbursable contract decrease for environmental impacts reports and permitting compliance;
- -\$10,000 - Reduced liability insurance costs;
- -\$7,000 - Decreased miscellaneous service and supply accounts.

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
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**Recurring Performance Measures**

**Permitting & Compliance**

As an efficient and responsive government, Planning and Development will track timing and deliverable requirements on 100% of approximately 410 ongoing, active permit conditions to ensure conditions are met by all applicants.

	99%	100%	99%	100%
	437	410	365	410

**SERVICE DESCRIPTION**

Oversees Santa Barbara County offshore oil and gas activities, the onshore facilities that support those offshore operations and oil refineries, as well as alternative energy projects, including planning, policy development, permit processing, environmental review and risk analyses, permit enforcement and public outreach.

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
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**Recurring Performance Measures**

As an efficient and responsive government, Planning and Development will provide complete response to 90% of permittees within 30 calendar days for approximately 65 annual compliance plans that require approval or updating.

	Actual FY 06-07 Pos.	Adopted FY 07-08 Pos.	Est. Actual FY 07-08 Pos.	Recommended FY 08-09 Pos.
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**Position Detail**

**Administration**

Deputy Director	1.0	1.0	1.0	1.0
Accounting Support	1.0	--	--	--
Office Assistant	1.0	1.0	1.0	1.0
Sub-Division Total	3.0	2.0	2.0	2.0

**Permitting & Compliance**

Energy Specialist	2.0	2.0	2.0	2.0
Planner & Planning Tech	7.0	7.0	7.0	4.0
Sub-Division Total	9.0	9.0	9.0	6.0

**Long Range Planning**

Planner & Planning Tech	1.0	1.0	1.0	1.0
Sub-Division Total	1.0	1.0	1.0	1.0

**Mitigation Programs**

Planner & Planning Tech	0.5	0.5	0.5	0.5
Sub-Division Total	0.5	0.5	0.5	0.5

Division Total	13.5	12.5	12.5	9.5
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**SERVICE DESCRIPTION**

Supports the review of development projects and long range planning projects by providing input and technical expertise related to agricultural resources; develops, researches, analyzes and communicates land use policies related to agricultural subject matter.

**Use of Funds Summary**

*Operating Expenditures*

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
Agricultural Planning	\$ --	\$ 239,562	\$ 129,843	\$ 224,923
Division Total	\$ --	\$ 239,562	\$ 129,843	\$ 224,923

**Character of Expenditures**

*Operating Expenditures*

Regular Salaries	--	159,698	90,607	154,612
Overtime	--	--	150	200
Extra Help	--	15,503	--	--
Benefits	--	53,503	29,393	61,249
Salaries & Benefits Sub-Total	--	228,704	120,150	216,061
Services & Supplies	--	10,858	9,693	8,862
Expenditure Total	\$ --	\$ 239,562	\$ 129,843	\$ 224,923

**Source of Funds Summary**

*Departmental Revenues*

Revenue Total	\$ --	\$ --	\$ --	\$ --
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*General Fund Contribution*

	--	239,562	129,769	224,923
--	----	---------	---------	---------

*Other Financing Sources*

Operating Transfers	--	--	74	--
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Division Total	\$ --	\$ 239,562	\$ 129,843	\$ 224,923
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**PLANNING & DEVELOPMENT**

**Agricultural Planning**

	Actual FY 06-07		Adopted FY 07-08		Est. Actual FY 07-08		Recommended FY 08-09	
	Pos.	FTE	Pos.	FTE	Pos.	FTE	Pos.	FTE
<b>Position Summary</b>								
<i>Permanent</i>								
Agricultural Planning	--	--	2.0	2.0	2.0	1.0	2.0	2.0
Total Permanent	--	--	2.0	2.0	2.0	1.0	2.0	2.0
<i>Non-Permanent</i>								
Extra Help	--	--	--	0.5	--	--	--	--
Total Positions	--	--	2.0	2.5	2.0	1.0	2.0	2.0

**Significant Changes (FY 2007-08 Adopted to FY 2007-08 Estimated Actual)**

In Fiscal Year 2007-08 Estimated Actual operating expenditures decreased by \$110,000 to \$130,000 from the Fiscal Year 2007-08 Adopted Budget of \$240,000. This 46% decrease is the result of:

- -\$110,000 - Decreased salaries and benefits due to vacancies resulting in salary savings.

**Significant Changes (FY 2007-08 Estimated Actual to FY 2008-09 Recommended)**

The Fiscal Year 2008-09 Recommended Budget operating expenditures will increase by \$95,000 to \$225,000 from the Fiscal Year 2007-08 Estimated Actuals of \$130,000. This 73% increase is the result of:

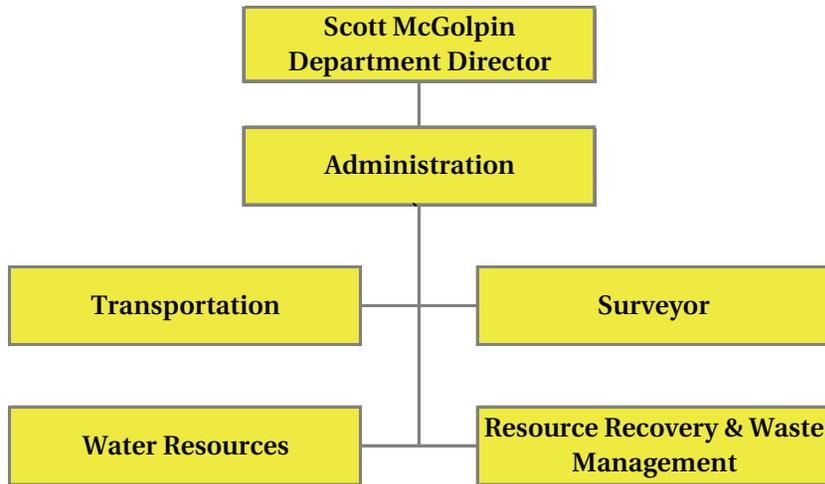
- +\$95,000 - Increased salaries from filling vacant position, reduction of part-time clerk (1 FTE) and increased retirement costs.

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
	Pos.	Pos.	Pos.	Pos.
<b>Position Detail</b>				
<b>Agricultural Planning</b>				
Agricultural Land Use Planner	--	1.0	1.0	1.0
Planner & Planning Tech	--	1.0	1.0	1.0
Sub-Division Total	--	2.0	2.0	2.0
Division Total	--	2.0	2.0	2.0

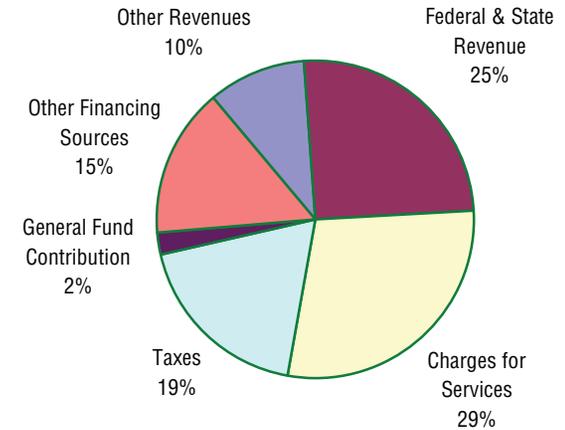


# PUBLIC WORKS

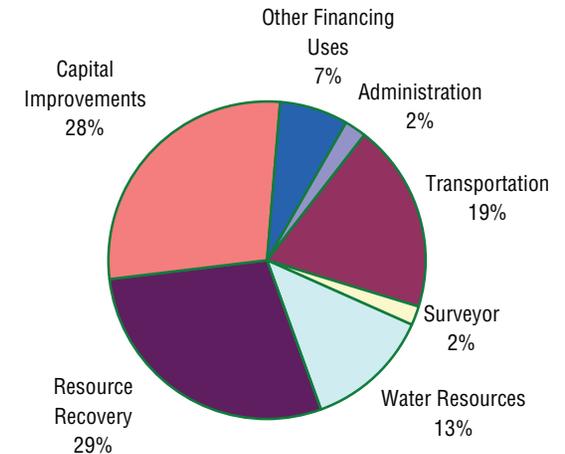
Budget & Positions (FTEs)	
Operating	\$ 65,063,552
Capital	31,469,291
Positions	314.0 FTEs



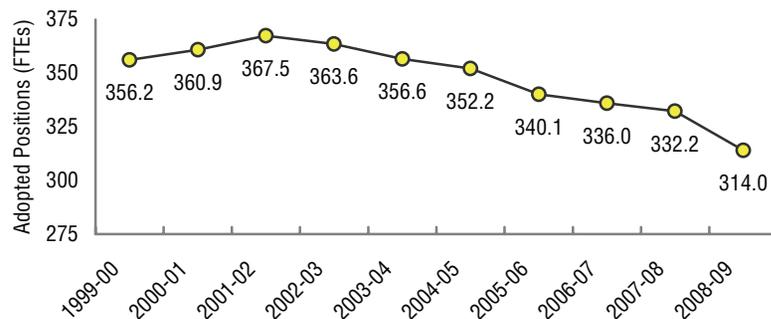
## SOURCE OF FUNDS



## USE OF FUNDS



## STAFFING TREND



**PUBLIC WORKS**  
**Department Summary**

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Use of Funds Summary</b>				
<i>Operating Expenditures</i>				
Administration	\$ 2,072,204	\$ 2,372,105	\$ 2,504,961	\$ 2,567,673
Transportation	19,340,791	19,961,262	18,870,549	21,350,588
Surveyor	2,147,195	2,622,621	2,220,939	2,091,278
Water Resources	10,682,018	11,812,623	11,981,867	14,283,286
Resource Recovery	29,367,571	32,505,675	31,763,913	32,162,821
Operating Sub-Total	63,609,779	69,274,286	67,342,229	72,455,646
Less: Intra-County Revenues	(6,759,727)	(7,472,566)	(6,815,502)	(7,392,094)
Operating Total	56,850,052	61,801,720	60,526,727	65,063,552
<i>Non-Operating Expenditures</i>				
Capital Assets	21,733,195	33,076,134	30,078,220	31,469,291
Expenditure Total	78,583,247	94,877,854	90,604,947	96,532,843
<i>Other Financing Uses</i>				
Operating Transfers	1,451,569	1,849,842	1,970,183	1,915,309
Designated for Future Uses	12,994,596	8,868,868	8,726,422	5,878,881
Department Total	\$ 93,029,412	\$105,596,564	\$101,301,552	\$104,327,033

**Character of Expenditures**

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<i>Operating Expenditures</i>				
Regular Salaries	\$ 19,566,008	\$ 21,517,798	\$ 20,372,129	\$ 21,184,111
Overtime	237,148	183,675	223,975	233,175
Extra Help	332,164	173,592	345,915	175,115
Benefits	7,001,798	8,427,974	7,611,148	9,672,230
Salaries & Benefits Sub-Total	27,137,118	30,303,039	28,553,167	31,264,631
Services & Supplies	30,898,029	34,211,238	33,665,040	36,360,460
Public Assistance Payments	--	--	49,229	--
Contributions	239,900	239,900	239,900	239,900
Depreciation Expense	2,814,158	2,584,515	2,899,299	2,892,866
Damages & Losses	227,733	--	--	--
Principal & Interest	2,292,841	1,935,594	1,935,594	1,697,789
Operating Sub-Total	63,609,779	69,274,286	67,342,229	72,455,646
Less: Intra-County Revenues	(6,759,727)	(7,472,566)	(6,815,502)	(7,392,094)
Operating Total	56,850,052	61,801,720	60,526,727	65,063,552
<i>Non-Operating Expenditures</i>				
Capital Assets	21,733,195	33,076,134	30,078,220	31,469,291
Expenditure Total	\$ 78,583,247	\$ 94,877,854	\$ 90,604,947	\$ 96,532,843

Note: Presentation of the individual program amounts for fiscal years 2006-07 and 2007-08 have been adjusted to provide a consistent level of detail with the fiscal year 2008-09 budget, however, the totals for 2006-07 and 2007-08 have not been changed.

**Source of Funds Summary**

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<i>Departmental Revenues</i>				
Interest	\$ 4,049,465	\$ 3,459,010	\$ 4,246,397	\$ 3,352,463
Federal & State Revenues	22,170,986	30,380,380	27,191,286	28,021,712
Taxes	19,474,899	20,127,254	20,558,137	20,817,754
Other Charges for Services	26,995,992	32,063,646	30,197,697	32,096,956
Miscellaneous Revenue	11,378,275	8,835,544	7,572,284	7,910,334
Revenue Sub-Total	84,069,617	94,865,834	89,765,801	92,199,219
Less: Intra-County Revenues	(6,759,727)	(7,472,566)	(6,815,502)	(7,392,094)
Revenue Total	77,309,890	87,393,268	82,950,299	84,807,125
<i>General Fund Contribution</i>				
	2,024,590	2,104,382	2,094,826	2,526,064
<i>Other Financing Sources</i>				
Operating Transfers	1,258,815	953,929	1,140,046	653,026
Sale of Property	16,655	--	21,537	--
Proceeds of Long-term Debt	941	--	--	--
Use of Prior Fund Balances	12,418,521	15,144,985	15,094,844	16,340,818
Department Total	\$ 93,029,412	\$105,596,564	\$101,301,552	\$104,327,033

	Actual FY 06-07		Adopted FY 07-08		Est. Actual FY 07-08		Recommended FY 08-09	
	Pos.	FTE	Pos.	FTE	Pos.	FTE	Pos.	FTE
<b>Position Summary</b>								
<i>Permanent</i>								
Administration	13.0	13.5	15.0	15.0	15.0	14.9	16.0	15.0
Transportation	149.0	144.4	148.9	139.6	148.9	138.1	128.4	125.4
Surveyor	22.6	19.6	22.6	19.6	22.6	18.6	19.0	15.0
Water Resources	48.0	40.8	47.0	47.0	47.0	42.0	50.0	47.0
Resource Recovery	109.8	98.2	108.7	106.7	108.7	99.7	108.7	107.7
Total Permanent	342.4	316.4	342.2	327.9	342.2	313.3	322.1	310.1
<i>Non-Permanent</i>								
Contract	--	0.3	--	0.5	--	--	--	--
Extra Help	--	--	--	3.9	--	--	--	3.9
Total Positions	342.4	316.7	342.2	332.2	342.2	313.3	322.1	314.0

Note: FTE and position totals may not sum correctly due to rounding.

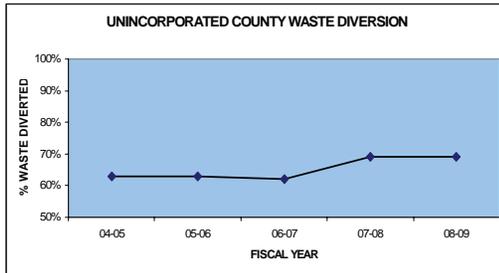
## MISSION STATEMENT

To provide, operate and maintain essential public works facilities and services for the community to make everyday life as safe and convenient as possible.

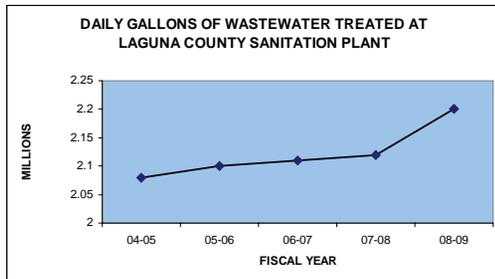
## Budget Organization

The Public Works Department consists of five divisions - Administration, Transportation, Surveyor, Water Resources and Resource Recovery & Waste Management - with approximately 322 personnel staffing sixteen locations throughout the County.

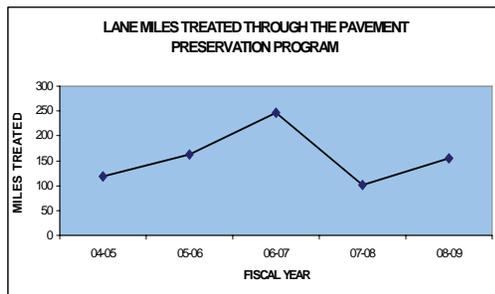
## Activity Indicators



Future increases in waste diversion will require additional infrastructure along with regional commitment of financial resources and flow.



The Laguna Sanitation Plant currently treats 2,200,000 gallons of wastewater per day. The permit capacity of the plant is 3,700,000 gallons per day.



While asphalt prices have continued to increase, Public Works has used innovative technology such as scrub/microseals and surface treatment to stretch available dollars.

## PUBLIC WORKS

### Department Summary (cont'd)

#### Significant Changes (FY 2007-08 Adopted to FY 2007-08 Estimated Actual)

Estimated Actual operating expenditures decreased by \$1,932,000 to \$67,342,000, from the Adopted Budget of \$69,274,000. This 3% decrease is the result of

- +\$442,500 – Increases in fuel and utility costs;
- +\$372,000 – One time consultant costs for Integrated Regional Water Management Plan;
- +\$337,400 – Protective measures in the Santa Maria River and Cachuma Lake in response to the Zaca fire;
- +\$313,400 – Increases in depreciation expense due to the purchase of equipment and capital costs;
- -\$1,749,900 – Decreased salaries and benefits due to holding positions vacant due to aligning expenditures with revenues and slowing permit activities;
- -\$463,700 – Reduction of north county recycling costs;
- -\$369,000 – Reductions in various projects at the Tajiguas landfill;
- -\$349,500 – Decrease in road maintenance materials, this account was reduced to provide match for equipment purchases;
- -\$290,000 – Suspension of cloud seeding program;
- -\$140,500 – Deferral of projects at the Laguna Sanitation Plant;
- -\$34,700 – Decrease in miscellaneous expenses.

Estimated Actual capital asset expenditures decreased by \$2,998,000 to \$30,078,000, from the Adopted Budget of \$33,076,000. The Public Works Capital Improvement Program for Fiscal Year 2007-08 consisted of 64 funded and partially funded projects. Large capital projects often experience timing delays and/or actual costs differ from the original estimates. Accordingly, budgeted amounts and timing of capital projects differ from year to year dependent upon the phase of the projects. Projects completed in FY 2007-08 include Westside Storm Drain Phases II & III, Tajiguas Landfill Phase 1B Liner, Summerland Downtown Traffic Improvements Phase 1, Montecito Pedestrian Bridge, and Jonata Park Road Bridge.

Estimated Actual operating revenues decreased by \$5,100,000 to \$89,766,000, from the Fiscal Year 2007-08 Adopted Budget of \$94,866,000. This 5% decrease is the result of:

- +\$787,400 – Increase in interest earnings;
- +\$196,500 – Increase in property taxes;
- +47,700 – Increase in miscellaneous revenues;
- -\$2,264,200 – Deferral of roads capital projects such as Jalama Road, 2005 storm projects and Avenue of the Flags retrofit;

## PUBLIC WORKS

### Department Summary (cont'd)

- -\$1,625,000 – While Proposition 1B funds have been received from the State; the revenues will not be recognized until expenses have been incurred; this will occur over two fiscal years; this amount has been included in the 2008-09 Fiscal Year budget;
- -\$1,600,000 – Reduction in benefit assessment for Sandyland Seawall Maintenance Fund;
- -\$365,700 – Decreasing gas tax revenue;
- -\$276,700 – Decreased trunk line and connection fees at Laguna Sanitation.

#### Significant Changes (FY 2007-08 Estimated Actual to FY 2008-09 Recommended)

The Recommended Budget's operating expenditures will increase by \$5,113,000 to \$72,456,000, from the prior year's Estimated Actuals of \$67,342,000. This 8% increase is the result of:

- +\$2,711,400 - Increased salaries due to retirement, health insurance, merits, reclasses, and cost of living increases, funding vacant positions, offset with staffing reductions of 17.8 FTEs;
- +\$900,000 - Goleta Slough Dredging project;
- +\$409,900 – Increase in Countywide cost allocation;
- +\$349,500 – Increase in road maintenance materials, this account was reduced in prior fiscal year to provide match for equipment purchases;
- +\$310,000 – Increases in channel & drain and debris basin maintenance;
- +\$290,000 – Reinstatement of cloud seeding program, suspended after the Zaca fire;
- +\$244,500 – SBCAG approved additional funding for transit operations;
- -\$102,300 – Decrease in miscellaneous expenses.

The Recommended Budget's capital expenditures will increase by \$1,391,000 to \$31,469,000, from prior year's Estimated Actuals of \$30,078,000. The Public Works Capital Improvement Plan for Fiscal Year 2008-09 consists of 57 funded and partially funded projects. Projects proposed for FY 2008-09 include Hummel Drive Extension, Jalama Road, Jalama Road Bridge, Tepusquet Road Bridge, Mission Creek Flood Project, North Avenue Drainage Improvements, Tajiguas Lanfill Liner Phases 2a & 2b, and Tertiary Holding Improvements. The Capital Asset expenditure figure of \$31,469,000 does not include \$4,850,000 for in-house design, environmental or inspection costs, these costs are captured under salaries and benefits. The total Capital Improvement Program for FY 2007-08 is \$36,319,000.

Use and Source of Fund Balance: The Public Works Department manages 27 special revenue and enterprise funds. Changes are primarily driven by capital projects which vary from year to year.

#### Significant Changes (FY 2007-08 Estimated Actual to FY 2008-09 Recommended)

The Recommended Budget's operating revenues will increase by \$2,433,000 to \$92,199,000, from prior year's Estimated Actuals of \$89,766,000. This 3% increase is the result of:

- +\$1,400,000 – Reinstatement of Proposition 42 revenue;
- +\$1,375,800 – Increased tipping and wastewater fees;
- +\$493,400 – Increased revenue from Flood Zones to Flood Control District for work performed by District staff;
- +\$416,700 – Increased trunk line and connection fees at Laguna Sanitation;
- +\$402,600 – Property tax growth in special districts;
- +\$310,000 – Increase in Road Encroachment fees approved by Board of Supervisors in December 2007;
- +\$39,600 – Increase in miscellaneous revenues;
- -\$1,111,200 – One time Air Resources Board grant for low emission equipment purchases and retrofits received in prior fiscal year;
- -\$893,900 – Decrease in interest earnings due to lower interest rates and using cash balances for capital projects.

#### Fiscal Year 2008-09 constraints require the Department to implement certain service level reductions.

The Department reduced Project Clean Water in the amount of \$80,400 and reductions were made to the County Surveyor Office – GIS Mapping in the amount of \$115,000. The Project Clean Water reduction alone means that the County cannot fulfill the requirements of its National Pollutant Discharge Elimination System (NPDES) permit. However, the Department will take necessary steps to avoid non-compliance with the NPDES permit by applying for grant funding to replace this reduction in funding. In fact in FY 2008-09 the Department has pursued a Coastal Impact Assistance Program (CIAP) grant that should close half of this funding shortfall for the fiscal year. If the remainder of this budget reduction cannot be closed with grant funding alone, limited designations exist that can be used to close this gap this fiscal year. Designations are available to cover this reduction for the next three to five fiscal years, however, when they are no longer available, the County will no longer be able, to fulfill the requirements of the NPDES permit. Also, in three years the NPDES permit will come up for renewal. At that time additional conditions will more than likely be applied to today's permit, which will in turn require a higher level of service and revenue to comply. Additionally, the County Surveyor Division has unfunded a GIS Supervisor. There will be minimal impacts with this reduction. The County Surveyor will temporarily assume supervision of this program. Final reductions will have minimal impacts to the Public Works Department. Reductions include transferring \$173,550 from the North County Lighting District and \$40,500 from the Project Clean Water Fund. These transfers are to reimburse the General Fund for contributions made to these funds in prior fiscal years.

## PUBLIC WORKS

### Department Summary (cont'd)

#### Departmental Priorities and Their Alignment With County Goals:

The Public Works Department's strategic actions are primarily aligned with the following adopted general goals and principles:

**Goal 1: Efficient and Responsive Government: An efficient, professionally managed government able to anticipate and to effectively respond to the needs of the community.**

**Goal 2: Health and Safety: A safe and healthy community in which to live, work and visit.**

#### Focus Area: Preservation of the Transportation Infrastructure:

Current Year (FY 07-08) Accomplishments:

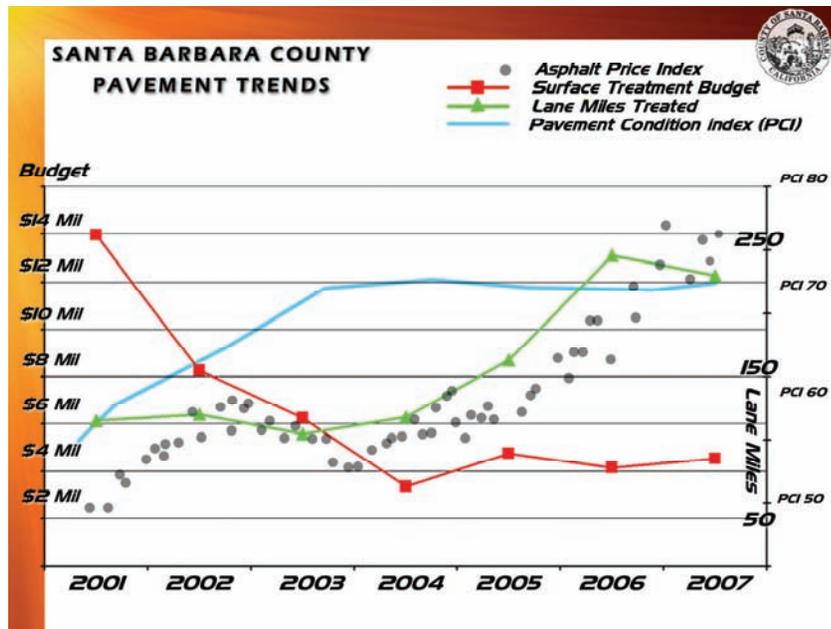
- Treated 101.6 lane miles of road surface pursuant to preventive maintenance strategies.
- Repaired 1713 linear feet of sidewalks, and curbs and gutters, including the installation of 28 American's with Disabilities Act compliant curb ramps.
- Completed the construction of the Jonata Park Bridge No. 51C-225 Replacement Project
- Completed the construction of Phases I and IIA of the Summerland Circulation and Parking Improvements.
- Completed the construction of the Montecito Pedestrian Bridge.
- Responded to the estimated 1300 annual service requests and encroachment permit requests in a professional and timely manner.

Proposed Strategic Actions:

- Continue to find cost effective innovative pavement preservation surface treatment strategies to preserve the taxpayer's investment in transportation infrastructure.
- Continue working with local, state and federal partners to develop a stable, long-term revenue source to adequately maintain the County's transportation infrastructure system.
- Continue the process to quantify hardscape, drainage, real property, signing, striping and urban forest components of the transportation infrastructure.
- Continue to keep expenditures within the limits of available revenues.
- Develop efficient alternative transportation systems that reduce commuter automobile use throughout the County.

Proposed Key Projects:

- Complete construction of the Jalama Road Milepost 7.7 Storm Damage Repair Project.
- Complete construction of the Hummel Road Extension Project.
- Complete the design phase and advertise for construction for the seismic retrofit of Jalama Road Br. No. 51C-014 and San Marcos Road Br. No. 51C-002.
- Complete the design phase and advertise for construction for the Tepesquet Low Water Bridge Replacement Project.
- Continue with the detailed design phase of the Seismic Bridge Retrofit Projects and Storm Damage Repair Projects.
- Complete in-house surface treatment program priorities and fog seal program.



Benefits of utilizing innovative surface treatment technologies.

#### Measure D Local Sales Tax

The primary sources of annual revenue to address the repair and maintenance of the County's transportation infrastructure system needs are State gas taxes and Measure D local sales tax. Measure D was passed in 1989 and provides for a ½-cent sales tax revenue over 20 years. This Measure is set to expire in June of 2010. Today the identified backlog of road maintenance needs Countywide totals \$214 million for the next five years. Without a renewed Measure D or an alternative funding source to replace it in the future the County's Transportation Infrastructure System will continue to deteriorate at a rapid pace. The Santa Barbara County Association of Governments (SBCAG) is currently developing a new reauthorization measure and expenditure plans specifically for the North County and the South Coast. The proposed new measure will be known as Measure A and will be a ½-cent sales tax for 30 years. SBCAG is currently planning to place Measure A on the November 2008 General election ballot. In today's Measure D, local agencies receive 70% of the revenues generated for the repair and maintenance of the local road system. In Measure A local agencies will receive less revenue because there are more transportation interests represented today that will benefit from a portion of a reauthorized measure. Even with a reauthorized sales tax – the Transportation level of service performed today by the Department will be reduced in accordance with the reductions of revenue contained in Measure A. These reductions will be in the areas of the Pavement Preservation Program and the Corrective Maintenance associated with this program.

## PUBLIC WORKS

### Department Summary (cont'd)

#### **Focus Area: Implementation of Long-Term Waste Management Plans:**

##### Current Year (FY 07-08) Accomplishments:

- Completed closure project at the Foxen Canyon Landfill.
- Updated solid waste long-term fiscal plan for the Resource Recovery and Waste Management Division.
- Completed reconfiguration of South Coast Recycling and Transfer Station.
- Finalized audit of North County franchise hauler.
- Provided coordination and staffing for the Multi-Jurisdictional Solid Waste Task Group (MJSWTG).

##### Proposed Strategic Actions:

- Secure necessary funding or commitments from city jurisdictions to assist in offsetting future capital cost such as a materials recovery facility and a waste to energy facility.
- Increase diversion to extend the life of the Tajiguas Landfill.
- Continue to collaborate with agencies participating in the MJSWTG.

##### Proposed Key Projects:

- Begin construction of next phase of Tajiguas Landfill expansion.
- Evaluate feasibility report regarding Waste Conversion Technology and make appropriate recommendation to the Board of Supervisors.

#### **Focus Area: Expansion of Orcutt Wastewater Treatment:**

##### Current Year (FY 07-08) Accomplishments:

- Completed independent operational review of the wastewater treatment facility.
- Updated cash flow model for the District, including the Board of Supervisor's adopted "Reserve Policy for Enterprise Fund.

##### Proposed Strategic Actions:

- Coordinate with developers and other interested parties in procuring recycled water user agreements.
- Coordinate with developers to extend the Soloman Creek Trunk line to serve Orcutt development.

##### Proposed Key Projects:

- Begin distributing recycled water to tenants of Santa Maria Airport and Santa Maria Pacific.
- Develop a recycled water line to Rancho Maria Golf Course.
- Complete environmental review for an additional storage reservoir.
- Replace trickling filter media used for treatment of wastewater.

#### **Focus Area: Customer Support and Records Automation:**

##### Current Year (FY 07-08) Accomplishments:

- Re-assigned staff to specific duties to reduce backlog and processing time for subdivision mapping projects.
- Revised Record of Survey checklist/review procedures intended to reduce County General Fund expenditures.
- Recommended passage of area of survey discrepancy to Board of Supervisors in Toro Canyon.
- Held meetings with professional organizations in Santa Maria and Ventura to discuss review process.
- Implemented new performance measures to monitor overall office performance.
- Remodeled Office map review area for enhanced efficiency.

##### Proposed Strategic Actions:

- Continue to convert public records from paper to digital form for incorporation into Public Works Geographic Information System.
- Deploy internet access capability for retrieval of public records.
- Take an active role in the legislative process to supplement funding and eliminate ambiguities in law regarding land division and other key surveying issues.
- Continue to develop strong alliances with other County departments for more efficient project processing.
- Continue with Accela Automation which will provide a single system to automate the workflow of the land development process for all County departments, provide the ability to submit and track development projects via the internet, increase information flow, and enhance tools for staff decisions.

##### Proposed Key Projects:

- Reduce public counter traffic by providing self-service products on the internet.
- Standardize and streamline the map checking process by writing a desk procedures manual for all tasks and revising County Surveyors Manual and Standard Statements.
- Focus on General Fund reductions without sacrificing public service.
- Install and implement Real Time Kinematic cellular phone link technology for Global Positioning Systems users.

#### **Focus Area: Minimization of Potential Flood Damages:**

##### Current Year (FY 07-08) Accomplishments:

- Completed construction of the Final Phase of the Westside Storm Drain in the City of Santa Barbara.
- Completed construction of the Getty Basin Pump project in the Santa Maria area.

- Completed endangered species consultations on Red Legged Frogs (acquired August 15, 2006) and Steelhead (acquired April 3, 2006) for continued maintenance operations of certain facilities.
- Completed interim site specific projects to help protect the Santa Maria River Levee, including emergency protective measures due to the Zaca Fire, including a State cost share.

Proposed Strategic Actions:

- Complete three scheduled capital projects to make flood prone areas more resistive to flood damage.
- Continue permit streamlining efforts so that maintenance activities can be completed prior to winter.
- Secure General Permits for on-going maintenance work.
- Secure Federal and State Funding for Reinforcement of the Santa Maria River Levee.

Proposed Key Projects:

- Complete remaining laterals of West Side Storm Drain in the City of Santa Barbara.
- Complete design on the Gobenedor Debris Basin Modification project for increased flood control operational efficiency and to allow fish passage; continue to seek grants to fully fund the project.
- Complete construction of the Via Rueda Storm Drain, Eastern Goleta Area.

**Focus Area: Compliance with Water Quality Requirements:**

Current Year (FY 07-08) Accomplishments:

- Completed Annual Review of the County's Stormwater Plan from the Regional Water Quality Control Board (permit received July 7, 2006) in compliance with National Pollution Discharge Elimination System (NPDES) requirements.
- Responded to 78 cases of illicit discharges into creek corridors.

Proposed Strategic Actions:

- Seek cost sharing of NPDES program requirements with willing cities as appropriate.
- Seek grant funds to help fund elements of the Stormwater Plan either accelerating implementation, or enhancing water quality efforts.
- Evaluate effectiveness of pilot projects for treatment of urban runoff.

Proposed Key Project:

- Implement NPDES elements of the approved permit as appropriate.

**PUBLIC WORKS**  
**Department Summary (cont'd)**

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Department-wide Effectiveness Measures</b>				
To ensure an efficient and responsive government, the County will maintain the rate of General Liability claims filed to no more than 90 - 100% of the previous year's actual claims filed.	87% 35 40	76% 40 52	86% 52 60	83% 25 30
As an efficient and responsive government, the County will maintain the rate of Workers' Compensation claims filed between 90 - 100% of the previous year's actual claims filed.	126% 38 30	85% 30 35	73% 28 38	89% 25 28
As an efficient and responsive government, the County will maintain a productive workforce through a countywide Lost Time Rate of 5.9% or less.	5.8% 37,824.0 649,739.0	5.0% 32,013.0 640,252.0	4.8% 31,122.0 640,252.0	5.0% 32,013.0 640,252.0
As an efficient and responsive government, the County will maintain a quality workforce through completing 100% of departmental Employee Performance Reviews (EPRs) by the Anniversary Due Date.	89% 276 309	85% 272 320	85% 272 320	100% 322 322
Complete 95% of the estimated 80 flood hazard determination requests in one day.	100% 86 86	96% 48 50	96% 48 50	95% 76 80

**PUBLIC WORKS**  
**Administration**

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Use of Funds Summary</b>				
<i>Operating Expenditures</i>				
Division Support	\$ 488,907	\$ 529,033	\$ 548,412	\$ 552,818
Special Projects	173,428	284,024	293,781	316,323
Computer Administration	495,947	586,174	583,668	598,138
Safety Administration	114,109	120,216	121,372	129,620
Payroll and Personnel	203,895	221,347	192,130	218,120
Fiscal Services	187,591	197,486	230,826	250,943
Community Service Districts	408,327	433,825	534,772	501,711
Operating Sub-Total	2,072,204	2,372,105	2,504,961	2,567,673
Less: Intra-County Revenues	(1,467,103)	(1,922,756)	(1,930,182)	(2,056,131)
Operating Total	605,101	449,349	574,779	511,542
<i>Non-Operating Expenditures</i>				
Capital Assets	93,095	13,000	25,000	--
Expenditure Total	698,196	462,349	599,779	511,542
<i>Other Financing Uses</i>				
Operating Transfers	753,909	993,876	1,036,563	798,737
Designated for Future Uses	587,766	251,654	257,688	151,795
Division Total	\$ 2,039,871	\$ 1,707,879	\$ 1,894,030	\$ 1,462,074
<b>Character of Expenditures</b>				
<i>Operating Expenditures</i>				
Regular Salaries	1,067,645	1,219,391	1,240,496	1,275,898
Overtime	74	--	3,000	22,000
Extra Help	25,788	--	--	--
Benefits	319,746	430,868	410,702	509,980
Salaries & Benefits Sub-Total	1,413,253	1,650,259	1,654,198	1,807,878
Services & Supplies	658,951	721,846	850,763	759,795
Operating Sub-Total	2,072,204	2,372,105	2,504,961	2,567,673
Less: Intra-County Revenues	(1,467,103)	(1,922,756)	(1,930,182)	(2,056,131)
Operating Total	605,101	449,349	574,779	511,542
<i>Non-Operating Expenditures</i>				
Capital Assets	93,095	13,000	25,000	--
Expenditure Total	\$ 698,196	\$ 462,349	\$ 599,779	\$ 511,542

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09				
<b>Source of Funds Summary</b>								
<i>Departmental Revenues</i>								
Interest	\$ 45,448	\$ 53,515	\$ 47,300	\$ 48,309				
Federal & State Revenues	14,576	10,434	29,381	5,882				
Taxes	886,153	861,099	819,036	864,229				
Other Charges for Services	2,113,930	2,378,772	2,382,032	2,515,081				
Miscellaneous Revenue	10,360	--	1,861	--				
Revenue Sub-Total	3,070,467	3,303,820	3,279,610	3,433,501				
Less: Intra-County Revenues	(1,467,103)	(1,922,756)	(1,930,182)	(2,056,131)				
Revenue Total	1,603,364	1,381,064	1,349,428	1,377,370				
<i>General Fund Contribution</i>								
	15,245	32,477	25,312	26,050				
<i>Other Financing Sources</i>								
Operating Transfers	--	--	3,941	--				
Use of Prior Fund Balances	421,262	294,338	515,349	58,654				
Division Total	\$ 2,039,871	\$ 1,707,879	\$ 1,894,030	\$ 1,462,074				
<b>Position Summary</b>								
<i>Permanent</i>								
Division Support	3.0	4.1	4.0	4.1	4.0	4.0	5.0	4.1
Special Projects	1.0	1.3	2.0	2.0	2.0	2.0	2.0	2.0
Computer Administration	4.0	3.3	4.0	4.0	4.0	4.0	4.0	4.0
Safety Administration	1.0	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Payroll and Personnel	2.0	2.3	2.0	2.3	2.0	2.1	2.0	2.1
Fiscal Services	2.0	1.7	2.0	1.6	2.0	1.8	2.0	1.9
Total Positions	13.0	13.5	15.0	15.0	15.0	14.9	16.0	15.0

**SERVICE DESCRIPTION**

Provide staff support to achieve the department's mission through policy direction, financial planning and accounting, human resource guidance, employee relations, information technology and disaster recovery.

**Significant Changes (FY 2007-08 Adopted to FY 2007-08 Estimated Actual)**

Estimated Actual operating expenditures increased by \$133,000 to \$2,505,000, from the Adopted Budget of \$2,372,000. This 5.6% increase is the result of:

- +\$42,700 – County Service Area #3 purchasing equipment for open space maintenance;
- +\$33,200 – County Service Area #31 contributing to the Isla Vista Adopt a Block program;
- +\$25,000 – One time Public Works Director Recruitment;
- +\$20,000 - County Service Area # 3 contributing to Goleta Medians;
- +\$16,000 – Public Works Customer Satisfaction Survey;
- +\$10,000 – County Service Area #3 increased utility charges for open space maintenance;
- -\$13,900 – Reductions in other miscellaneous expenses.

**Significant Changes (FY 2007-08 Estimated Actual to FY 2008-09 Recommended)**

The Recommended Budget's operating expenditures will increase by \$63,000 to \$2,568,000, from the prior year's Estimated Actuals of \$2,505,000. This 2.5% increase is the result of:

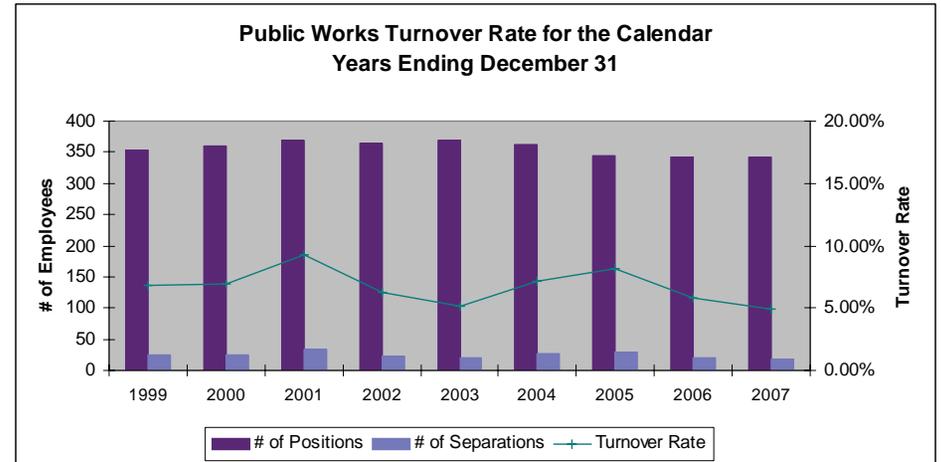
- +\$154,000 – Increased salaries due to retirement, health insurance, merits, reclasses, and cost of living increases;
- -\$25,000 – One time Public Works Director recruitment;
- -\$21,300 – Reductions in computer hardware and software purchases;
- -\$17,300 – The fiscal years 2006-07 and 2007-08 adopt a block contributions were paid in fiscal year 2007-08;
- -\$16,000 – Public Works Customer Satisfaction Survey;
- -\$11,400 – Reductions in other miscellaneous expenses.

*Note:* The Public Works Administrative Division is comprised of department-wide administration and the budgets for several County Service Areas. This division does not account for the total cost of Public Works administration. Divisional administration is included in the Transportation, Surveyor, Water Resources and Resource Recovery & Waste Management sections.

**PUBLIC WORKS**

**Administration (cont'd)**

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Recurring Performance Measures</b>				
<b>Computer Administration</b>				
Maintain the practice of replacing/upgrading 12% of the department's total number of production computers	14% 38 263	25% 66 263	14% 38 263	12% 26 214
<b>Safety Administration</b>				
Complete Bi-Annual CPR/First Aid training for the approximately 96 required employees pursuant of OSHA guidelines.	133% 128 96	100% 84 84	100% 84 84	100% 96 96
<b>Payroll and Personnel</b>				
Reduce the Department turnover rate from 4.97% to 4.5% by December 31, 2008	5.85%	5.00%	4.97%	4.50%
Test 100% of the employees for Drugs & Alcohol within the quarter as selected by California State Association of Counties	88% 56 63	100% 60 60	82% 28 34	100% 60 60



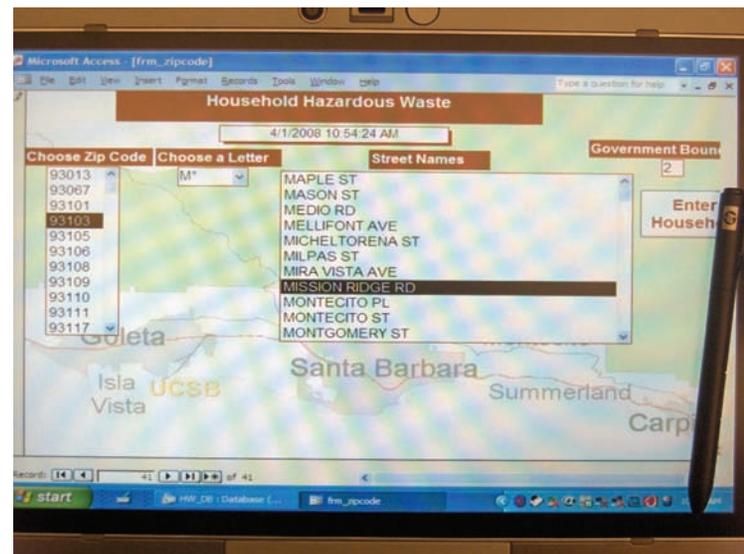
**PUBLIC WORKS**  
Administration (cont'd)



The Public Works Disaster Recovery division worked closely with the State Office of Emergency Services to secure \$1,400,826 in State funding for initial emergency response and protective measures due to the Zaca Fire. An additional \$341,270 for disaster related activity reimbursement is currently under State review.

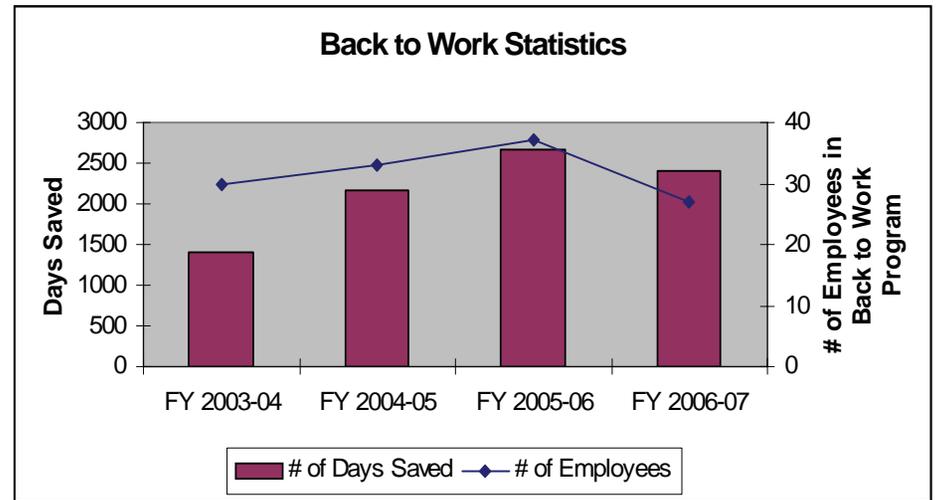


The Public Works Information Technology staff developed a touch pad system (below) which captures resident information at the Household Hazardous Waste facility (above). This eliminates the previously hand written information sheets that were manually entered into a database. This new system makes it easier for the customer and eliminates duplication.

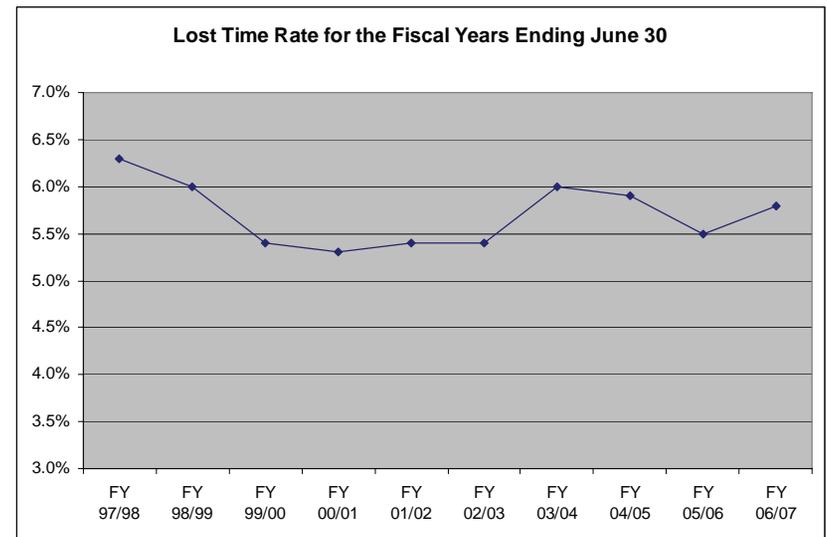


**PUBLIC WORKS**  
Administration (cont'd)

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
	Pos.	Pos.	Pos.	Pos.
<b>Position Detail</b>				
<b>Division Support</b>				
Director	1.0	1.0	1.0	1.0
Administrative Secretary	--	--	--	1.0
Executive Secretary	1.0	1.0	1.0	1.0
Office Assistant	1.0	2.0	2.0	2.0
Sub-Division Total	3.0	4.0	4.0	5.0
<b>Special Projects</b>				
Civil Engineer Manager	--	1.0	1.0	1.0
Disaster Recovery Manager	1.0	1.0	1.0	1.0
Sub-Division Total	1.0	2.0	2.0	2.0
<b>Computer Administration</b>				
Data Processing Manager	1.0	1.0	1.0	1.0
EDP SYS & PROG ANLST SR	--	--	--	1.0
EDP Systems & Prog Analyst	1.0	1.0	1.0	1.0
Data Processing Specialist	2.0	2.0	2.0	1.0
Sub-Division Total	4.0	4.0	4.0	4.0
<b>Safety Administration</b>				
Safety Officer	1.0	1.0	1.0	1.0
Sub-Division Total	1.0	1.0	1.0	1.0
<b>Payroll and Personnel</b>				
Program Analyst	1.0	1.0	1.0	1.0
Human Resource Technician	1.0	1.0	1.0	1.0
Sub-Division Total	2.0	2.0	2.0	2.0
<b>Fiscal Services</b>				
Chief Financial Officer	1.0	1.0	1.0	1.0
Accountant	1.0	1.0	1.0	1.0
Sub-Division Total	2.0	2.0	2.0	2.0
<b>Division Total</b>	<b>13.0</b>	<b>15.0</b>	<b>15.0</b>	<b>16.0</b>



Since its inception in 1998, the Public Works Department has actively participated in the County Back to Work Program. In the past 4 fiscal years, the Department has saved \$446,810 in Workers Compensation costs by participating in the program. It is estimated that the Department's lost time rate for fiscal year 2006-07 would have risen from 5.8% to 8.8%, an additional loss of 19,288 work hours, if the program did not exist.



**PUBLIC WORKS**

**Transportation**

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Use of Funds Summary</b>				
<i>Operating Expenditures</i>				
Administration	\$ 831,747	\$ 991,200	\$ 4,063,570	\$ 4,766,496
Engineering	2,620,053	2,970,036	1,813,364	2,035,969
Traffic Engineering	2,573,696	2,900,779	2,425,041	2,681,575
Maintenance	9,238,975	10,098,030	8,300,628	9,576,071
Construction	4,076,320	3,001,217	2,267,946	2,290,477
Operating Sub-Total	19,340,791	19,961,262	18,870,549	21,350,588
Less: Intra-County Revenues	(513,543)	(200,000)	(78,000)	(111,600)
Operating Total	18,827,248	19,761,262	18,792,549	21,238,988
<i>Non-Operating Expenditures</i>				
Capital Assets	13,398,545	17,766,289	14,670,601	14,350,346
Expenditure Total	32,225,793	37,527,551	33,463,150	35,589,334
<i>Other Financing Uses</i>				
Operating Transfers	356,751	354,635	354,422	334,926
Designated for Future Uses	649,980	1,477,266	982,169	517,223
Division Total	\$ 33,232,524	\$ 39,359,452	\$ 34,799,741	\$ 36,441,483
<b>Character of Expenditures</b>				
<i>Operating Expenditures</i>				
Regular Salaries	8,671,555	9,030,284	8,670,599	8,436,754
Overtime	60,837	--	83,500	73,700
Extra Help	141,199	37,282	48,067	38,346
Benefits	3,204,386	3,598,244	3,308,674	4,022,704
Salaries & Benefits Sub-Total	12,077,977	12,665,810	12,110,840	12,571,504
Services & Supplies	6,856,566	6,993,551	6,457,808	8,514,184
Contributions	239,900	239,900	239,900	239,900
Damages & Losses	104,348	--	--	--
Principal & Interest	62,000	62,001	62,001	25,000
Operating Sub-Total	19,340,791	19,961,262	18,870,549	21,350,588
Less: Intra-County Revenues	(513,543)	(200,000)	(78,000)	(111,600)
Operating Total	18,827,248	19,761,262	18,792,549	21,238,988
<i>Non-Operating Expenditures</i>				
Capital Assets	13,398,545	17,766,289	14,670,601	14,350,346
Expenditure Total	\$ 32,225,793	\$ 37,527,551	\$ 33,463,150	\$ 35,589,334

**Source of Funds Summary**

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09				
<i>Departmental Revenues</i>								
Interest	\$ 150,091	\$ 85,025	(8,394)	\$ 9,000				
Federal & State Revenues	17,536,936	25,456,560	20,706,753	23,047,932				
Taxes	8,534,082	8,827,988	9,054,464	8,908,600				
Other Charges for Services	873,987	2,539,604	2,132,337	2,037,459				
Miscellaneous Revenue	906,972	1,153,500	403,260	686,000				
Revenue Sub-Total	28,002,068	38,062,677	32,288,420	34,688,991				
Less: Intra-County Revenues	(513,543)	(200,000)	(78,000)	(111,600)				
Revenue Total	27,488,525	37,862,677	32,210,420	34,577,391				
<i>General Fund Contribution</i>								
	883,461	851,189	851,189	1,293,189				
<i>Other Financing Sources</i>								
Operating Transfers	957,000	500,000	590,046	98,740				
Sale of Property	15,750	--	23,000	--				
Use of Prior Fund Balances	3,887,788	145,586	1,125,086	472,163				
Division Total	\$ 33,232,524	\$ 39,359,452	\$ 34,799,741	\$ 36,441,483				
<b>Position Summary</b>								
<i>Permanent</i>								
Administration	8.0	7.7	8.0	7.6	8.0	8.0	7.5	7.5
Engineering	24.0	19.7	24.0	21.4	24.0	16.7	16.0	15.5
Traffic Engineering	20.0	19.2	20.0	18.1	20.0	17.3	9.0	8.0
Maintenance	76.0	76.2	76.0	72.2	76.0	74.0	76.0	75.0
Construction	21.0	21.6	20.9	20.3	20.9	22.1	19.9	19.4
Total Permanent	149.0	144.4	148.9	139.6	148.9	138.1	128.4	125.4
<i>Non-Permanent</i>								
Contract	--	0.3	--	0.5	--	--	--	--
Extra Help	--	--	--	0.5	--	--	--	0.5
Total Positions	149.0	144.6	148.9	140.5	148.9	138.1	128.4	125.9

*Note:* Transportation expenditures for general overhead, such as cost allocation, liability expense, workers compensation, and certificates of participation have now been included under the Administration subdivision. This change enables the capturing of overhead which is used when applying for State & Federal grant reimbursements.

**SERVICE DESCRIPTION**

Provide a clear path, smooth ride and safe trip for the traveling public by cost-effectively planning, designing, constructing and maintaining public transportation facilities.

**Significant Changes (FY 2007-08 Adopted to FY 2007-08 Estimated Actual)**

Estimated Actual operating expenditures decreased by \$1,091,000 to \$18,870,500, from the Adopted Budget of \$19,961,300. This 5.5% decrease is the result of:

- -\$550,000 – Decreased salaries and benefits due to holding positions vacant to align expenditures with revenues;
- -\$349,500 – Decrease in road maintenance materials; this account was reduced to provide match for equipment purchases;
- -\$146,000 – Decreased computer hardware and software purchases, training, and office supplies;
- -\$45,500 – Decrease in miscellaneous expenses.

**Significant Changes (FY 2007-08 Estimated Actual to FY 2008-09 Recommended)**

The Recommended Budget's operating expenditures will increase by \$2,480,000 to \$21,350,600 from the prior year's Estimated Actual of \$18,870,500. This 13.1% increase is the result of:

- +\$603,500 – Farmworker van pool program is fully operational in fiscal year 2008-09;
- +\$460,700 – Increased salaries due to retirement, health insurance, merits, reclasses, and cost of living increases, offset with staffing reductions of 14.2 FTEs;
- +\$349,500 – Increase in road maintenance materials, this account was reduced in the prior fiscal year to provide match for equipment purchases;
- +\$270,600 – Increases in Countywide cost allocation;
- +\$244,500 – SBCAG approved additional funding for transit operations;
- +\$195,100 – Increase in workers' compensation expenses;
- +\$152,700 – Increase in road maintenance for roads impacted by hauling in Santa Maria;
- +\$114,000 – Increases in miscellaneous expenses;
- +\$89,400 – Increased computer hardware and software purchases, training and office supplies delayed from the prior fiscal year.

**PUBLIC WORKS****Transportation (cont'd)**

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Recurring Performance Measures</b>				
<b>Administration</b>				
Maintain an average pavement Condition Index (PCI) of 65 or better on the 1667 lane miles within the County maintained system to protect the communities investment in transportation infrastructure.	n/a	69	69	65
<b>Engineering</b>				
Respond to the Permits Section with initial comments from the Engineering Section within one week on 90% of 10 estimated Encroachment Permit review requests received annually.	100% 11 11	100% 10 10	85% 6 7	90% 9 10
Maintain Design Services costs at less than 8% of the construction costs for Surface Treatment projects completed annually.	3% 174,756 5,325,069	5% 307,500 6,150,000	4% 43,573 967,903	8% 93,400 1,167,500
<b>Traffic-Engineering</b>				
Apply an average of 250 gallons of paint per day, when striping County roads in the form of striping and legends.	107% 323 300	90% 225 250	100% 250 250	100% 250 250
Complete 100% of sign installations within two weeks of Traffic Work Order issuance, and after the completion of Underground Services Alert and the acquisition of all needed material for 15 estimated orders issued monthly.	75% 36 48	100% 180 180	100% 120 120	100% 180 180
Respond to the Permits Section with Traffic Comments within one week on 95% of 150 estimated Encroachment Permit review requests received annually.	91% 107 117	95% 100 105	95% 100 105	95% 142 150
Submit 95% of the estimated 50 draft condition letters prior to the Subdivision Review committee meeting date.	96% 53 55	100% 75 75	100% 75 75	100% 50 50

**PUBLIC WORKS**  
**Transportation (cont'd)**

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Recurring Performance Measures</b>				
Inspect and perform full preventive maintenance on 100% of the 40 total County traffic signals annually.	100%	91%	100%	100%
	34	34	37	40
	34	37	37	40
<b>Maintenance</b>				
Maintain a Road Maintenance Section personnel occupancy rate of 95% for the Maintenance Worker Series.	95%	97%	97%	95%
	35	36	36	35
	37	37	37	37
Physically inspect the inlet and outlet of 100% of the estimated 4200 drainage facilities, for location and function within the County maintained Road Right-of-Way.	146%	100%	114%	100%
	6,131	4,200	4,800	4,200
	4,200	4,200	4,200	4,200
Respond to 95% of the 600 service requests received; respond to each request within 48 hours.	99%	95%	95%	95%
	619	570	570	570
	620	600	600	600
Replace 1500 linear feet of sidewalk annually based upon citizen participation in the residential hardscape replacement program.	128%	100%	100%	100%
	1,931	1,500	1,500	1,500
	1,500	1,500	1,500	1,500
<b>Construction</b>				
Provide a three-week Plan Check turnaround for 90% of the 350 estimated annual Road Encroachment Permits.	93%	90%	90%	90%
	357	360	360	315
	383	400	400	350
Maintain construction contract administration and inspection costs at less than 10% of the estimated construction costs for Preventive Maintenance Surface Treatment projects completed.	0%	9%	9%	10%
	--	96,790	96,000	116,750
	--	967,903	967,903	1,167,500
Maintain construction contract administration and inspection costs at less than 16% of the estimated construction costs for Measure D miscellaneous concrete repairs projects completed.	0%	16%	16%	16%
	--	99,200	99,200	48,000
	--	620,000	620,000	300,000

	Actual FY 06-07 Pos.	Adopted FY 07-08 Pos.	Est. Actual FY 07-08 Pos.	Recommended FY 08-09 Pos.
<b>Position Detail</b>				
<b>Administration</b>				
Deputy Public Works Director	1.0	1.0	1.0	1.0
Cost Analyst	1.0	1.0	1.0	1.0
Accountant	1.0	2.0	2.0	2.0
Departmental Assistant	1.0	1.0	1.0	1.0
Accounting Technician	1.0	1.0	1.0	0.5
Accounting Clerk	3.0	2.0	2.0	2.0
Sub-Division Total	8.0	8.0	8.0	7.5
<b>Engineering</b>				
Civil Engineer Manager	1.0	1.0	1.0	1.0
Civil Engineer Specialist	3.0	3.0	3.0	2.0
Innovative Programs Manager	1.0	1.0	1.0	1.0
Surface Treatment Manager	1.0	1.0	1.0	1.0
Civil Engineer	5.0	5.0	5.0	3.0
Geologist	1.0	1.0	1.0	1.0
Environmental Planner	2.0	1.0	1.0	1.0
Civil Engineering Associate	2.0	2.0	2.0	2.0
Engineering Technician	7.0	8.0	8.0	3.0
Office Assistant	1.0	1.0	1.0	1.0
Sub-Division Total	24.0	24.0	24.0	16.0
<b>Traffic Engineering</b>				
Civil Engineer Manager	1.0	1.0	1.0	1.0
Civil Engineer Specialist	--	--	--	1.0
Alternative Transportation Manager	1.0	1.0	1.0	1.0
Traffic Management Manager	1.0	1.0	1.0	1.0
Civil Engineer	--	--	--	1.0
Transportation Planner	2.0	2.0	2.0	1.0
Maintenance Supervisor	1.0	1.0	1.0	--
Maintenance Leader	2.0	2.0	2.0	--
Engineering Technician	4.0	4.0	4.0	2.0
Traffic Signal Technician	2.0	2.0	2.0	1.0
Word Processor	1.0	1.0	1.0	--
Maintenance Worker	5.0	5.0	5.0	--
Sub-Division Total	20.0	20.0	20.0	9.0

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
Position Detail	Pos.	Pos.	Pos.	Pos.
<b>Maintenance</b>				
Road Maintenance Manager	1.0	1.0	1.0	1.0
Staff Analyst	--	1.0	1.0	1.0
Urban Forestry Supervisor	1.0	1.0	1.0	1.0
Maintenance Superintendent	3.0	3.0	3.0	3.0
Maintenance Supervisor	3.0	3.0	3.0	3.0
Data Processing Specialist	1.0	--	--	--
Maintenance Leader	11.0	11.0	11.0	12.0
Urban Forestry Inspector	2.0	2.0	2.0	2.0
Heavy Equipment Operator	8.0	8.0	8.0	8.0
Equipment Mechanic	3.0	3.0	3.0	--
Maintenance Worker	37.0	37.0	37.0	41.0
Equipment Service Worker	1.0	1.0	1.0	--
Office Assistant	5.0	5.0	5.0	4.0
Sub-Division Total	76.0	76.0	76.0	76.0
<b>Construction</b>				
Civil Engineer Manager	1.0	1.0	1.0	1.0
Civil Engineer Specialist	2.0	2.0	2.0	2.0
Civil Engineer	3.0	3.0	3.0	3.0
Engineering Geologist	1.0	1.0	1.0	1.0
Civil Engineering Associate	1.0	1.0	1.0	1.0
Departmental Assistant	2.0	1.9	1.9	1.9
Engineering Technician	10.0	10.0	10.0	9.0
Office Assistant	1.0	1.0	1.0	1.0
Sub-Division Total	21.0	20.9	20.9	19.9
Division Total	149.0	148.9	148.9	128.4



Above - Ribbon cutting ceremony on the recently completed Jonata Park Road Bridge;  
Below - Construction on the Summerland Traffic Improvement Project.



**PUBLIC WORKS**

**Surveyor**

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Use of Funds Summary</b>				
<i>Operating Expenditures</i>				
Field Survey	\$ 758,551	\$ 813,934	\$ 703,961	\$ 635,734
Customer Support	1,075,123	1,468,020	1,191,318	1,455,544
Real Property	313,521	340,667	325,660	--
Operating Sub-Total	2,147,195	2,622,621	2,220,939	2,091,278
Less: Intra-County Revenues	(1,177,397)	(1,746,632)	(1,207,274)	(1,085,280)
Operating Total	969,798	875,989	1,013,665	1,005,998
<i>Non-Operating Expenditures</i>				
Capital Assets	--	40,000	--	40,000
Expenditure Total	969,798	915,989	1,013,665	1,045,998
<i>Other Financing Uses</i>				
Designated for Future Uses	19,900	25,000	25,000	25,000
Division Total	\$ 989,698	\$ 940,989	\$ 1,038,665	\$ 1,070,998

**Character of Expenditures**

<i>Operating Expenditures</i>				
Regular Salaries	1,344,743	1,488,434	1,319,756	1,194,156
Overtime	3,454	--	2,000	--
Extra Help	40,307	27,116	47,702	27,993
Benefits	421,947	511,864	428,220	456,515
Salaries & Benefits Sub-Total	1,810,451	2,027,414	1,797,678	1,678,664
Services & Supplies	336,744	595,207	423,261	412,614
Operating Sub-Total	2,147,195	2,622,621	2,220,939	2,091,278
Less: Intra-County Revenues	(1,177,397)	(1,746,632)	(1,207,274)	(1,085,280)
Operating Total	969,798	875,989	1,013,665	1,005,998
<i>Non-Operating Expenditures</i>				
Capital Assets	--	40,000	--	40,000
Expenditure Total	\$ 969,798	\$ 915,989	\$ 1,013,665	\$ 1,045,998

**Source of Funds Summary**

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<i>Departmental Revenues</i>				
Other Charges for Services	\$ 1,575,352	\$ 1,987,132	\$ 1,559,274	\$ 1,443,280
Miscellaneous Revenue	14,495	18,100	4,500	4,000
Revenue Sub-Total	1,589,847	2,005,232	1,563,774	1,447,280
Less: Intra-County Revenues	(1,177,397)	(1,746,632)	(1,207,274)	(1,085,280)
Revenue Total	412,450	258,600	356,500	362,000
<i>General Fund Contribution</i>	553,831	657,389	654,998	683,998
<i>Other Financing Sources</i>				
Operating Transfers	--	--	2,167	--
Use of Prior Fund Balances	23,417	25,000	25,000	25,000
Division Total	\$ 989,698	\$ 940,989	\$ 1,038,665	\$ 1,070,998

Actual FY 06-07		Adopted FY 07-08		Est. Actual FY 07-08		Recommended FY 08-09	
Pos.	FTE	Pos.	FTE	Pos.	FTE	Pos.	FTE

**Position Summary**

<i>Permanent</i>								
Field Survey	11.0	6.5	9.0	6.3	9.0	6.0	7.0	4.4
Customer Support	9.0	10.2	11.0	10.5	11.0	9.8	12.0	10.6
Real Property	2.6	2.8	2.6	2.9	2.6	2.8	--	--
Total Permanent	22.6	19.6	22.6	19.6	22.6	18.6	19.0	15.0
<i>Non-Permanent</i>								
Extra Help	--	--	--	1.0	--	--	--	1.0
Total Positions	22.6	19.6	22.6	20.6	22.6	18.6	19.0	16.0

**SERVICE DESCRIPTION**

Provide quality surveying services through the creation, maintenance and protection of land based records for public and private resources.

**Significant Changes (FY 2007-08 Adopted to FY 2007-08 Estimated Actual)**

Estimated Actual operating expenditures decreased by \$402,000 to \$2,221,000, from the Adopted Budget of \$2,623,000. This 15.3% decrease is the result of:

- -\$229,700 – Decreased salaries and benefits due to position vacancies related to slowing permit activity;
- -\$87,400 – Postponement of purchasing computer hardware and software;
- -\$30,200 – Reduction in outside consultants for fast tracking permit process, related to slowing of permit activity;
- -\$24,800 – Reductions in training and travel;
- -\$11,000 – Reductions in miscellaneous expenses;
- -\$10,000 – Office remodel cost reductions;
- -\$8,900 – Office supply reduction.

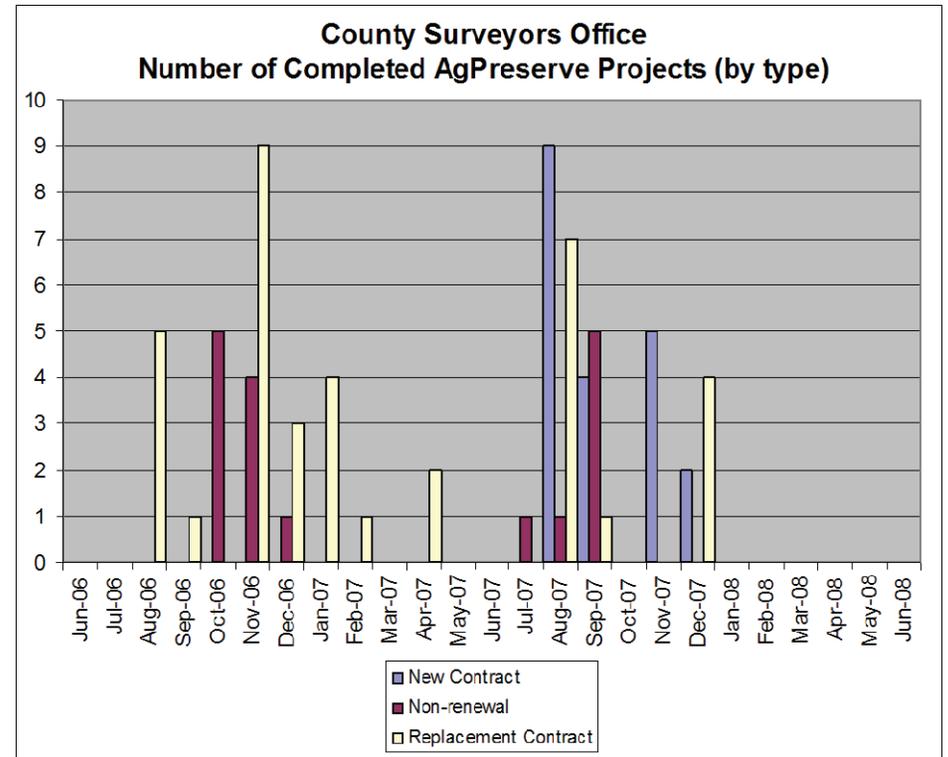
**Significant Changes (FY 2007-08 Estimated Actual to FY 2008-09 Recommended)**

The Recommended Budget’s operating expenditures will decrease by \$130,000 to \$2,091,000, from the prior year’s Estimated Actual of \$2,221,000. This 5.8% decrease is the result of:

- -\$119,000 – Unfunding of Real Property Agents off set with an increase in retirement, health insurance, merits and cost of living increases;
- -\$11,000 – Reductions in miscellaneous expenses.

**PUBLIC WORKS**

Surveyor (cont'd)



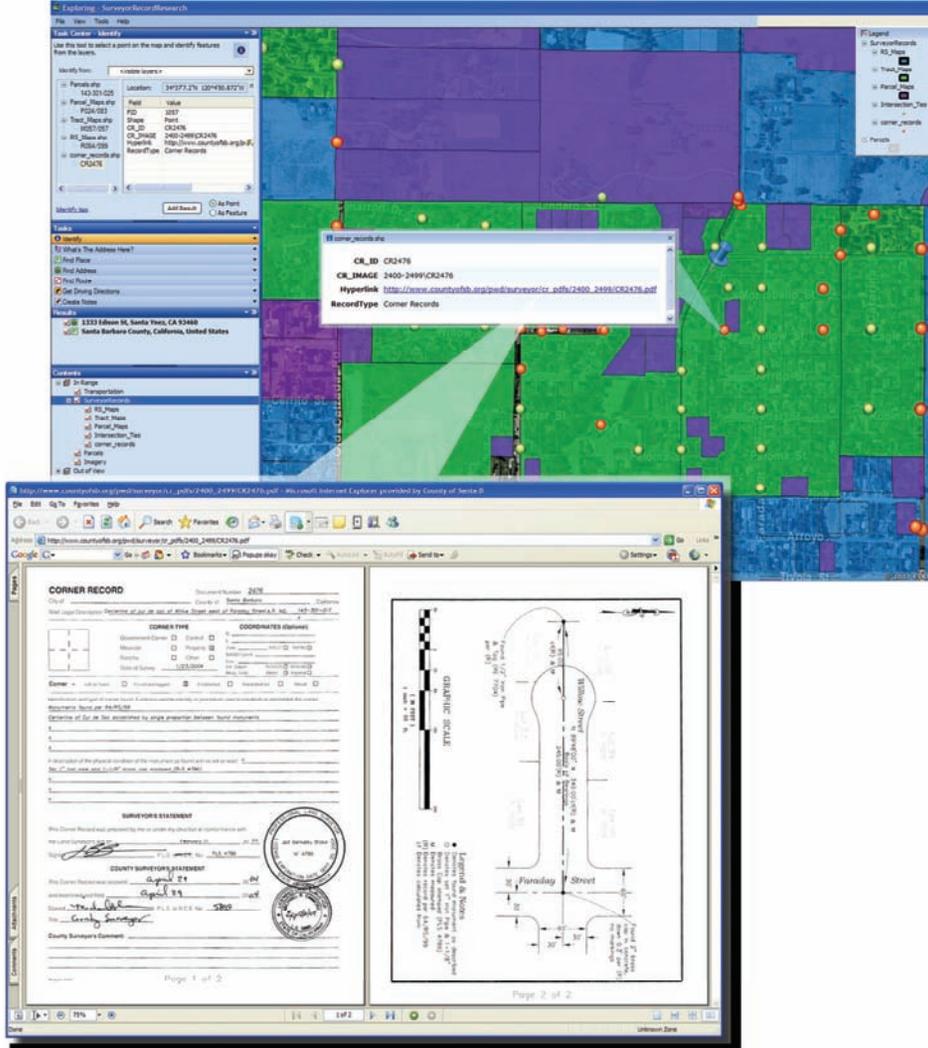
The California Land Conservation Act of 1965 – commonly referred to as the Williamson Act – enables local governments to enter into contracts with private landowners for the purpose of restricting specific parcels of land to agricultural or related open space use. In return, landowners receive property tax assessments which are lower than normal because they are based upon farming and open space uses as opposed to full market value.

**PUBLIC WORKS**  
**Surveyor (cont'd)**

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Recurring Performance Measures</b>				
<b>Field Survey</b>				
Reduce average field time for preserving 80% of survey monuments subject to destruction to 5 hours per monument excluding travel time.	n/a	78%	78%	80%
	n/a	37	37	24
	n/a	47	47	30
Locate 2 or more property corners of topo or construction projects and tie to the California Coordinate System 1983 for GIS mapping purposes.	n/a	69%	69%	75%
	n/a	9	9	15
	n/a	13	13	20
<b>Customer Support</b>				
Reduce average number of working days to complete project review for Voluntary Mergers, Lot Line Adjustments & Certificate of Compliance to 30 days.	27	30	23	30
Reduce Average number of working days to complete project review for Record of Surveys, Tract Maps, Parcel Maps, & Corner Records to 20 days.	30	20	28	20
Reduce average time for publishing completed surveyor division projects to the department website to less than 30 days.	74	30	20	30
Reduce average project intake response time to 3 working days for new submittals of RS's & projects subject to Chapter 21 of County Code.	4	3	5	3
Reduce the average time to 3 business days for public requests for parcel validity determination.	4	3	2	3
Review Records of Survey, Tract Maps, Corner Records, Parcel Maps, Certs of Compliance, Voluntary Mergers and Lot Line Adjustments as a function of the economy and quality received.	649	650	680	600

**Innovative technology for Customer Service:**

The Santa Barbara County Surveyor's Office GIS section has brought innovative information services to the public thru the new Surveyor Record Research tool available for download from the County's website.



With the addition of this spatial research capability online services now provide efficient access via geographical hyperlinks to records in digital format. Now the public has direct access to survey records for any area of the County.

**PUBLIC WORKS**  
**Surveyor (cont'd)**

Mission Creek Re-alignment Project utilizes the collective work of the sections of the County Surveyors Office.

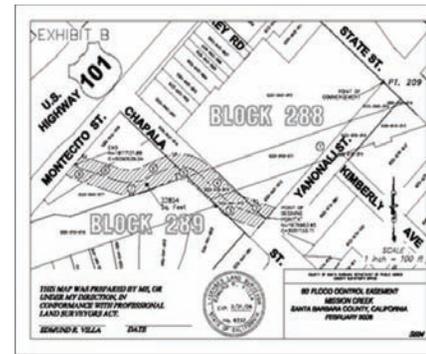
	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
	Pos.	Pos.	Pos.	Pos.
<b>Position Detail</b>				
<b>Field Survey</b>				
County Surveyor-Dep PW Director	1.0	--	--	--
Deputy County Surveyor	1.0	1.0	1.0	1.0
Survey Specialist	2.0	2.0	2.0	2.0
Engineering Technician	7.0	6.0	6.0	4.0
Sub-Division Total	11.0	9.0	9.0	7.0
<b>Customer Support</b>				
County Surveyor-Dep PW Director	--	1.0	1.0	1.0
Deputy County Surveyor	1.0	1.0	1.0	1.0
Mapping GIS Supervisor	--	1.0	1.0	1.0
Mapping GIS Tech/Analyst	--	1.0	1.0	1.0
Survey Specialist	5.0	5.0	5.0	5.0
Mapping Technician Chief	1.0	--	--	--
Mapping GIS Tech/Analyst	--	1.0	1.0	1.0
Engineering Technician	--	--	--	1.0
Mapping Technician	1.0	--	--	--
Administrative Secretary	1.0	1.0	1.0	1.0
Sub-Division Total	9.0	11.0	11.0	12.0
<b>Real Property</b>				
Real Property Agent	2.6	2.6	2.6	--
Sub-Division Total	2.6	2.6	2.6	--
Division Total	22.6	22.6	22.6	19.0



General Services Real Property provides easement negotiation and property acquisition for use by County Surveyor staff.



Field Survey section provides recordable measurements and easement legal description.



GIS section provides legal depiction exhibits and graphic deliverables.

**PUBLIC WORKS**

**Water Resources**

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Use of Funds Summary</b>				
<i>Operating Expenditures</i>				
Administration	\$ 1,392,990	\$ 1,515,211	\$ 1,408,450	\$ 1,749,339
Maintenance	4,105,439	5,176,991	5,440,305	6,883,734
Environment	899,573	750,359	674,695	736,424
Development	720,712	774,730	667,785	738,760
Design	741,985	655,333	591,520	678,000
Hydrology	192,668	261,379	248,785	319,983
Water Agency	2,628,651	2,678,620	2,950,327	3,177,046
Operating Sub-Total	10,682,018	11,812,623	11,981,867	14,283,286
Less: Intra-County Revenues	(3,379,490)	(3,473,690)	(3,496,555)	(4,019,867)
Operating Total	7,302,528	8,338,933	8,485,312	10,263,419
<i>Non-Operating Expenditures</i>				
Capital Assets	4,431,744	5,997,395	4,538,827	4,890,200
Expenditure Total	11,734,272	14,336,328	13,024,139	15,153,619
<i>Other Financing Uses</i>				
Operating Transfers	337,434	498,731	575,998	599,696
Designated for Future Uses	10,012,156	6,881,705	7,191,228	4,928,805
Division Total	\$ 22,083,862	\$ 21,716,764	\$ 20,791,365	\$ 20,682,120
<b>Character of Expenditures</b>				
<i>Operating Expenditures</i>				
Regular Salaries	2,787,075	3,251,917	3,103,082	3,422,448
Overtime	3,918	--	19,800	19,800
Extra Help	5,470	--	--	--
Benefits	878,214	1,178,955	1,072,749	1,395,270
Salaries & Benefits Sub-Total	3,674,677	4,430,872	4,195,631	4,837,518
Services & Supplies	6,883,956	7,381,751	7,786,236	9,445,768
Damages & Losses	123,385	--	--	--
Operating Sub-Total	10,682,018	11,812,623	11,981,867	14,283,286
Less: Intra-County Revenues	(3,379,490)	(3,473,690)	(3,496,555)	(4,019,867)
Operating Total	7,302,528	8,338,933	8,485,312	10,263,419
<i>Non-Operating Expenditures</i>				
Capital Assets	4,431,744	5,997,395	4,538,827	4,890,200
Expenditure Total	\$ 11,734,272	\$ 14,336,328	\$ 13,024,139	\$ 15,153,619

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09				
<b>Source of Funds Summary</b>								
<i>Departmental Revenues</i>								
Interest	\$ 2,087,296	\$ 2,155,385	\$ 2,409,731	\$ 1,979,870				
Federal & State Revenues	4,176,866	4,437,595	5,042,291	4,608,413				
Taxes	9,623,407	9,913,440	10,116,842	10,468,121				
Other Charges for Services	2,958,488	2,890,730	2,972,602	3,149,839				
Miscellaneous Revenue	546,168	181,025	37,200	41,275				
Revenue Sub-Total	19,392,225	19,578,175	20,578,666	20,247,518				
Less: Intra-County Revenues	(3,379,490)	(3,473,690)	(3,496,555)	(4,019,867)				
Revenue Total	16,012,735	16,104,485	17,082,111	16,227,651				
<i>General Fund Contribution</i>	572,053	563,327	563,327	522,827				
<i>Other Financing Sources</i>								
Operating Transfers	301,815	453,929	535,708	554,286				
Use of Prior Fund Balances	5,197,259	4,595,023	2,610,219	3,377,356				
Division Total	\$ 22,083,862	\$ 21,716,764	\$ 20,791,365	\$ 20,682,120				
<b>Position Summary</b>								
<i>Permanent</i>								
Administration	6.0	6.0	7.0	7.0	7.0	6.0	6.0	6.0
Maintenance	20.0	17.6	20.0	20.0	20.0	18.3	23.0	22.0
Environment	2.0	2.0	2.0	2.0	2.0	1.8	2.0	2.0
Development	3.0	3.0	3.0	3.0	3.0	2.6	3.0	3.0
Design	5.0	4.0	5.0	5.0	5.0	4.8	6.0	5.0
Hydrology	3.0	1.6	2.0	2.0	2.0	2.0	2.0	2.0
Water Agency	9.0	6.6	8.0	8.0	8.0	6.5	8.0	7.0
Total Positions	48.0	40.8	47.0	47.0	47.0	42.0	50.0	47.0

**SERVICE DESCRIPTION**

Provide flood protection, water conservation and ground water recharge through channel maintenance, capital improvements, review of new development, public education and data collection and analysis.

**Significant Changes (FY 2007-08 Adopted to FY 2007-08 Estimated Actual)**

Estimated Actual operating expenditures increased by \$169,000 to \$11,982,000, from the Adopted Budget of \$11,813,000. This 1.4% increase is the result of:

- +\$372,000 – One time consultant costs for Integrated Regional Water Management Plan;
- +\$239,400 – Protective measures including pilot channels in the Santa Maria River in response to Zaca Fire;
- +\$98,000 – Installation of Tuff Booms on Cachuma lake in response to Zaca Fire;
- -\$290,000 – Suspension of Cloud seeding program in response to Zaca Fire;
- -\$235,400 – Five vacant positions;
- -\$15,000 – Decreases in other miscellaneous expenses.

**Significant Changes (FY 2007-08 Estimated Actual to FY 2008-09 Recommended)**

The Recommended Budget’s operating expenditures will increase by \$2,301,000 to \$14,283,000, from the prior year’s Estimated Actual of \$11,982,000. This 19.2% increase is the result of:

- +\$900,000 – Goleta Slough dredging project;
- +\$406,500 – Increased salaries due to retirement, health insurance, merits, reclasses, and cost of living increases;
- +\$310,000 – Increases in channel & drain and debris basin maintenance;
- +\$290,000 – Reinstatement of cloud seeding program (suspended after the Zaca fire) if determined to be warranted;
- +\$235,400 – Filling five vacant positions;
- +\$102,900 – Increases in Countywide cost allocation;
- +\$56,200 – Increases in other miscellaneous expenses.

**PUBLIC WORKS**

**Water Resources (cont'd)**

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Recurring Performance Measures</b>				
<b>Maintenance</b>				
Respond to 90% of the estimated 200 annual Work Requests received within 2 working days.	92%	90%	90%	90%
	126	108	99	180
	136	120	110	200
Do not exceed 400 gallons of Glyphosate use in current fiscal year.	125	400	400	400
Maintain 93% of the Flood Control Basins identified as needing maintenance for the current fiscal year.	100%	93%	93%	93%
	33	31	31	31
	33	33	33	33
Complete 95% of the estimated 60 funded flood control maintenance projects identified in the Annual Maintenance Plan to reduce flooding and damage to urban and agricultural properties.	100%	100%	100%	95%
	57	59	59	57
	57	59	59	60
<b>Development</b>				
Submit 95% of the estimated 80 annual condition letters prior to the Subdivision Review Committee Meeting date.	89%	90%	90%	95%
	105	90	90	76
	117	100	100	80
Conduct the activities necessary to maintain a Community Rating System (CRS) Classification 6 for the CRS Program to continue to receive a 20% reduction in Flood Insurance premiums for County residents.	6	6	6	6
Complete review of 90% of the 50 annual plan check submittals within two weeks.	93%	96%	96%	90%
	59	48	48	45
	63	50	50	50

**PUBLIC WORKS**

**Water Resources (cont'd)**

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Recurring Performance Measures</b>				
<b>Hydrology</b>				
Respond to 95% of the estimated 80 annual data requests within one working day.	97%	95%	95%	95%
	86	57	57	76
	88	60	60	80
Issue Flood Status report to the Vandenberg AFB for the Santa Ynez River for no less than 95% of the estimated 120 contract days.	99%	95%	95%	95%
	119	114	114	114
	120	120	120	120
<b>Water Agency</b>				
Respond to 90% of the estimated 60 annual public inquiries within one working day.	100%	90%	90%	90%
	71	54	54	54
	71	60	60	60
Achieve 100% of the Measurable Goals included in the County of Santa Barbara Storm Water Management Program (SWMP) for current fiscal year.	100%	100%	100%	100%
	94	103	103	108
	94	103	103	108
Provide classroom presentations regarding water supply and conservation to 1,800 schoolchildren every year.	114%	100%	100%	100%
	2,296	1,800	1,800	1,800
	2,000	1,800	1,800	1,800
Measure groundwater level in no less than 95% of the estimated 330 measurable monitoring wells for preparation of annual Groundwater Resources Report.	93%	95%	95%	95%
	306	314	314	314
	330	330	330	330



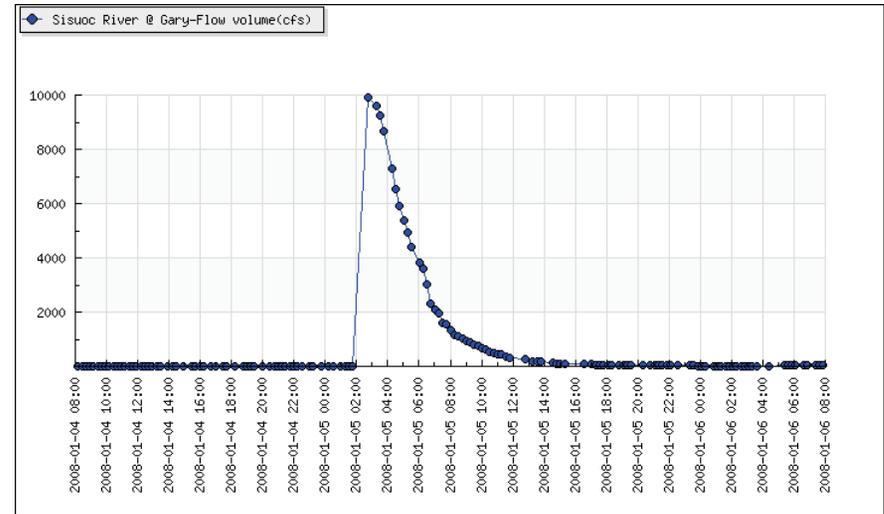
Emergency protective measures began immediately following the Zaca Fire. Above – Pilot Channel is constructed at Suey Crossing on the Santa Maria Levee, Below – Tuff Booms were installed at Cachuma Lake to hold back debris from entering the Lake and impacting this crucial water source.



**PUBLIC WORKS**  
**Water Resources (cont'd)**

Position Detail	Actual	Adopted	Est. Actual	Recommended
	FY 06-07	FY 07-08	FY 07-08	FY 08-09
	Pos.	Pos.	Pos.	Pos.
<b>Administration</b>				
Deputy Public Works Director	1.0	1.0	1.0	1.0
Accountant	1.0	1.0	1.0	1.0
Departmental Assistant	1.0	2.0	2.0	1.0
Accounting Technician	1.0	1.0	1.0	1.0
Office Assistant	2.0	2.0	2.0	2.0
Sub-Division Total	6.0	7.0	7.0	6.0
<b>Maintenance</b>				
Operations and Maintenance Manager	1.0	1.0	1.0	1.0
Maintenance Superintendent	1.0	1.0	1.0	1.0
Maintenance Supervisor	2.0	2.0	2.0	3.0
Maintenance Leader	4.0	4.0	4.0	6.0
Heavy Equipment Operator	6.0	6.0	6.0	6.0
Maintenance Welder	1.0	1.0	1.0	1.0
Pesticide Specialist	1.0	1.0	1.0	1.0
Maintenance Worker	4.0	4.0	4.0	4.0
Sub-Division Total	20.0	20.0	20.0	23.0
<b>Environment</b>				
Environmental Planner	2.0	2.0	2.0	2.0
Sub-Division Total	2.0	2.0	2.0	2.0
<b>Development</b>				
Civil Engineer	1.0	1.0	1.0	1.0
Civil Engineering Associate	1.0	1.0	1.0	1.0
Engineering Technician	1.0	1.0	1.0	1.0
Sub-Division Total	3.0	3.0	3.0	3.0
<b>Design</b>				
Civil Engineer Manager	1.0	1.0	1.0	1.0
Civil Engineer Specialist	--	--	--	1.0
Civil Engineer	2.0	2.0	2.0	1.0
Civil Engineering Associate	--	--	--	1.0
Engineering Technician	2.0	2.0	2.0	2.0
Sub-Division Total	5.0	5.0	5.0	6.0

Position Detail	Actual	Adopted	Est. Actual	Recommended
	FY 06-07	FY 07-08	FY 07-08	FY 08-09
	Pos.	Pos.	Pos.	Pos.
<b>Hydrology</b>				
Senior Hydrologist	1.0	1.0	1.0	1.0
Hydrologist	1.0	--	--	--
Engineering Technician	1.0	1.0	1.0	1.0
Sub-Division Total	3.0	2.0	2.0	2.0
<b>Water Agency</b>				
Water Agency Manager	1.0	1.0	1.0	1.0
Civil Engineer	1.0	1.0	1.0	1.0
Senior Hydrologist	1.0	1.0	1.0	1.0
Hydrologist	1.0	--	--	--
Program Specialist	4.0	4.0	4.0	4.0
Engineering Technician	1.0	1.0	1.0	1.0
Sub-Division Total	9.0	8.0	8.0	8.0
Division Total	48.0	47.0	47.0	50.0



Hydrograph showing flash flood response in the Santa Maria River. This flow was a direct result of the Zaca Fire which burned a portion of the Santa Maria Watershed. Remote automated stream gages are an important tool for Flood Control to initiate Levee patrols. This hydrograph was seen around 3 a.m. 01/05/08, the peak flow reached Santa Maria by 4 a.m, allowing ample time to have Levee patrols on site.

**PUBLIC WORKS**

**Resource Recovery & Waste Management**

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Use of Funds Summary</b>				
<i>Operating Expenditures</i>				
Administration	\$ 2,164,150	\$ 2,576,966	\$ 2,516,991	\$ 2,864,709
Operations	13,298,350	14,590,488	13,851,720	14,700,980
Collection and Materials Mgmt	3,192,417	3,458,473	3,841,383	4,003,076
Engineering	4,176,650	5,070,049	5,008,715	3,645,620
Lighting	618,245	605,430	624,902	633,130
Laguna Sanitation Operations	5,917,759	6,204,269	5,920,202	6,315,306
Operating Sub-Total	29,367,571	32,505,675	31,763,913	32,162,821
Less: Intra-County Revenues	(222,194)	(129,488)	(103,491)	(119,216)
Operating Total	29,145,377	32,376,187	31,660,422	32,043,605
<i>Non-Operating Expenditures</i>				
Capital Assets	3,809,811	9,259,450	10,843,792	12,188,745
Expenditure Total	32,955,188	41,635,637	42,504,214	44,232,350
<i>Other Financing Uses</i>				
Operating Transfers	3,475	2,600	3,200	181,950
Designated for Future Uses	1,764,464	233,243	270,337	256,058
Division Total	\$ 34,723,127	\$ 41,871,480	\$ 42,777,751	\$ 44,670,358
<b>Character of Expenditures</b>				
<i>Operating Expenditures</i>				
Regular Salaries	5,694,990	6,527,772	6,038,196	6,854,855
Overtime	168,865	183,675	115,675	117,675
Extra Help	119,400	109,194	250,146	108,776
Benefits	2,177,505	2,708,043	2,390,803	3,287,761
Salaries & Benefits Sub-Total	8,160,760	9,528,684	8,794,820	10,369,067
Services & Supplies	16,161,812	18,518,883	18,146,972	17,228,099
Public Assistance Payments	--	--	49,229	--
Depreciation Expense	2,814,158	2,584,515	2,899,299	2,892,866
Principal & Interest	2,230,841	1,873,593	1,873,593	1,672,789
Operating Sub-Total	29,367,571	32,505,675	31,763,913	32,162,821
Less: Intra-County Revenues	(222,194)	(129,488)	(103,491)	(119,216)
Operating Total	29,145,377	32,376,187	31,660,422	32,043,605
<i>Non-Operating Expenditures</i>				
Capital Assets	3,809,811	9,259,450	10,843,792	12,188,745
Expenditure Total	\$ 32,955,188	\$ 41,635,637	\$ 42,504,214	\$ 44,232,350

**Source of Funds Summary**

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<i>Departmental Revenues</i>				
Interest	\$ 1,766,630	\$ 1,165,085	\$ 1,797,760	\$ 1,315,284
Federal & State Revenues	442,608	475,791	1,412,861	359,485
Taxes	431,257	524,727	567,795	576,804
Other Charges for Services	19,474,235	22,267,408	21,151,452	22,951,297
Miscellaneous Revenue	9,900,280	7,482,919	7,125,463	7,179,059
Revenue Sub-Total	32,015,010	31,915,930	32,055,331	32,381,929
Less: Intra-County Revenues	(222,194)	(129,488)	(103,491)	(119,216)
Revenue Total	31,792,816	31,786,442	31,951,840	32,262,713
<i>Other Financing Sources</i>				
Operating Transfers	--	--	8,184	--
Sale of Property	905	--	(1,463)	--
Proceeds of Long-term Debt	941	--	--	--
Use of Prior Fund Balances	2,928,465	10,085,038	10,819,190	12,407,645
Division Total	\$ 34,723,127	\$ 41,871,480	\$ 42,777,751	\$ 44,670,358

	Actual FY 06-07		Adopted FY 07-08		Est. Actual FY 07-08		Recommended FY 08-09	
	Pos.	FTE	Pos.	FTE	Pos.	FTE	Pos.	FTE
<b>Position Summary</b>								
<i>Permanent</i>								
Administration	7.0	6.1	7.0	7.0	7.0	6.1	7.0	7.0
Operations	65.0	60.5	65.0	65.0	65.0	62.0	65.0	65.0
Collection and Materials Mgmt	8.8	7.3	8.8	7.8	8.8	8.3	8.8	8.8
Engineering	12.0	9.2	11.9	10.9	11.9	8.2	11.9	10.9
Laguna Sanitation Operations	17.0	15.0	16.0	16.0	16.0	15.0	16.0	16.0
Total Permanent	109.8	98.2	108.7	106.7	108.7	99.7	108.7	107.7
<i>Non-Permanent</i>								
Extra Help	--	--	--	2.4	--	--	--	2.4
Total Positions	109.8	98.2	108.7	109.1	108.7	99.7	108.7	110.1

**SERVICE DESCRIPTION**

Provide for the safe collection, processing and disposal of solid waste and achieve state mandated diversion goals through solid waste management, engineering and operational services and provide for efficient wastewater and streetlight administration.

**Significant Changes (FY 2007-08 Adopted to FY 2007-08 Estimated Actual)**

Estimated Actual operating expenditures decreased by \$742,000 to \$31,763,900, from the Adopted Budget of \$32,505,700. This 2.3% decrease is the result of:

- +\$313,400 – Increases in depreciation expenses due to the purchase of equipment and capital costs;
- +\$300,000 – Increases in closure/post closure costs;
- +\$173,300 – Increases in utility costs;
- +\$37,900 – Increases in miscellaneous expenses;
- -\$733,900 - Seven vacant positions;
- -\$463,700 – Reduction of North County recycling costs;
- -\$369,000 – Reductions in various projects at the Tajiguas Landfill.

**Significant Changes (FY 2007-08 Estimated Actual to FY 2008-09 Recommended)**

The Recommended Budget’s operating expenditures will increase by \$399,000 to \$32,162,800, from the prior year’s Estimated Actual of \$31,763,900. This 1.3% increase is the result of:

- +\$840,300 - Increased salaries due to retirement, health insurance, merits, reclasses, and cost of living increases;
- +\$733,900 – Funding vacant positions;
- +\$248,600 – Additional maintenance projects (under \$100,000) at Laguna Sanitation;
- +\$125,900 – Purchase of ultra violet lamps and membranes for the reverse osmosis plant at Laguna Sanitation;
- +\$9,100 – Increase in miscellaneous expenses;
- -\$1,458,800 – Completion of Foxen Canyon Landfill Closure project;
- -\$100,000 – Reduced fuel costs due to downsizing the equipment fleet at Tajiguas Landfill.

**PUBLIC WORKS**

**Resource Recovery & Waste Management (cont'd)**

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Recurring Performance Measures</b>				
<b>Operations</b>				
Reduce the South Coast Recycle and Transfer Station direct cost of operations from \$52.00 to \$50.00 per ton	\$ 59.55	\$ 49.50	\$ 52.00	\$ 50.00
To help meet the requirements of AB939 and to conserve landfill space, divert for reuse or recycling 65% of the 80,000 tons of incoming waste at the South Coast Recycle and Transfer Station.	68%	60%	67%	65%
Maintain the distribution of processed green and wood waste to beneficial end uses, other than use at the County Resource Recovery and Waste Management facilities, at or higher than 85% of annual production.	62%	75%	86%	85%
Of all transfer truck trips carrying waste from the Santa Ynez Valley Recycling and Transfer Station to the Tajiguas Landfill for disposal, have a minimum of 85% return haul, or back haul, of a recyclable commodity.	80%	80%	95%	85%
Maximize the remaining capacity of the Tajiguas Landfill by achieving at least 1150 pounds per cubic yard landfill density.	1,000	1,130	1,150	1,150
Reduce the impacts to cost of operations by maintaining the Tajiguas landfill tons handled per heavy equipment hour at 18 tons/hr.	18	20	17	18
Maintain the Tajiguas Landfill direct cost of operations at \$19.00 per ton.	\$ 18.50	\$ 20.00	\$ 19.00	\$ 19.00

**PUBLIC WORKS**

**Resource Recovery & Waste Management (cont'd)**

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Recurring Performance Measures</b>				
<b>Collection and Materials Mgmt</b>				
Provide waste management education directly to a minimum of 16,000 students, kindergarten through grade 12, in each school year.	n/a	15,000	16,000	16,000
Maintain the County's overall waste diversion (recycling) percentage of 63% as calculated by the California Integrated Waste Management Board.	n/a	63%	63%	63%
Maintain the cost per pound of household hazardous waste collected and disposed at \$1.25	\$ 1.26	\$ 1.13	\$ 1.20	\$ 1.25
Maintain the annual unincorporated franchised waste tonnage diverted from landfills (residential and commercial) at 41%	43%	41%	41%	41%
<b>Laguna Sanitation Operations</b>				
Flush 20% of the approximately 111 total miles of Laguna County Sanitation District sewer collection system annually.	28% 31.5 111	20% 22.2 111	28% 31.2 111	20% 22.2 111
Maintain Laguna County Sanitation District sewer system call-outs at 12 per year by implementing proactive and preventative maintenance activities.	5	12	11	12

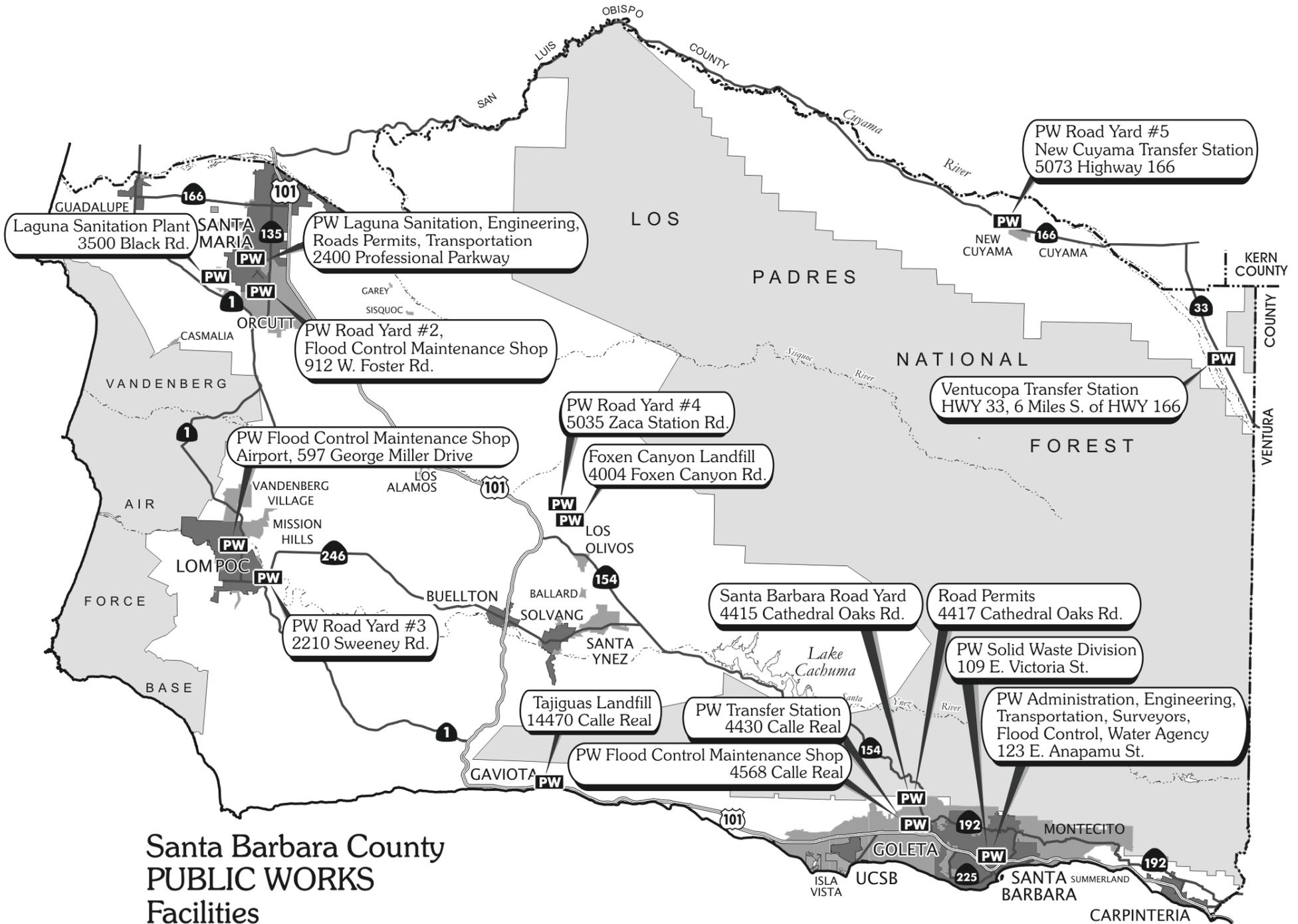
	Actual FY 06-07 Pos.	Adopted FY 07-08 Pos.	Est. Actual FY 07-08 Pos.	Recommended FY 08-09 Pos.
<b>Position Detail</b>				
<b>Administration</b>				
Deputy Public Works Director	1.0	1.0	1.0	1.0
Cost Analyst	1.0	1.0	1.0	1.0
Accountant	1.0	1.0	1.0	1.0
Departmental Assistant	--	--	--	1.0
Accounting Technician	2.0	2.0	2.0	2.0
Administrative Secretary	1.0	1.0	1.0	--
Office Assistant	1.0	1.0	1.0	1.0
Sub-Division Total	7.0	7.0	7.0	7.0
<b>Operations</b>				
Operations Manager	1.0	1.0	1.0	1.0
Refuse Supervisor	2.0	2.0	2.0	2.0
Refuse Leader	5.0	5.0	5.0	5.0
Safety Officer	2.0	2.0	2.0	2.0
Recycle Worker Leader	1.0	1.0	1.0	1.0
Shop Supervisor	1.0	1.0	1.0	1.0
Heavy Equipment Operator	14.0	14.0	14.0	14.0
Heavy Truck Driver	11.5	11.5	11.5	11.5
Refuse Checker Supervisor	1.0	1.0	1.0	1.0
Equipment Mechanic	6.0	6.0	6.0	6.0
Storekeeper	1.0	1.0	1.0	1.0
Maintenance Worker	5.0	5.0	5.0	5.0
Refuse Checker	9.5	9.5	9.5	9.5
Office Assistant	2.0	2.0	2.0	2.0
Recycle Worker	3.0	3.0	3.0	3.0
Sub-Division Total	65.0	65.0	65.0	65.0
<b>Collection and Materials Mgmt</b>				
Innovative Programs Manager	--	0.8	0.8	0.8
Program Manager	0.8	--	--	--
Staff Analyst	--	1.0	1.0	1.0
Program Specialist	6.0	5.0	5.0	5.0
Refuse Inspector	2.0	2.0	2.0	2.0
Sub-Division Total	8.8	8.8	8.8	8.8

**PUBLIC WORKS**  
Resource Recovery & Waste Management (cont'd)

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
Position Detail	Pos.	Pos.	Pos.	Pos.
<b>Engineering</b>				
Permit & Engineer Manager	1.0	1.0	1.0	1.0
Civil Engineer Specialist	1.0	0.9	0.9	0.9
Civil Engineer	2.0	2.0	2.0	2.0
Engineering Geologist	--	--	--	1.0
Geologist	1.0	1.0	1.0	--
Environmental Planner	2.0	2.0	2.0	2.0
Civil Engineering Associate	1.0	1.0	1.0	1.0
Engineering Technician	4.0	4.0	4.0	4.0
Sub-Division Total	12.0	11.9	11.9	11.9
<b>Laguna Sanitation Operations</b>				
Civil Engineer Manager	1.0	1.0	1.0	1.0
Wastewater Plant Oper Chief	1.0	1.0	1.0	1.0
Wastewater Plant Oper Supv	1.0	1.0	1.0	1.0
Departmental Assistant	2.0	2.0	2.0	2.0
Wastewater Plant Operator	8.0	9.0	9.0	9.0
Laboratory Assistant Sr	1.0	--	--	--
Maintenance Worker	2.0	2.0	2.0	2.0
Office Assistant	1.0	--	--	--
Sub-Division Total	17.0	16.0	16.0	16.0
Division Total	109.8	108.7	108.7	108.7



The Foxen Canyon Landfill has been closed and is now operating as a Transfer Station.



Santa Barbara County  
**PUBLIC WORKS**  
 Facilities

# SUPPORT SERVICES

Use of Funds	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Operating Expenditures</b>				
Auditor-Controller	\$ 4,471,673	\$ 5,004,155	\$ 4,704,583	\$ 5,422,872
Clerk-Recorder-Assessor	14,352,497	16,020,856	16,571,556	15,365,830
General Services	11,698,434	13,218,493	13,448,183	11,205,862
Human Resources	3,986,369	6,308,247	6,111,581	6,636,651
Treasurer-Tax Collector-Public Adm.	4,658,366	5,920,728	5,789,146	6,136,906
Information Technology	--	--	--	2,860,105
<b>Total</b>	<b>39,167,339</b>	<b>46,472,479</b>	<b>46,625,049</b>	<b>47,628,226</b>
<b>Capital Equipment &amp; Improvements</b>				
Auditor-Controller	120,996	40,000	10,000	10,000
Clerk-Recorder-Assessor	65,448	3,611,725	67,000	2,258,556
General Services	16,927,126	13,537,700	14,642,045	9,110,255
Human Resources	--	98,000	670,000	133,000
Treasurer-Tax Collector-Public Adm.	--	55,000	55,000	--
Information Technology	--	--	--	739,401
<b>Total</b>	<b>17,113,570</b>	<b>17,342,425</b>	<b>15,444,045</b>	<b>12,251,212</b>
<b>Designated for Future Uses</b>				
Auditor-Controller	180,000	--	--	--
Clerk-Recorder-Assessor	3,007,891	4,391,427	1,035,078	3,023,134
General Services	10,750,868	12,577,116	11,225,223	4,035,755
Human Resources	467,898	230,880	273,191	94,027
Treasurer-Tax Collector-Public Adm.	280,000	--	--	--
Information Technology	--	--	--	5,306
<b>Total</b>	<b>14,686,657</b>	<b>17,199,423</b>	<b>12,533,492</b>	<b>7,158,222</b>

Source of Funds	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Departmental Revenues</b>				
Auditor-Controller	\$ 794,013	\$ 791,591	\$ 693,800	\$ 753,053
Clerk-Recorder-Assessor	8,848,952	9,518,444	5,496,558	7,959,356
General Services	7,377,172	9,885,656	11,380,677	9,098,686
Human Resources	2,238,948	4,027,798	4,072,376	4,408,021
Treasurer-Tax Collector-Public Adm.	2,337,542	2,673,150	2,637,889	2,912,803
Information Technology	--	--	--	1,895,652
<b>Total</b>	<b>21,596,627</b>	<b>26,896,639</b>	<b>24,281,300</b>	<b>27,027,571</b>
<b>General Fund Contribution</b>				
Auditor-Controller	3,984,010	4,257,890	4,005,154	4,351,145
Clerk-Recorder-Assessor	7,813,157	9,161,873	10,581,094	9,441,601
General Services	10,108,803	7,873,099	7,527,833	7,393,647
Human Resources	2,124,164	2,315,484	2,303,808	2,225,287
Treasurer-Tax Collector-Public Adm.	2,639,073	3,006,428	2,983,432	3,031,575
Information Technology	--	--	--	885,953
<b>Total</b>	<b>26,669,207</b>	<b>26,614,774</b>	<b>27,401,321</b>	<b>27,329,208</b>
<b>Use of Designations/Prior Fund Balances</b>				
Auditor-Controller	--	--	--	334,000
Clerk-Recorder-Assessor	1,265,976	7,048,364	2,365,434	4,185,396
General Services	12,832,642	15,606,271	14,249,776	6,822,025
Human Resources	101,514	304,151	682,149	240,676
Treasurer-Tax Collector-Public Adm.	--	303,622	207,100	200,000
Information Technology	--	--	--	853,207
<b>Total</b>	<b>14,200,132</b>	<b>23,262,408</b>	<b>17,504,459</b>	<b>12,635,304</b>

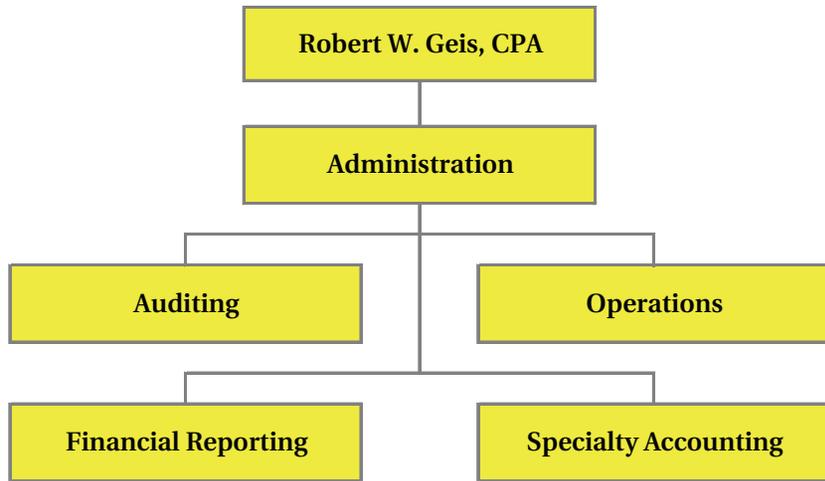
# SUPPORT SERVICES

Use of Funds	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Operating Transfers Out</b>				
Auditor-Controller	5,354	5,326	5,326	5,326
Clerk-Recorder-Assessor	502,249	1,704,673	1,004,037	938,833
General Services	2,788,626	3,886,301	2,218,975	3,594,076
Human Resources	10,359	10,306	10,306	10,306
Treasurer-Tax Collector-Public Adm.	38,249	7,472	7,472	7,472
Information Technology	--	--	--	30,000
<b>Total</b>	<b>3,344,837</b>	<b>5,614,078</b>	<b>3,246,116</b>	<b>4,586,013</b>
<b>Total Use of Funds</b>	<b>\$ 74,312,403</b>	<b>\$ 86,628,405</b>	<b>\$ 77,848,702</b>	<b>\$ 71,623,673</b>

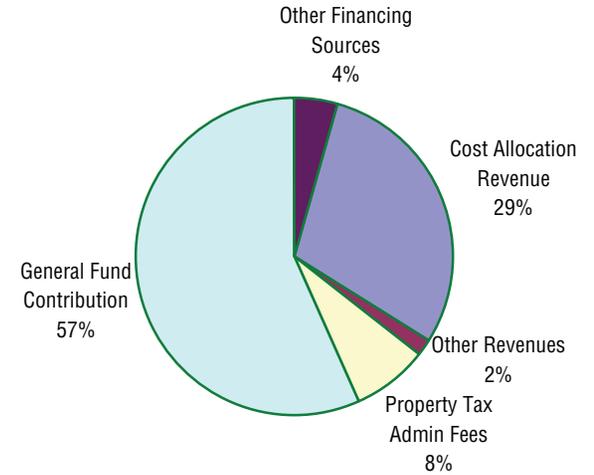
Source of Funds	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Operating Transfers In</b>				
Auditor-Controller	--	--	20,955	--
Clerk-Recorder-Assessor	--	--	34,585	--
General Services	8,258,521	9,803,584	8,346,340	4,616,590
Human Resources	--	--	6,745	--
Treasurer-Tax Collector-Public Adm.	--	--	22,197	--
Information Technology	--	--	--	--
<b>Total</b>	<b>8,258,521</b>	<b>9,803,584</b>	<b>8,430,822</b>	<b>4,616,590</b>
<b>Other Miscellaneous Financing Sources</b>				
Auditor-Controller	--	--	--	--
Clerk-Recorder-Assessor	--	--	200,000	--
General Services	3,587,916	51,000	29,800	15,000
Human Resources	--	--	--	--
Treasurer-Tax Collector-Public Adm.	--	--	1,000	--
Information Technology	--	--	--	--
<b>Total</b>	<b>3,587,916</b>	<b>51,000</b>	<b>230,800</b>	<b>15,000</b>
<b>Total Source of Funds</b>	<b>\$ 74,312,403</b>	<b>\$ 86,628,405</b>	<b>\$ 77,848,702</b>	<b>\$ 71,623,673</b>

# AUDITOR-CONTROLLER

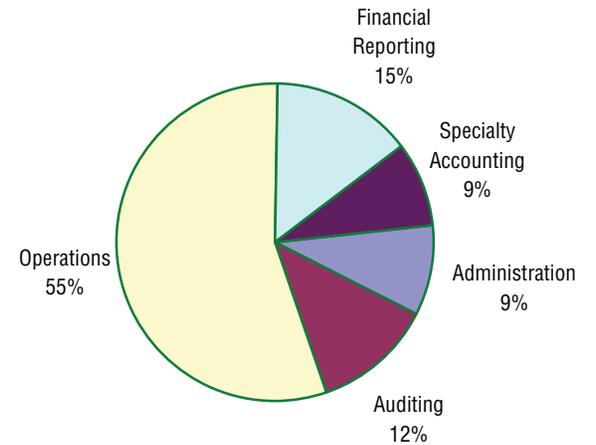
Budget & Positions (FTEs)	
Operating \$	5,422,872
Capital	10,000
Positions	54.3 FTEs



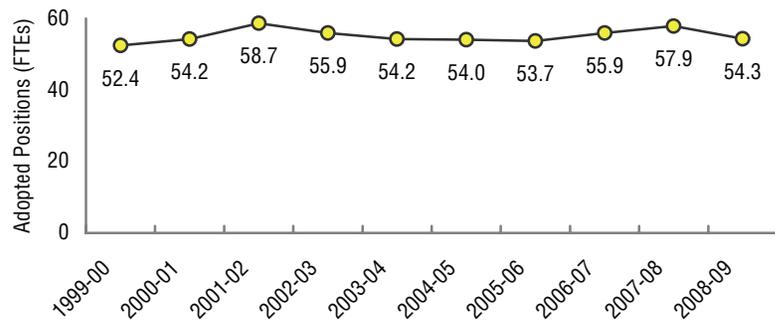
## SOURCE OF FUNDS



## USE OF FUNDS



## STAFFING TREND



# AUDITOR-CONTROLLER

## Department Summary

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Use of Funds Summary</b>				
<i>Operating Expenditures</i>				
Administration	\$ 846,820	\$ 703,288	\$ 681,545	\$ 691,324
Auditing	737,739	1,069,240	1,069,299	947,860
Operations	3,681,371	4,173,394	4,072,374	4,243,701
Financial Reporting	792,903	854,458	857,610	1,110,362
Specialty Accounting	378,842	388,194	376,999	654,003
Operating Sub-Total	6,437,675	7,188,574	7,057,827	7,647,250
Less: Intra-County Revenues	(1,966,002)	(2,184,419)	(2,353,244)	(2,224,378)
Operating Total	4,471,673	5,004,155	4,704,583	5,422,872
<i>Non-Operating Expenditures</i>				
Capital Assets	120,996	40,000	10,000	10,000
Expenditure Total	4,592,669	5,044,155	4,714,583	5,432,872
<i>Other Financing Uses</i>				
Operating Transfers	5,354	5,326	5,326	5,326
Designated for Future Uses	180,000	--	--	--
Department Total	<u>\$ 4,778,023</u>	<u>\$ 5,049,481</u>	<u>\$ 4,719,909</u>	<u>\$ 5,438,198</u>

### Character of Expenditures

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<i>Operating Expenditures</i>				
Regular Salaries	\$ 4,171,262	\$ 4,738,738	\$ 4,562,398	\$ 4,807,728
Overtime	10,278	--	11,000	--
Extra Help	93,676	--	100,000	100,277
Benefits	1,237,446	1,608,670	1,431,795	1,838,395
Salaries & Benefits Sub-Total	5,512,662	6,347,408	6,105,193	6,746,400
Services & Supplies	925,013	841,166	952,634	900,850
Operating Sub-Total	6,437,675	7,188,574	7,057,827	7,647,250
Less: Intra-County Revenues	(1,966,002)	(2,184,419)	(2,353,244)	(2,224,378)
Operating Total	4,471,673	5,004,155	4,704,583	5,422,872
<i>Non-Operating Expenditures</i>				
Capital Assets	120,996	40,000	10,000	10,000
Expenditure Total	<u>\$ 4,592,669</u>	<u>\$ 5,044,155</u>	<u>\$ 4,714,583</u>	<u>\$ 5,432,872</u>

Note: Presentation of the individual program amounts for fiscal years 2006-07 and 2007-08 have been adjusted to provide a consistent level of detail with the fiscal year 2008-09 budget, however, the totals for 2006-07 and 2007-08 have not been changed.

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Source of Funds Summary</b>				
<i>Departmental Revenues</i>				
Cost Allocation Revenue	\$ 1,892,004	\$ 2,276,553	\$ 2,276,553	\$ 2,259,535
Property Tax Admin Fees	621,771	570,166	591,900	583,000
Other Charges for Services	192,269	123,391	128,691	126,896
Miscellaneous Revenue	53,971	5,900	49,900	8,000
Revenue Sub-Total	2,760,015	2,976,010	3,047,044	2,977,431
Less: Intra-County Revenues	(1,966,002)	(2,184,419)	(2,353,244)	(2,224,378)
Revenue Total	794,013	791,591	693,800	753,053
<i>General Fund Contribution</i>	3,984,010	4,257,890	4,005,154	4,351,145
<i>Other Financing Sources</i>				
Operating Transfers	--	--	20,955	--
Use of Prior Fund Balances	--	--	--	334,000
Department Total	<u>\$ 4,778,023</u>	<u>\$ 5,049,481</u>	<u>\$ 4,719,909</u>	<u>\$ 5,438,198</u>

	Actual FY 06-07		Adopted FY 07-08		Est. Actual FY 07-08		Recommended FY 08-09	
	Pos.	FTE	Pos.	FTE	Pos.	FTE	Pos.	FTE
<b>Position Summary</b>								
<i>Permanent</i>								
Administration	4.0	3.6	4.0	3.2	4.0	3.1	3.0	2.9
Auditing	10.0	8.0	11.0	11.2	11.0	6.1	7.0	7.6
Operations	33.1	33.9	35.1	33.9	35.1	34.5	33.3	30.4
Financial Reporting	5.8	5.4	5.8	5.9	5.8	6.7	10.0	7.7
Specialty Accounting	6.0	4.3	3.0	3.6	3.0	4.5	6.0	5.6
Total Positions	<u>58.9</u>	<u>55.2</u>	<u>58.9</u>	<u>57.9</u>	<u>58.9</u>	<u>54.9</u>	<u>59.3</u>	<u>54.3</u>

Note: FTE and position totals may not sum correctly due to rounding.

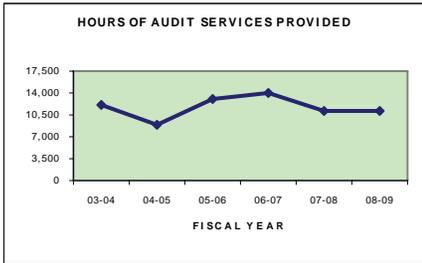
## MISSION STATEMENT

The mission of the Auditor-Controller Department is to ensure the County's financial integrity and promote efficient, effective and accountable government.

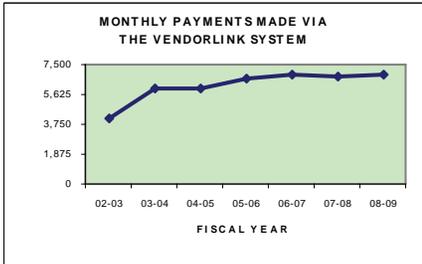
## Budget Organization

The divisions of the Auditor-Controller department are Administration, Auditing, Operations, Financial Reporting and Specialty Accounting Services; within the Operations division is a project-oriented technical team that designs and maintains the County's financial systems. The Auditor-Controller has a staff of 54 employees with centralized operations in Santa Barbara and a satellite office in Santa Maria.

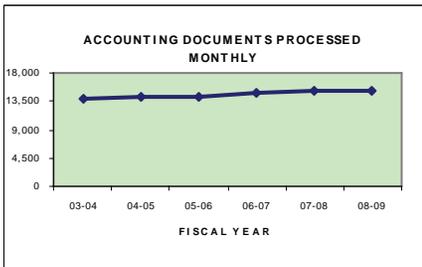
## Activity Indicators



The number of audit hours demonstrates Internal Audit services provided over the fiscal year. Audit hours decreased in FY 2004-05 due to unfilled positions. In FY 2004-05 and FY 2005-06, audit hours leveled and are anticipated to decrease through FY 2008-09 due to lower staffing levels.



The number of direct deposit (VendorLink) payments as a percentage of all payment items has increased due to efforts to convert vendors. There has been a drop in the total number of disbursements during FY 2007-08 due to the transition out of the County and to the State accounts payable system. We project an increase back to the FY 2006-07 amount for FY 2008-09.



Over the years there has been a slight increase in the number of accounting documents processed through Operations. Based on year to date figures for FY 2007-08, we expect to continue to process an average number of documents and project a slight increase in FY 2008-09.

## AUDITOR-CONTROLLER

### Department Summary (cont'd)

#### Significant Changes (FY 2007-08 Adopted to FY 2007-08 Estimated Actual)

The Fiscal Year 2007-08 Estimated Actual operating expenditures decreased by \$131,000 to \$7,058,000 from the Fiscal Year 2007-08 Adopted Budget of \$7,189,000. This less than 2% decrease is the result of:

- +\$111,000 - increase in various service and supply accounts mainly in professional services for FIN Infrastructure, Property Tax Project and Payroll Systems Project;
- -\$242,000 - decrease in projected staffing cost due to vacant positions.

The Fiscal Year 2007-08 Estimated Actual operating revenues increased by \$71,000 to \$3,047,000 from the Fiscal Year 2007-08 Adopted Budget of \$2,976,000. This 2% increase is a result of:

- +\$44,000 - increase in miscellaneous revenue due to a one-time unclaimed employee flexible spending contribution;
- +\$22,000 - increase in property tax administration fees;
- +\$5,000 - increase in other charges for services.

#### Significant Changes (FY 2007-08 Estimated Actual to FY 2008-09 Recommended)

The Fiscal Year 2008-09 Recommended Budget operating expenditures will increase by \$589,000 to \$7,647,000 from the Fiscal Year 2007-08 Estimated Actuals of \$7,058,000. This 8% increase is the result of:

- +\$641,000 - increase in salaries and benefits due to retirement contribution, step increases, cost-of-living adjustments and filled vacant positions in late FY 2007-08;
- -\$52,000 - decrease in various services and supplies.

The Fiscal Year 2008-09 Recommended Budget operating revenues will decrease by \$70,000 to \$2,977,000 from the Fiscal Year 2007-08 Estimated Actuals of \$3,047,000. This 2% decrease is mainly the result of:

- -\$42,000 - decrease in miscellaneous revenues due to one time revenue for unclaimed employee flexible spending contribution in FY 2007-08;
- -\$17,000 - decrease in revenues received through cost allocation;
- -\$9,000 - decrease in property tax administration fees;
- -\$2,000 - decrease in other charges for services.

**AUDITOR-CONTROLLER**  
**Department Summary (cont'd)**

**Departmental Priorities and Their Alignment With County Goals**

The County Auditor-Controller's strategic actions align primarily with the following adopted General Goals and Principles:

**Goal 1: Efficient and Responsive Government: An Efficient, Professionally Managed Government Able to Anticipate and Effectively Respond to the Needs of the Community;** and

**Goal 5: Citizen Involvement: A County Government that is Accessible, Open, and Citizen Friendly.**

Each division provides certain core services reflected in the performance measures. The Auditor-Controller's management strategy also includes projects that improve service delivery and are linked to the above stated goals. This is achieved by focusing on two areas, (1) using technology to improve work processes and to make information more available to the community; and (2) by enhancing the financial accountability and integrity of County government. The projects generally span multiple years and are discussed below:

- Financial Information System Expansion Project – Update the Financial Information Network (FIN) posting and editing engine with new technology to enable online processing and implement departmental self-service claim payments. The Phase I programming of the posting and editing engine was completed in January 2005.
  - Current Year (FY 2007-08) Accomplishments – Substantial progress has been made in the development of reporting and transaction processing capabilities. Currently, four pilot departments are BETA testing the reporting capabilities and the online accounts payables processing module, which includes attaching images of original invoices.
  - Proposed Strategic Action – The team plans to deploy the completed user interface, including the capability to attach supporting documentation for transactions, during early FY 2008-09. For the remainder of FY 2008-09, the team plans to build out the reporting capabilities and move towards 100% online transaction processing.
- Property Tax Process Improvement Project – Implement new tax distribution tools and applications and replace the auditor mainframe applications that include complex tax bill calculations. The new system will integrate the new Assessor's Parcel System and the new Treasurer's tax collection system, resulting in considerable cost savings to the County.
  - Current Year (FY 2007-08) Accomplishments – Due to the resource constraints of working on the project in-house, the project team, along with some of the business users, conducted a review of a vendor system. The decision was made not to purchase. Instead the team will continue to build an internal system to better meet the needs of the County. The team has been working on the new database design and a posting engine to handle the business logic.
  - Proposed Strategic Action – The team plans to replace one of the six property tax applications residing on the mainframe, which handles current year secured tax billings and collections.

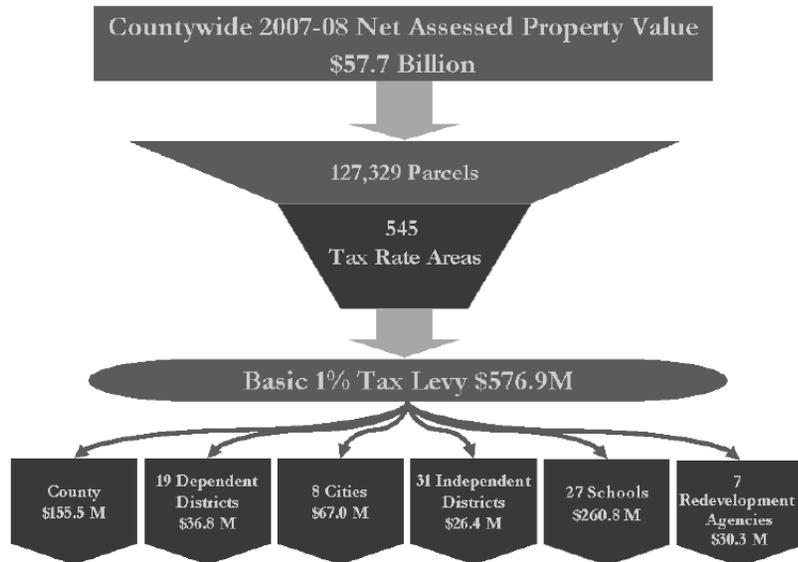
- Payroll Project – Maintain and enhance the County's internally developed payroll system. This includes the core applications and two subsidiary web-based applications: one to enable employees to access their own payroll information and another for departmental payroll staff to access their departmental information. Both of these applications are heavily used by County employees; over 4,000 employees access them regularly.
  - Current Year (FY 2007-08) Accomplishments – Implemented the County's new compensation and classification structure for leadership. Expanded the information available to users of online applications by adding new reports and screens. Increased the number of users to our websites. Developed scanning and online retrieval of employee documents, thus eliminating manual filing and physical retrievals.
  - Proposed Strategic Action – Continue to build out payroll online applications by adding new features and migrating existing applications to newer platforms.
- Computer Infrastructure Project – Develop computer server infrastructure to provide a high level of computing redundancy in Santa Barbara and Santa Maria by constantly backing up applications, files and databases needed for business continuity.
  - Current Year (FY 2007-08) Accomplishments – Migrated 25% of servers onto the new virtual infrastructure and storage area network (SAN) to consolidate older existing servers. Worked on the setup of a new disaster recovery machine to handle server backups.
  - Proposed Strategic Action – In FY 2008-09, the team plans to continue migrating terminal servers, file servers, and SQL servers onto the new server infrastructure to consolidate older existing servers.
- Internal Audit Division – Increase presence throughout the County government by providing management and operational reviews.
  - Current Year (FY 2007-08) Accomplishments – Developed a formal audit plan and risk assessment to increase Internal Audit's presence throughout the County government that included management and operational reviews. The County's Fiscal Year 2006-07 Single Audit was completed before its March 31<sup>st</sup> deadline for the first time since Fiscal Year 2001-02. For the fiscal year, departmental assistance included both reviewing a claim from a Community Based Organization on behalf of the Alcohol, Drug and Mental Health Services (ADMHS) Department and commencing a project to provide recommendations to improve ADMHS' contract management process. The Internal Audit Division also completed elements of internal control reviews for the Auditor Controller's Office (FIN-Web), Vehicle Operations (Voyager Cards), Santa Maria Cemetery District, and Public Health (Clinic Cash Handling). A follow-up on Vehicle Operation's 2002 operational review was also completed during the fiscal year.
  - Proposed Strategic Action – Return the County Single Audit to low risk status by completing the process timely. Continue to develop a formal audit plan based upon a countywide risk assessment that includes management and operational reviews. Implement paperless financial audits and an electronic trial balance software to increase audit efficiencies.

- Earned the Government Finance Officers' Association (GFOA) Award for Excellence in Financial Reporting for the County's Comprehensive Annual Financial Report, for the seventeenth consecutive year and the GFOA Award for Outstanding Achievement for the County's Annual Financial Highlights publication, for the eleventh consecutive year.
- To keep the public informed on matters concerning public finances, the department has published and distributed concise, reader-friendly publications on numerous financial topics:

Financial Highlights  
 Annual Retail Sales & Use Tax Report  
 Annual Transient Occupancy Tax Report  
 Property Tax Highlights

These reports are available on our website: [www.countyofsb.org/auditor](http://www.countyofsb.org/auditor).

#### Overview of the Property Tax Distribution within Santa Barbara County



### AUDITOR-CONTROLLER Department Summary (cont'd)

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Department-wide Effectiveness Measures</b>				
As an efficient and responsive government, the County will maintain a productive workforce through a countywide Lost Time Rate of 5.9% or less.	4.1% 4,392 105,764	4.2% 4,306 102,520	4.2% 4,306 102,520	4.2% 4,306 102,520
As an efficient and responsive government, the County will maintain a quality workforce through completing 95 -100% of departmental Employee Performance Reviews (EPRs) by the Anniversary Due Date.	100% 55 55	100% 50 50	100% 55 55	100% 55 55

#### Fiscal Year 2008-2009 Budget Constraints

**The Auditor-Controller department implemented several service level reductions to meet the general fund target:** The Payroll Division Chief position was unfunded, which will increase the risks in payroll and limit the resources available to the Human Resources Information System (HRIS) and the Payroll Integration Project. A Financial System Analyst was unfunded, which will impact the department's ability to operate countywide systems of financial reporting and budget development. One third of a Financial Systems Analyst was unfunded in the Treasurer's department that was dedicated to the completion of the Property Tax System project. The effect will be a delay in the completion of the project which is vital to the collection of property taxes. A Cost Analyst position was unfunded, which will impact the department's ability to efficiently review fees, prepare department's requested indirect cost rate proposals, and limit the available resources to support departments during the budget process.

In an effort to continue existing levels of development for the Property Tax and FIN WEB applications, the department must release one half of the balance of the Systems Replacement designation in FY 2008-09. This designation will not be available beyond FY 2009-10.

As a result of the department's service level reductions, the department anticipates a General Fund revenue loss due to a reduction in the cost allocation revenue.

**AUDITOR-CONTROLLER**  
**Administration**

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Use of Funds Summary</b>				
<i>Operating Expenditures</i>				
Office of the Auditor Controller	\$ 301,971	\$ 269,066	\$ 250,355	\$ 274,799
Administrative Support	544,849	434,222	431,190	416,525
Operating Total	846,820	703,288	681,545	691,324
<i>Non-Operating Expenditures</i>				
Capital Assets	77,618	40,000	10,000	10,000
Expenditure Total	924,438	743,288	691,545	701,324
<i>Other Financing Uses</i>				
Operating Transfers	5,354	5,326	5,326	5,326
Division Total	\$ 929,792	\$ 748,614	\$ 696,871	\$ 706,650
<b>Character of Expenditures</b>				
<i>Operating Expenditures</i>				
Regular Salaries	412,989	381,012	365,455	348,117
Overtime	2,091	--	2,239	--
Extra Help	97	--	102	104
Benefits	164,368	162,986	150,819	172,660
Salaries & Benefits Sub-Total	579,545	543,998	518,615	520,881
Services & Supplies	267,275	159,290	162,930	170,443
Operating Total	846,820	703,288	681,545	691,324
<i>Non-Operating Expenditures</i>				
Capital Assets	77,618	40,000	10,000	10,000
Expenditure Total	\$ 924,438	\$ 743,288	\$ 691,545	\$ 701,324
<b>Source of Funds Summary</b>				
<i>Departmental Revenues</i>				
Miscellaneous Revenue	\$ 18,400	\$ --	\$ 40,545	\$ --
Revenue Total	18,400	--	40,545	--
<i>General Fund Contribution</i>				
Division Total	911,392	748,614	656,326	706,650
	\$ 929,792	\$ 748,614	\$ 696,871	\$ 706,650

Actual FY 06-07		Adopted FY 07-08		Est. Actual FY 07-08		Recommended FY 08-09	
Pos.	FTE	Pos.	FTE	Pos.	FTE	Pos.	FTE
<b>Position Summary</b>							
<i>Permanent</i>							
Office of the Auditor Controller	1.0	1.0	1.0	1.0	1.0	1.0	1.0
Administrative Support	3.0	2.6	3.0	2.2	3.0	2.1	2.0
Total Positions	4.0	3.6	4.0	3.2	4.0	3.1	2.9

**Significant Changes (FY 2007-08 Adopted to FY 2007-08 Estimated Actual)**

The Fiscal Year 2007-08 Estimated Actual operating expenditures decreased by \$21,000 to \$682,000 from the Fiscal Year 2007-08 Adopted Budget of \$703,000. This 3% decrease is the result of:

- +\$4,000 - increase in various services and supplies mainly due to an increase in utilities costs;
- -\$25,000 - decrease in administrative support provided to Operations.

**Significant Changes (FY 2007-08 Estimated Actual to FY 2008-09 Recommended)**

The Fiscal Year 2008-09 Recommended Budget operating expenditures will increase by \$9,000 to \$691,000 from the Fiscal Year 2007-08 Estimated Actuals of \$682,000. This 1% increase is the result of:

- +\$7,000 - increase in utilities costs and various office expenses;
- +\$2,000 - increase in projected salary and benefit costs, cost-of-living adjustments and retirement contribution.

**SERVICE DESCRIPTION**

Advise the Board of Supervisors and County management regarding financial matters. Provide leadership and direction to the department. Provide department employees with support, training, tools and facilities.

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Recurring Performance Measures</b>				
<b>Office of the Auditor Controller</b>				
Maintain computer network resources so they are available for 97% of the 2,080 business hours.	99%	97%	100%	97%
	2,060	2,018	2,080	2,018
	2,080	2,080	2,080	2,080
Expend 2% of the departmental salaries and benefits budget for training purposes.	2%	2%	1%	1%
	\$95,698	\$144,678	\$90,000	\$122,103
	\$4,546,886	\$7,233,900	\$6,105,193	\$6,105,193
Expend 2% of the departmental salaries and benefits budget for technology.	2%	2%	1%	1%
	\$95,698	\$144,678	\$80,000	\$122,103
	\$4,546,886	\$7,233,900	\$6,105,193	\$6,105,193

**AUDITOR-CONTROLLER**

**Administration (cont'd)**

	Actual FY 06-07 Pos.	Adopted FY 07-08 Pos.	Est. Actual FY 07-08 Pos.	Recommended FY 08-09 Pos.
<b>Position Detail</b>				
<b>Office of the Auditor Controller</b>				
Auditor-Controller	1.0	1.0	1.0	1.0
Sub-Division Total	1.0	1.0	1.0	1.0
<b>Administrative Support</b>				
Assistant Auditor-Controller	1.0	1.0	1.0	--
Departmental Assistant	1.0	1.0	1.0	1.0
Accounting Tech/Clerk	1.0	1.0	1.0	1.0
Sub-Division Total	3.0	3.0	3.0	2.0
Division Total	4.0	4.0	4.0	3.0

# AUDITOR-CONTROLLER

## Auditing

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Use of Funds Summary</b>				
<i>Operating Expenditures</i>				
Internal Audits	\$ 580,025	\$ 567,015	\$ 593,611	\$ 652,491
External Audits	157,714	502,225	475,688	295,369
Operating Sub-Total	737,739	1,069,240	1,069,299	947,860
Less: Intra-County Revenues	(151,954)	(177,312)	(183,040)	(162,763)
Operating Total	585,785	891,928	886,259	785,097
<i>Non-Operating Expenditures</i>				
Capital Assets	(269)	--	--	--
Division Total	\$ 585,516	\$ 891,928	\$ 886,259	\$ 785,097
<b>Character of Expenditures</b>				
<i>Operating Expenditures</i>				
Regular Salaries	533,823	722,483	700,275	603,336
Overtime	2,584	--	2,766	--
Extra Help	4,462	--	4,763	4,776
Benefits	161,801	252,675	220,030	226,732
Salaries & Benefits Sub-Total	702,670	975,158	927,834	834,844
Services & Supplies	35,069	94,082	141,465	113,016
Operating Sub-Total	737,739	1,069,240	1,069,299	947,860
Less: Intra-County Revenues	(151,954)	(177,312)	(183,040)	(162,763)
Operating Total	585,785	891,928	886,259	785,097
<i>Non-Operating Expenditures</i>				
Capital Assets	(269)	--	--	--
Expenditure Total	\$ 585,516	\$ 891,928	\$ 886,259	\$ 785,097
<b>Source of Funds Summary</b>				
<i>Departmental Revenues</i>				
Cost Allocation Revenue	\$ 150,212	\$ 181,300	\$ 181,300	\$ 164,534
Other Charges for Services	38,390	36,740	40,740	36,740
Revenue Sub-Total	188,602	218,040	222,040	201,274
Less: Intra-County Revenues	(151,954)	(177,312)	(183,040)	(162,763)
Revenue Total	36,648	40,728	39,000	38,511
<i>General Fund Contribution</i>				
Division Total	\$ 585,516	\$ 891,928	\$ 886,259	\$ 785,097

Actual FY 06-07		Adopted FY 07-08		Est. Actual FY 07-08		Recommended FY 08-09		
Pos.	FTE	Pos.	FTE	Pos.	FTE	Pos.	FTE	
<b>Position Summary</b>								
<i>Permanent</i>								
Internal Audits	8.0	6.2	6.0	5.0	6.0	3.8	6.0	4.9
External Audits	2.0	1.9	5.0	6.2	5.0	2.3	1.0	2.8
Total Positions	10.0	8.0	11.0	11.2	11.0	6.1	7.0	7.6

### Significant Changes (FY 2007-08 Adopted to FY 2007-08 Estimated Actual)

The Fiscal Year 2007-08 Estimated Actual operating expenditures matched \$1,069,000 from the Fiscal Year 2007-08 Adopted Budget of \$1,069,000 as a result of:

- +\$50,000 - increase in professional services used;
- -\$47,000 - decrease in salaries and benefits as a result of various changes to staffing and in the early part of the year and temporary staff vacancies;
- -\$3,000 - decrease in other various services and supplies.

### Significant Changes (FY 2007-08 Estimated Actual to FY 2008-09 Recommended)

The Fiscal Year 2008-09 Recommended Budget operating expenditures will decrease by \$121,000 to \$948,000 from the Fiscal Year 2007-08 Estimated Actuals of \$1,069,000. This 13% decrease is the result of:

- -\$93,000 - salary and benefit costs from moving two accountant-auditors to Financial Reporting and two accountant-auditors to Specialty Accounting offset by cost-of-living adjustments, retirement contribution and promotions in FY 2007-08;
- -\$28,000 - decrease in use of professional services for on-going countywide projects.

**SERVICE DESCRIPTION**

To assist the management of the County and Special Districts in carrying out their responsibilities by providing professional audit services such as: Attestation services (financial, grant & compliance audits), internal control reviews, performance reviews (effectiveness/efficiency), fraud/loss investigations, consulting, and special projects.

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Recurring Performance Measures</b>				
<b>Internal Audits</b>				
Complete 100% of mandatory audits by legal due date.	100%	100%	100%	100%
Complete 50% of discretionary audits.	50%	50%	50%	25%
Complete 100% of the 10 Special District Audits by the legal due date.	100%	100%	100%	100%
	10	10	10	10
	10	10	10	10
Perform 75% of the audit work as delineated in the 2007-08 Audit Plan.	75%	75%	75%	40%
<b>External Audits</b>				
Provide 100 hours for the Single Audit.	100%	100%	100%	100%
	100	100	100	100
	100	100	100	100
Provide 200 hours for the Comprehensive Annual Financial Report (CAFR) audit.	100%	100%	0%	0%
	200	200	--	--
	200	200	--	--

*Note:* The reduction of positions in FY 2008-09 will impede progress of the priority to increase Internal Audit's presence throughout County government through the performance of management and operational reviews. The Internal Audit Division will not meet the performance measures for discretionary audits and performance of 75% of work delineated in the audit plan for FY 2008-09, as resources will need to be diverted from other divisions to ensure that the mandatory audits are completed. As a result of this shift in resources, other divisions will no longer be able to maintain the same level of efficiency in performing their essential duties and responsibilities. The Internal Audit Division is no longer providing hours for the Comprehensive Annual Financial Report Audit and these hours will also be redirected to complete mandatory audits.

**AUDITOR-CONTROLLER**

**Auditing (cont'd)**

	Actual FY 06-07 Pos.	Adopted FY 07-08 Pos.	Est. Actual FY 07-08 Pos.	Recommended FY 08-09 Pos.
<b>Position Detail</b>				
<b>Internal Audits</b>				
Audit Manager	1.0	1.0	1.0	1.0
Financial Audit Supervisor	1.0	1.0	1.0	1.0
Financial Account Analyst	--	1.0	1.0	1.0
Accountant-Auditor	6.0	3.0	3.0	3.0
Sub-Division Total	8.0	6.0	6.0	6.0
<b>External Audits</b>				
Accountant-Auditor	2.0	5.0	5.0	1.0
Sub-Division Total	2.0	5.0	5.0	1.0
Division Total	10.0	11.0	11.0	7.0

**AUDITOR-CONTROLLER**

**Operations**

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Use of Funds Summary</b>				
<i>Operating Expenditures</i>				
Financial Accounting	\$ 2,330,098	\$ 2,898,912	\$ 2,852,566	\$ 2,825,471
Payroll	744,234	678,165	649,150	645,564
Customer Support	64,583	65,420	61,576	76,947
Property Tax	542,456	530,897	509,082	695,719
Operating Sub-Total	3,681,371	4,173,394	4,072,374	4,243,701
Less: Intra-County Revenues	(1,348,159)	(1,415,959)	(1,564,837)	(1,538,708)
Operating Total	2,333,212	2,757,435	2,507,537	2,704,993
<i>Non-Operating Expenditures</i>				
Capital Assets	43,647	--	--	--
Expenditure Total	2,376,859	2,757,435	2,507,537	2,704,993
<i>Other Financing Uses</i>				
Designated for Future Uses	180,000	--	--	--
Division Total	\$ 2,556,859	\$ 2,757,435	\$ 2,507,537	\$ 2,704,993

**Character of Expenditures**

	Actual	Adopted	Est. Actual	Recommended
<i>Operating Expenditures</i>				
Regular Salaries	2,504,306	2,853,388	2,746,232	2,742,624
Overtime	5,603	--	5,995	--
Extra Help	74,020	--	79,018	79,237
Benefits	706,357	934,009	828,956	1,020,457
Salaries & Benefits Sub-Total	3,290,286	3,787,397	3,660,201	3,842,318
Services & Supplies	391,085	385,997	412,173	401,383
Operating Sub-Total	3,681,371	4,173,394	4,072,374	4,243,701
Less: Intra-County Revenues	(1,348,159)	(1,415,959)	(1,564,837)	(1,538,708)
Operating Total	2,333,212	2,757,435	2,507,537	2,704,993
<i>Non-Operating Expenditures</i>				
Capital Assets	43,647	--	--	--
Expenditure Total	\$ 2,376,859	\$ 2,757,435	\$ 2,507,537	\$ 2,704,993

**Source of Funds Summary**

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<i>Departmental Revenues</i>				
Cost Allocation Revenue	\$ 1,275,904	\$ 1,489,886	\$ 1,489,886	\$ 1,565,603
Property Tax Admin Fees	621,771	570,166	591,900	583,000
Other Charges for Services	150,264	81,651	80,951	85,156
Miscellaneous Revenue	19,179	3,500	9,355	8,000
Revenue Sub-Total	2,067,118	2,145,203	2,172,092	2,241,759
Less: Intra-County Revenues	(1,348,159)	(1,415,959)	(1,564,837)	(1,538,708)
Revenue Total	718,959	729,244	607,255	703,051
<i>General Fund Contribution</i>				
	1,837,900	2,028,191	1,879,327	1,667,942
<i>Other Financing Sources</i>				
Operating Transfers	--	--	20,955	--
Use of Prior Fund Balances	--	--	--	334,000
Division Total	\$ 2,556,859	\$ 2,757,435	\$ 2,507,537	\$ 2,704,993

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
Pos.				
FTE				

**Position Summary**

	Actual FY 06-07		Adopted FY 07-08		Est. Actual FY 07-08		Recommended FY 08-09	
<i>Permanent</i>								
Financial Accounting	24.0	21.4	24.5	22.5	24.5	22.6	21.3	18.9
Payroll	5.1	6.8	5.6	6.3	5.6	6.7	6.0	5.2
Customer Support	--	0.8	--	0.8	--	0.8	1.0	0.8
Property Tax	4.0	4.9	5.0	4.4	5.0	4.5	5.0	5.5
Total Positions	33.1	33.9	35.1	33.9	35.1	34.5	33.3	30.4

**Significant Changes (FY 2007-08 Adopted to FY 2007-08 Estimated Actual)**

The Fiscal Year 2007-08 Estimated Actual operating expenditures decreased by \$101,000 to \$4,072,000 from the Fiscal Year 2007-08 Adopted Budget of \$4,173,000. This 2% decrease is due to:

- +\$40,000 - increase in professional and special services;
- -\$127,000 - decrease in salaries and benefits due to vacancies and salary savings;
- -\$14,000 - decrease in various expenses mainly software maintenance and computers.

**Significant Changes (FY 2007-08 Estimated Actual to FY 2008-09 Recommended)**

The Fiscal Year 2008-09 Recommended Budget operating expenditures will increase by \$172,000 to \$4,244,000 from the Fiscal Year 2007-08 Estimated Actuals of \$4,072,000. This 4% increase is due to:

- +\$123,000 - a vacant financial systems analyst position that was filled in late FY 2007-08;
- +\$59,000 - salaries and benefits due to cost-of-living adjustments, step increases and retirement contribution;
- +\$11,000 - increase in various services and supplies.

**SERVICE DESCRIPTION**

Prepare accurate, complete and timely financial records; operate, maintain and enhance Countywide financial and human resource systems and train County employees to use them efficiently; pay all employees on-time; control disbursements and deposits for accuracy, timeliness and cash management; continuously improve customer service to County departments, agencies, and vendors by utilizing new technologies to enhance process efficiency, accuracy and timeliness; allocate and distribute property taxes to all County agencies within established timelines.

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Recurring Performance Measures</b>				
<b>Financial Accounting</b>				
Make at least 60% of the 150,000 annual disbursements to vendors through direct deposit.	0%	60%	60%	60%
	--	90,000	90,000	90,000
	--	150,000	150,000	150,000
Maintain an overall 90% user satisfaction level, based on a customer survey, for significant countywide financial applications.	90%	90%	90%	90%
<b>Payroll</b>				
Increase the number of employees using automated time entry to 90%.	85%	75%	85%	90%
	4,178	3,675	4,178	4,487
	4,900	4,900	4,900	4,985
Increase the number of employees receiving online earnings statements (instead of paper) to 80% or 3,675 of the total 4,900.	75%	100%	71%	80%
	3,675	4,900	3,479	3,988
	4,900	4,900	4,900	4,985
<b>Customer Support</b>				
At least 95% of County departments rate general ledger information as timely, and accurate and assistance from the Auditor Help Desk as satisfactory in an annual survey of departmental users.	95%	95%	95%	95%
	95	95	95	95
	100	100	100	100
<b>Property Tax</b>				
Complete 100% of the three major Property Tax distributions (estimated for 07-08 to be \$538,000,000) within 20 days of the installment due dates to approximately 100 affected taxing entities.	100%	100%	100%	100%
Publish the popular report "Property Tax Highlights" by October 15th.	Yes	Yes	Yes	Yes

**AUDITOR-CONTROLLER**

**Operations (cont'd)**

	Actual FY 06-07 Pos.	Adopted FY 07-08 Pos.	Est. Actual FY 07-08 Pos.	Recommended FY 08-09 Pos.
<b>Position Detail</b>				
<b>Financial Accounting</b>				
Assistant Auditor-Controller	--	--	--	1.0
Chief Deputy Controller	1.0	1.0	1.0	0.8
Audit Manager	--	--	--	1.0
Division Chief	3.0	4.0	4.0	2.0
Financial Account Analyst	1.0	1.0	1.0	1.0
Financial Systems Analyst	9.0	9.5	9.5	6.5
Office Automation Coordinator	3.0	3.0	3.0	3.0
Computer Operator	1.0	1.0	1.0	1.0
Accountant-Auditor	1.0	1.0	1.0	2.0
Accounting Tech/Clerk	6.0	5.0	5.0	4.0
Sub-Division Total	25.0	25.5	25.5	22.3
<b>Payroll</b>				
Division Chief	0.6	0.6	0.6	1.0
Financial Account Analyst	1.0	1.0	1.0	1.0
Financial Systems Analyst	1.0	1.0	1.0	2.0
Accountant-Auditor	1.5	1.0	1.0	--
Accounting Tech/Clerk	1.0	2.0	2.0	2.0
Sub-Division Total	5.1	5.6	5.6	6.0
<b>Customer Support</b>				
Accounting Tech/Clerk	--	--	--	1.0
Sub-Division Total	--	--	--	1.0
<b>Property Tax</b>				
Division Chief	1.0	1.0	1.0	1.0
Financial Account Analyst	1.0	1.0	1.0	1.0
Financial Systems Analyst	1.0	1.0	1.0	1.0
Accountant-Auditor	1.0	2.0	2.0	2.0
Sub-Division Total	4.0	5.0	5.0	5.0
Division Total	33.1	35.1	35.1	33.3

**AUDITOR-CONTROLLER**  
**Financial Reporting**

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Use of Funds Summary</b>				
<i>Operating Expenditures</i>				
Financial Reports	\$ 595,577	\$ 658,432	\$ 669,180	\$ 723,357
Budget Reporting	108,375	77,740	73,395	141,266
Cost Accounting	88,951	118,286	115,035	245,739
Operating Sub-Total	792,903	854,458	857,610	1,110,362
Less: Intra-County Revenues	(465,889)	(591,148)	(605,367)	(522,907)
Division Total	<u>\$ 327,014</u>	<u>\$ 263,310</u>	<u>\$ 252,243</u>	<u>\$ 587,455</u>

<b>Character of Expenditures</b>				
<i>Operating Expenditures</i>				
Regular Salaries	441,364	499,089	478,808	655,096
Extra Help	4,445	--	4,745	4,757
Benefits	125,444	163,728	146,828	243,568
Salaries & Benefits Sub-Total	571,253	662,817	630,381	903,421
Services & Supplies	221,650	191,641	227,229	206,941
Operating Sub-Total	792,903	854,458	857,610	1,110,362
Less: Intra-County Revenues	(465,889)	(591,148)	(605,367)	(522,907)
Expenditure Total	<u>\$ 327,014</u>	<u>\$ 263,310</u>	<u>\$ 252,243</u>	<u>\$ 587,455</u>

<b>Source of Funds Summary</b>				
<i>Departmental Revenues</i>				
Cost Allocation Revenue	\$ 465,888	\$ 605,367	\$ 605,367	\$ 529,398
Miscellaneous Revenue	16,260	--	--	--
Revenue Sub-Total	482,148	605,367	605,367	529,398
Less: Intra-County Revenues	(465,889)	(591,148)	(605,367)	(522,907)
Revenue Total	16,259	14,219	--	6,491
<i>General Fund Contribution</i>	310,755	249,091	252,243	580,964
Division Total	<u>\$ 327,014</u>	<u>\$ 263,310</u>	<u>\$ 252,243</u>	<u>\$ 587,455</u>

Actual FY 06-07		Adopted FY 07-08		Est. Actual FY 07-08		Recommended FY 08-09		
Pos.	FTE	Pos.	FTE	Pos.	FTE	Pos.	FTE	
<b>Position Summary</b>								
<i>Permanent</i>								
Financial Reports	4.8	3.7	4.8	4.3	4.8	4.0	6.0	4.4
Budget Reporting	--	0.8	--	0.6	--	0.8	1.0	1.0
Cost Accounting	1.0	0.8	1.0	1.0	1.0	2.0	3.0	2.2
Total Positions	<u>5.8</u>	<u>5.3</u>	<u>5.8</u>	<u>5.9</u>	<u>5.8</u>	<u>6.7</u>	<u>10.0</u>	<u>7.7</u>

**Significant Changes (FY 2007-08 Adopted to FY 2007-08 Estimated Actual)**

The Fiscal Year 2007-08 Estimated Actual operating expenditures increased by \$3,000 to \$858,000 from the Fiscal Year 2007-08 Adopted Budget of \$854,000. This 0.5% increase is the result of:

- +\$35,000 - increase in professional and special services;
- -\$32,000 - salary savings from temporary staffing vacancies.

**Significant Changes (FY 2007-08 Estimated Actual to FY 2008-09 Recommended)**

The Fiscal Year 2008-09 Recommended Budget operating expenditures will increase by \$252,000 to \$1,110,000 from the Fiscal Year 2007-08 Estimated Actuals of \$858,000. This 29% increase is the result of:

- +\$273,000 - increase in salaries and benefits due to the addition of three auditor-accountant positions into the Financial Reporting division from the Internal Audit division;
- -\$21,000 - decrease in professional and special services.

**SERVICE DESCRIPTION**

Provide meaningful and timely financial reports and cost analyses to management, the Board of Supervisors, and the public. Comply with State and Federal reporting requirements and generally accepted accounting principles. Operate, maintain, enhance, and support the County's budget performance system.

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Recurring Performance Measures</b>				
<b>Financial Reports</b>				
Publish the County's Comprehensive Annual Financial Report within 60 days of fiscal year-end.	Yes	Yes	Yes	Yes
Receive an unqualified opinion and the Government Finance Officers Association (GFOA) Award for Excellence on the County's Comprehensive Annual Financial Report.	Yes	Yes	Yes	Yes
Issue a reader-friendly Financial Highlights Report within 60 days of fiscal year-end.	Yes	Yes	Yes	Yes
<b>Budget Reporting</b>				
Enter the adopted budget into the County's financial accounting system within 31 days of fiscal year-end.	Yes	Yes	Yes	Yes

**AUDITOR-CONTROLLER**

**Financial Reporting (cont'd)**

	Actual FY 06-07 Pos.	Adopted FY 07-08 Pos.	Est. Actual FY 07-08 Pos.	Recommended FY 08-09 Pos.
<b>Position Detail</b>				
<b>Financial Reports</b>				
Division Chief	1.0	1.0	1.0	1.0
Financial Systems Analyst	1.0	2.0	2.0	3.0
Cost Analyst	2.8	1.8	1.8	1.0
Accountant-Auditor	--	--	--	1.0
Sub-Division Total	4.8	4.8	4.8	6.0
<b>Budget Reporting</b>				
Accountant-Auditor	--	--	--	1.0
Sub-Division Total	--	--	--	1.0
<b>Cost Accounting</b>				
Financial Systems Analyst	1.0	--	--	--
Cost Analyst	--	1.0	1.0	2.0
Accountant-Auditor	--	--	--	1.0
Sub-Division Total	1.0	1.0	1.0	3.0
Division Total	5.8	5.8	5.8	10.0

**AUDITOR-CONTROLLER**  
**Specialty Accounting**

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Use of Funds Summary</b>				
<i>Operating Expenditures</i>				
County Fiscal Services	\$ 378,842	\$ 388,194	\$ 376,999	\$ 654,003
Division Total	<u>\$ 378,842</u>	<u>\$ 388,194</u>	<u>\$ 376,999</u>	<u>\$ 654,003</u>

<b>Character of Expenditures</b>				
<i>Operating Expenditures</i>				
Regular Salaries	278,780	282,766	271,628	458,555
Extra Help	10,652	--	11,372	11,403
Benefits	79,476	95,272	85,162	174,978
Salaries & Benefits Sub-Total	368,908	378,038	368,162	644,936
Services & Supplies	9,934	10,156	8,837	9,067
Expenditure Total	<u>\$ 378,842</u>	<u>\$ 388,194</u>	<u>\$ 376,999</u>	<u>\$ 654,003</u>

<b>Source of Funds Summary</b>				
<i>Departmental Revenues</i>				
Other Charges for Services	\$ 3,615	\$ 5,000	\$ 7,000	\$ 5,000
Miscellaneous Revenue	132	2,400	--	--
Revenue Total	3,747	7,400	7,000	5,000
<i>General Fund Contribution</i>	375,095	380,794	369,999	649,003
Division Total	<u>\$ 378,842</u>	<u>\$ 388,194</u>	<u>\$ 376,999</u>	<u>\$ 654,003</u>

Actual FY 06-07		Adopted FY 07-08		Est. Actual FY 07-08		Recommended FY 08-09		
Pos.	FTE	Pos.	FTE	Pos.	FTE	Pos.	FTE	
<b>Position Summary</b>								
<i>Permanent</i>								
County Fiscal Services	6.0	4.3	3.0	3.6	3.0	4.5	6.0	5.6
Total Positions	<u>6.0</u>	<u>4.3</u>	<u>3.0</u>	<u>3.6</u>	<u>3.0</u>	<u>4.5</u>	<u>6.0</u>	<u>5.6</u>

**Significant Changes (FY 2007-08 Adopted to FY 2007-08 Estimated Actual)**  
The Fiscal Year 2007-08 Estimated Actual operating expenditures decreased by \$11,000 to \$377,000 from the Fiscal Year 2007-08 Adopted Budget of \$388,000. This 3% decrease is due to:

- +\$11,000 - increase in extra help expenditures;
- -\$21,000 - decrease in regular salaries and benefits due to staff vacancies early in the year.

**Significant Changes (FY 2007-08 Estimated Actual to FY 2008-09 Recommended)**  
The Fiscal Year 2008-09 Recommended Budget operating expenditures will increase by \$277,000 to \$654,000 from the FY 2007-08 Estimated Actuals of \$377,000. This 73% increase is due to:

- +\$277,000 - increase in salaries and benefits due to filled vacancies in FY 2007-08 and reassigning of two accountant-auditors from the Internal Audit division and a Division Chief from Operations.

**SERVICE DESCRIPTION**

To provide accounting and revenue distribution services to County departments, special districts and other agencies by offering and delivering professional assistance in accounting, budgeting, systems, and fiscal advisory services.

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Recurring Performance Measures</b>				
<b>County Fiscal Services</b>				
On a quarterly basis, review sales tax information from the State Board of Equalization and file a timely report to recover misallocated sales tax due to the County.	Yes	Yes	Yes	Yes
Issue a reader-friendly Transient Occupancy Tax Highlights Report within 60 days of fiscal year-end.	Yes	Yes	Yes	Yes
Issue a reader-friendly Sales and Use Tax Report within 150 days of fiscal year-end.	Yes	Yes	Yes	Yes

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
	Pos.	Pos.	Pos.	Pos.

**Position Detail**

**County Fiscal Services**

Division Chief	2.0	1.0	1.0	2.0
Financial Account Analyst	1.0	--	--	--
Financial Systems Analyst	1.0	1.0	1.0	1.0
Accountant-Auditor	2.0	1.0	1.0	3.0
Sub-Division Total	6.0	3.0	3.0	6.0
Division Total	6.0	3.0	3.0	6.0

**AUDITOR-CONTROLLER**

**Specialty Accounting (cont'd)**

**“Annual Sales & Use Tax Report”**

One of the reader-friendly reports available on the Auditor’s website

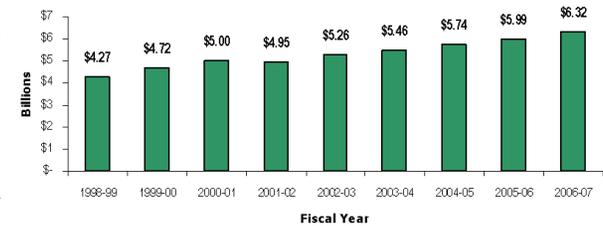
County of Santa Barbara Auditor-Controller

**Annual Sales & Use Tax Report**  
Fiscal Year Ended June 30, 2007



**Countywide Taxable Sales Revenue**

For fiscal year ended June 30, 2007, countywide taxable sales reached \$6.32 billion. Retailers in Santa Barbara County gained 5.68% in taxable sales revenue compared to the prior fiscal year of \$5.99 billion. This is the fifth year of steady growth in retail sales revenue.



**Countywide Sales Tax Revenue Distribution**

The \$6.32 billion in taxable sales in the County of Santa Barbara for FY 2006-07 generated \$490 million of sales tax revenue for state and local governments. However, the actual distribution back to local governments is over \$9 million less than tax revenue generated in FY 06-07 due to legislative formulas. The following chart illustrates sales tax revenue received (\$ in millions) by each program and entity:

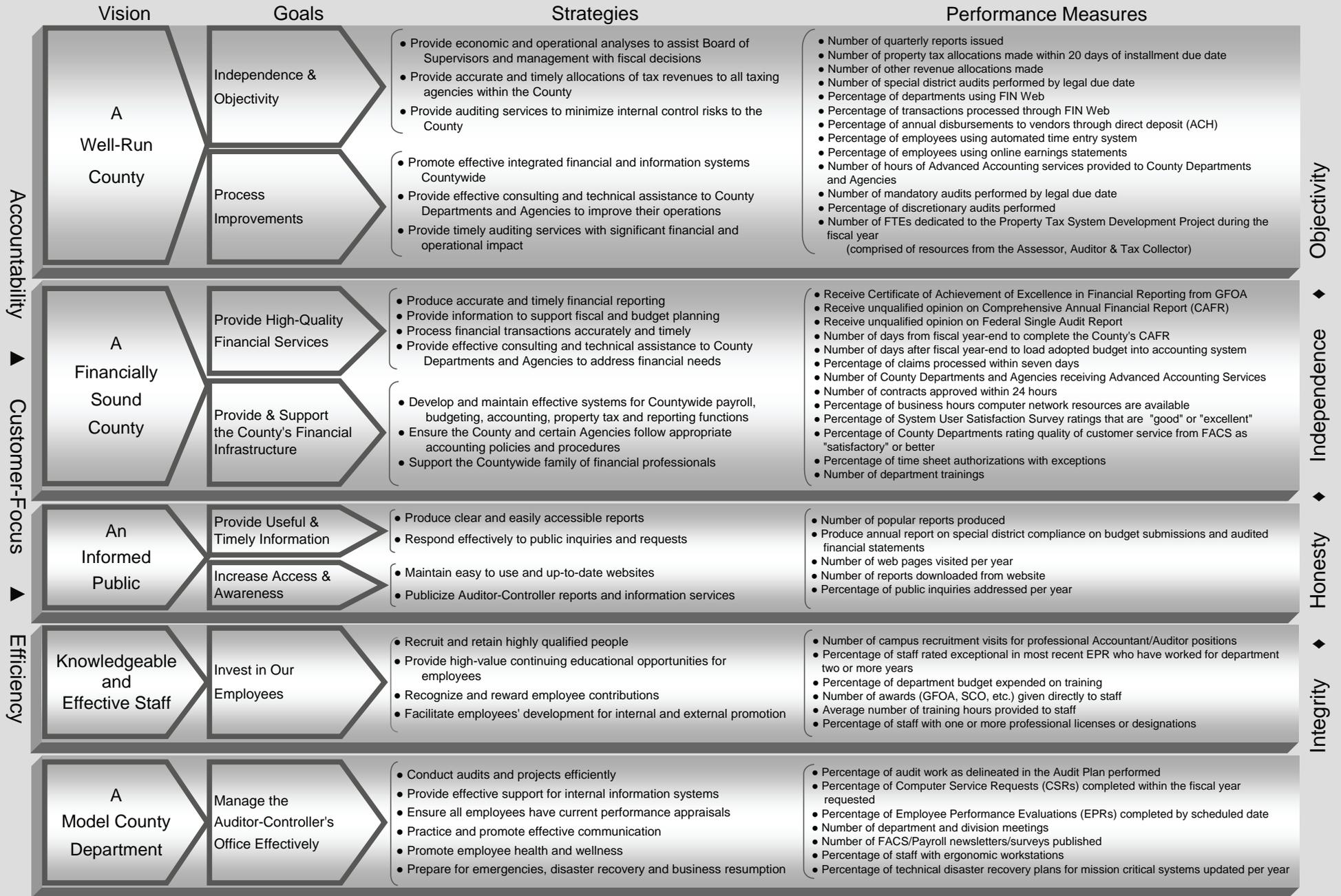
**INSIDE THIS ISSUE:**

- California's Complex Budget | 2
- "Triple Flip" Facts | 2
- State General Fund | 3
- County Generated Revenues | 3
- Proposition 172 | 4
- Realignment | 4
- Measure D | 5
- LTF | 5
- Local 0.75% Sales Tax | 6
- Top Retailers Countywide | 7
- Business Groups Highlights | 7
- County Audit Work Results | 8

Sales & Use Tax	Rate (%)	County (\$)	Cities & Other Entities (\$)	Total Amount (\$)
State of California - General fund plus	5.00	-	-	316.4
Economic Recovery Fund: "Triple Flip"	0.25	-	-	15.8
Public Safety - Prop 172	0.50	30.8	0.8	31.6
County Health & Welfare - Realignment	0.50	21.2	-	21.2
City & County Road - Measure D	0.50	16.7	16.0	32.7
Countywide Transportation - LTF	0.25	1.4	14.1	15.5
County & Cities General Operations - Local Bradley Burns Sales Tax	0.75	9.2	38.3	47.5
<b>Total Tax Revenue Received:</b>	<b>7.75</b>	<b>79.3</b>	<b>69.2</b>	<b>480.7</b>

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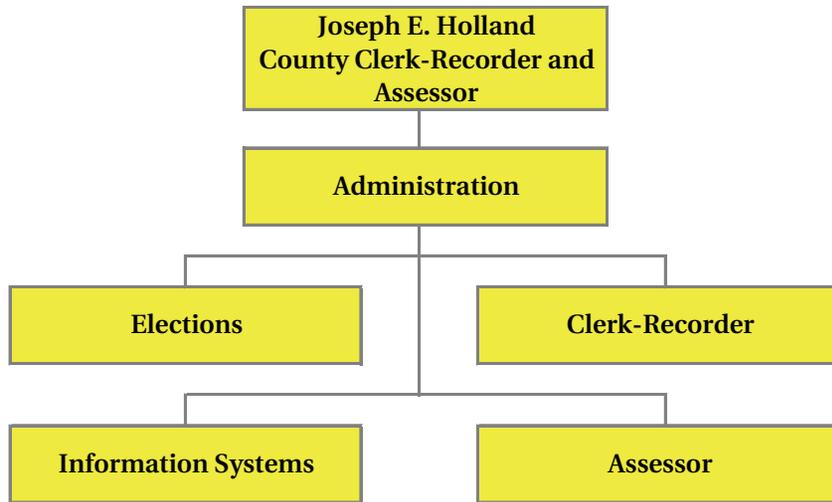
Our Mission: *We ensure the County's financial integrity and promote efficient, effective and accountable government*



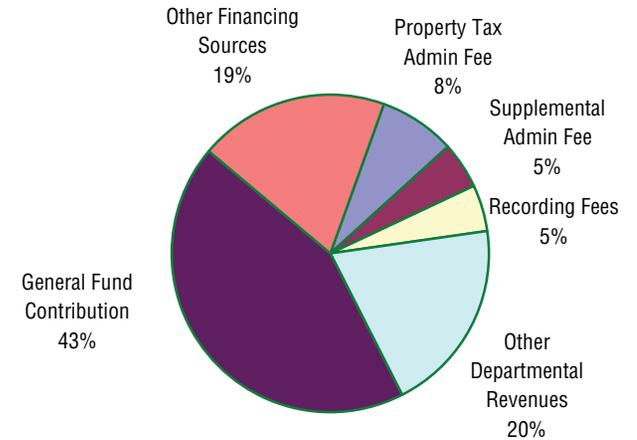
Teamwork • Trust • Respect • Equal Opportunity • Communication • Excellence • Service

# CLERK-RECORDER-ASSESSOR

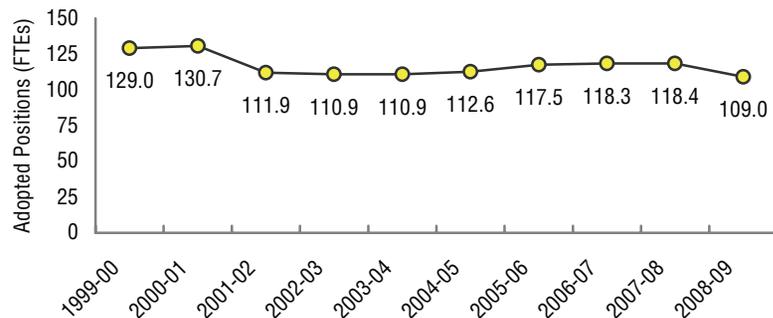
Budget & Positions (FTEs)	
Operating \$	15,365,830
Capital	2,258,556
Positions	109.0 FTEs



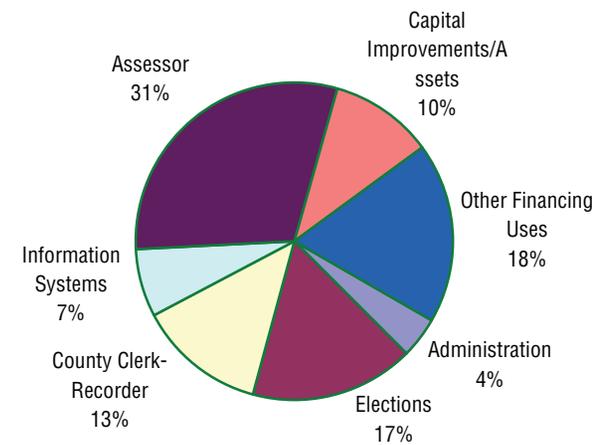
## SOURCE OF FUNDS



## STAFFING TREND



## USE OF FUNDS



**CLERK-RECORDER-ASSESSOR**

**Department Summary**

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Use of Funds Summary</b>				
<i>Operating Expenditures</i>				
Administration	\$ 761,747	\$ 793,184	\$ 827,215	\$ 877,486
Elections	4,172,789	4,521,937	6,047,858	3,625,869
County Clerk-Recorder	2,369,235	2,905,271	2,469,060	2,816,520
Information Systems	1,400,451	1,595,267	1,340,362	1,477,790
Assessor	5,648,275	6,205,595	5,887,459	6,568,165
Operating Sub-Total	14,352,497	16,021,254	16,571,954	15,365,830
Less: Intra-County Revenues	--	(398)	(398)	--
Operating Total	14,352,497	16,020,856	16,571,556	15,365,830
<i>Non-Operating Expenditures</i>				
Capital Assets	65,448	3,611,725	67,000	2,258,556
Expenditure Total	14,417,945	19,632,581	16,638,556	17,624,386
<i>Other Financing Uses</i>				
Operating Transfers	502,249	1,704,673	1,004,037	938,833
Designated for Future Uses	3,007,891	4,391,427	1,035,078	3,023,134
Department Total	<u>\$ 17,928,085</u>	<u>\$ 25,728,681</u>	<u>\$ 18,677,671</u>	<u>\$ 21,586,353</u>

**Character of Expenditures**

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<i>Operating Expenditures</i>				
Regular Salaries	\$ 6,848,905	\$ 7,527,689	\$ 7,309,172	\$ 7,657,169
Overtime	98,668	119,665	173,128	91,754
Extra Help	194,170	212,661	349,628	140,298
Benefits	2,342,789	2,958,956	2,720,048	3,486,131
Salaries & Benefits Sub-Total	9,484,532	10,818,971	10,551,976	11,375,352
Services & Supplies	4,867,965	5,202,283	6,019,978	3,990,478
Operating Sub-Total	14,352,497	16,021,254	16,571,954	15,365,830
Less: Intra-County Revenues	--	(398)	(398)	--
Operating Total	14,352,497	16,020,856	16,571,556	15,365,830
<i>Non-Operating Expenditures</i>				
Capital Assets	65,448	3,611,725	67,000	2,258,556
Expenditure Total	<u>\$ 14,417,945</u>	<u>\$ 19,632,581</u>	<u>\$ 16,638,556</u>	<u>\$ 17,624,386</u>

Note: Presentation of the individual program amounts for fiscal years 2006-07 and 2007-08 have been adjusted to provide a consistent level of detail with the fiscal year 2008-09 budget, however, the totals for 2006-07 and 2007-08 have not been changed.

**Source of Funds Summary**

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<i>Departmental Revenues</i>				
Interest	\$ 42,213	\$ 40,000	\$ 40,000	\$ 20,000
Elections, Federal & State Revenues	2,673,558	3,937,244	702,298	2,916,056
Property Tax Admin Fee	1,724,335	1,400,000	1,400,000	1,700,000
Supplemental Admin Fee	1,286,902	1,250,000	1,200,000	1,000,000
Recording Fees	1,673,418	1,805,000	1,150,000	1,020,000
Other Charges for Services	1,260,104	900,598	842,598	1,136,300
Miscellaneous Revenue	188,422	186,000	162,060	167,000
Revenue Sub-Total	8,848,952	9,518,842	5,496,956	7,959,356
Less: Intra-County Revenues	--	(398)	(398)	--
Revenue Total	8,848,952	9,518,444	5,496,558	7,959,356
General Fund Contribution	7,813,157	9,161,873	10,581,094	9,441,601
<i>Other Financing Sources</i>				
Operating Transfers	--	--	34,585	--
Sale of Property	--	--	200,000	--
Use of Prior Fund Balances	1,265,976	7,048,364	2,365,434	4,185,396
Department Total	<u>\$ 17,928,085</u>	<u>\$ 25,728,681</u>	<u>\$ 18,677,671</u>	<u>\$ 21,586,353</u>

	Actual FY 06-07		Adopted FY 07-08		Est. Actual FY 07-08		Recommended FY 08-09	
	Pos.	FTE	Pos.	FTE	Pos.	FTE	Pos.	FTE
<b>Position Summary</b>								
<i>Permanent</i>								
Administration	5.0	5.0	5.0	4.9	5.0	5.1	5.0	5.0
Elections	15.0	15.4	18.0	14.6	18.0	17.9	18.0	11.8
County Clerk-Recorder	25.0	25.7	25.0	24.0	25.0	23.3	26.0	22.0
Information Systems	11.0	9.5	11.0	10.7	11.0	9.0	10.0	9.0
Assessor	67.0	64.3	67.0	64.3	67.0	61.9	67.0	61.3
Total Permanent	123.0	120.0	126.0	118.4	126.0	117.1	126.0	109.0
<i>Non-Permanent</i>								
Contract	--	0.5	--	--	--	1.1	--	--
Total Positions	<u>123.0</u>	<u>120.5</u>	<u>126.0</u>	<u>118.4</u>	<u>126.0</u>	<u>118.2</u>	<u>126.0</u>	<u>109.0</u>

Note: FTE and position totals may not sum correctly due to rounding.

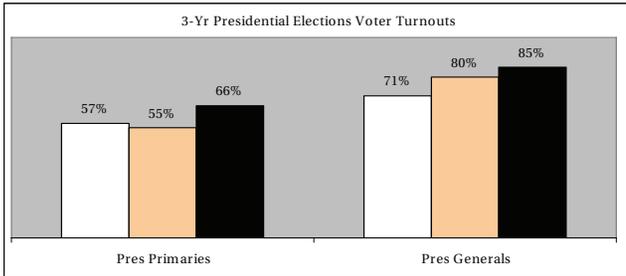
## MISSION STATEMENT

The mission of the Clerk-Recorder-Assessor Department is to honor the public's trust by assuring honest and open elections, 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.

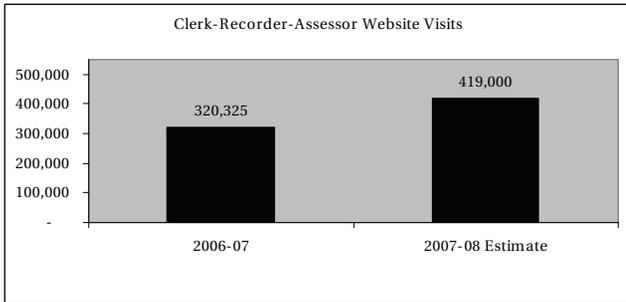
## Budget Organization

The divisions of the Clerk-Recorder-Assessor Department are Administration, Elections, Clerk-Recorder, Information Systems, and Assessor, with a staff equating to 109 full time equivalents, net of budgetary salary savings, providing services at three locations in south and north county.

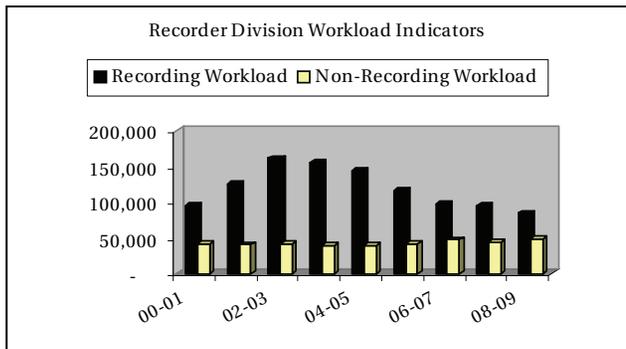
## Activity Indicators



Voter outreach efforts increase the number of vote by mail voters, directly impacting voter turnout. This chart indicates turnout rates for all Presidential Elections from Fiscal Year 1999-2000 through Fiscal Year 2008-09.



The number of website visits to the department increased from last fiscal year, an indicator of the customer service level provided on-line.



The number of documents recorded has decreased dramatically over recent years, while non-recording workload remains relatively steady.

## CLERK-RECORDER-ASSESSOR

### Department Summary (cont'd)

#### Significant Changes (FY 2007-08 Adopted to FY 2007-08 Estimated Actual)

##### Operating

The Fiscal Year 2007-08 Estimated Actual operating expenditures increased by \$551,000, to \$16,572,000, from the Fiscal Year 2007-08 Adopted Budget of \$16,021,000. This 3% increase is the result of:

- +\$1,291,000 – Services and supplies cost for the unanticipated Presidential Primary Election;
- +\$165,000 – Salary costs for the cost of the unanticipated Presidential Primary Election;
- -\$432,000 – Salary savings from departmental vacancies held throughout the year because of staff turnover and recruitment difficulties;
- -\$365,000 – Consulting and equipment purchases not realized for Recorder Division automation projects;
- -\$41,000 – Deferment of computer equipment purchases and training costs in the Information Systems Division;
- -\$35,000 – Miscellaneous cost savings in the Elections Division;
- -\$26,000 – Unrealized travel and training cost savings in the Assessor Division;
- -\$6,000 – Miscellaneous services and supplies cost savings in the Administration Division of the department.

The Fiscal Year 2007-08 Estimated Actual operating revenues decreased by \$4,022,000 to \$5,497,000, from the Fiscal Year 2007-08 Adopted Budget of \$9,518,000. This 42% decrease is the result of:

- +\$8,000 – Miscellaneous revenues;
- -\$3,235,000 – State and Federal grant reimbursements not realized due to the deferment of purchases and upgrades to election equipment until Fiscal Year 2008-09;
- -\$655,000 – Recording revenue impacted by the decline in real estate market activity;
- -\$90,000 – Passport Application fees from decreased number of applications filed and due to the Federal Government unexpectedly lowering the fee by 20%, effective February 2008;
- -\$50,000 – Supplemental tax administration fees from decreased real estate market activity.

**CLERK-RECORDER-ASSESSOR**  
**Department Summary (cont'd)**

**Other Financing Uses**

The Fiscal Year 2007-08 Estimated Actual other financing uses, decreased by \$4,057,000, to \$2,039,000 from the Fiscal Year 2007-08 Adopted Budget of \$6,096,000. This 66% decrease is the result of:

- +\$200,000 – Sale of surplus election equipment. The sale proceeds were designated for future use;
- -\$3,257,000 – Federal and State funds that would have been designated to offset election equipment expenditures were not received due to deferment of these purchases until Fiscal Year 2008-09;
- -\$350,000 – Operating transfer not realized due to postponement of an Assessor Information Systems office remodel project;
- -\$348,000 – Operating transfers were not realized due to the construction delay of the recorder storage facility;
- -\$302,000 – Recording fees designated as prescribed by Government Code not realized due to decreased recording revenue.

**Capital**

The Fiscal Year 2007-08 Estimated Actual capital expenditures decrease by \$3,545,000, to \$67,000, from the Fiscal Year 2007-08 Adopted Budget of \$3,612,000. This 98% decrease is the result of:

- -\$3,365,000 – Purchases of election equipment and system upgrades with Federal and State grants not realized;
- -\$180,000 – Deferment of Recorder capital equipment purchases for automation projects.

**Significant Changes (FY 2007-08 Estimated Actual to FY 2008-09 Recommended)**

**Operating**

The Fiscal Year 2008-09 Recommended operating expenditures will decrease by \$1,206,000, to \$15,366,000, from the Fiscal Year 2007-08 Estimated Actual of \$16,572,000. This 7% decrease is the result of:

- +\$824,000 – Salary costs from merit increases, cost of living adjustments, and benefit cost increases. Increased retirement cost benefits and other budget reductions were offset by unfunding 9.4 full-time equivalent positions;
- +\$51,000 – Recorder automation projects deferred from Fiscal Year 2007-08;

- +\$35,000 – Computer equipment purchases and training and travel costs postponed from the previous year in the Information System Division;
- +\$4,000 – Miscellaneous items in the Administration Division from costs deferred in Fiscal Year 2007-08;
- -\$2,045,000 – Decrease in services and supplies from having one major election in Fiscal Year 2008-09 (compared to two in Fiscal Year 2007-08) and savings from one time Election projects costs incurred in Fiscal Year 2007-08;
- -\$75,000 – Reduced contracting services for tax system projects in the Assessor Division.

The Fiscal Year 2008-09 Recommended operating revenue will increase by \$2,462,000, to \$7,959,000, from the Fiscal Year 2007-08 Estimated Actual of \$5,497,000. This 45% net increase is the result of:

- +\$2,214,000 – Federal and State reimbursements for funding election equipment purchases and upgrades;
- +\$300,000 – Property Tax Administration fees;
- +\$300,000 – Fees from recoverable election services;
- -\$200,000 – Supplemental tax administration fees negatively impacted by decline in real estate market;
- -\$130,000 – Recording fees impacted by decline in real estate activity;
- -\$22,000 – Miscellaneous revenue.

**Use of Prior Fund Balance**

The Fiscal Year 2008-09 Recommended use of fund balance will increase by \$1,820,000, to \$4,185,000 from the Fiscal Year 2007-08 Estimated Actual of \$2,365,000. The 76% increase is the result of:

- +\$2,166,000 – Purchase of election equipment and system upgrades;
- +\$238,000 – Recorder automation project costs funded by Recorder Designation funds;
- -\$330,000 – Decrease in use of designation fund balance to offset departmental operating costs;
- -\$168,000 – Operating transfers for the Recorder storage building construction costs;
- -\$86,000 – Decrease in property tax system enhancements costs funded by the Assessor designation fund.

## CLERK-RECORDER-ASSESSOR

### Department Summary (cont'd)

#### Capital

The Fiscal Year 2008-09 Recommended capital expenditures will increase by \$2,192,000, to \$2,259,000 from the Fiscal Year 2007-08 Estimated Actual of \$67,000. The 3,271% increase is the result of:

- +\$2,192,000 – Purchase of election equipment and voter system upgrades with State and Federal grant monies. Capital Improvement Program costs total \$2,536,000, a difference of \$277,000 from the Fiscal Year 2008-09 Adopted capital asset costs. The difference is from \$332,000 of Capital Improvement Program costs budgeted as operating transfers to the capital outlay project fund, and \$55,000 for smaller capital purchases not included in the Capital Improvement Program.

#### **Fiscal Year 2008-2009 budget constraints require the Department to reduce its staff, impacting service levels.**

The department is absorbing budget reductions by un-funding 11.5 fulltime equivalent (FTE) general fund positions from the Fiscal Year 2007-08 adopted positions. The Department expects the Election Division to absorb 2.8 FTE's without significant service level impacts due to the cyclical nature of elections and having only one scheduled election in Fiscal Year 2008-09.

The Clerk-Recorder Division is reducing its staff dedicated to core business work by 5.1 FTE positions. Despite a significant decrease in the number of document recordings, the workload in the Division does not linearly decrease, as most of the recording work is done by batch processing. County Clerk services (i.e., vital records, marriage services, passports, notary and fictitious business applications) which are the most labor intensive, are not fluctuating significantly, thus maintaining the Division's workload relatively steady. Recorder staff reductions are expected to impact Clerk-Recorder customer service levels by increasing the time to record and mail documents, increasing the wait time for walk-in customers, and creating longer assistance time for customers calling in. Longer customer wait times may also create loss of business from customers who are able to obtain the service elsewhere (i.e., passports, passport photos, and marriage services) creating additional revenue loss and further constraining the budget.

In the Assessor Functional Areas, staff is being reduced by 3.6 FTE's, likely impacting various areas of the property tax process. While property sales are down, a downturn in the economy and reductions in property values generally have an adverse affect on Assessor workload. In such market conditions, Assessor workload increases from having to determine if property values are below their base assessed value, from increased appeals filed, and from increases in roll corrections due to untimely assessments. With increased workload, any staff reductions will likely inhibit revenue generating capabilities by impacting timely processing of assessable events and reducing the value added to the property tax roll as a result of potential backlogs and escaped (missed) assessments. Additionally, less timely processing of assessable events lead to longer supplemental billing time, resulting in a short-term reduction of supplemental tax revenues.

#### **Departmental Priorities and Their Alignment With County Goals**

The Clerk, Recorder, and Assessor's strategic actions primarily align with the following adopted General Goals & Principles:

- **Goal 1: Efficient and Responsive Government: An Efficient and Professionally Managed Government Able to Anticipate and Effectively Respond to the Needs of the Community;**
- **Goal 5: Citizen Involvement: A County Government that is Accessible, Open, and Citizen-friendly.**

The emphasis of the Fiscal Year 2008-09 Clerk-Recorder-Assessor Department Budget is to maintain or increase the Department's service levels by continuously improving the Department's business systems through cooperation, partnerships and technology.

#### **Assessor Focus Area: Improve the Property Tax Assessment Processes and Systems**

Current Year (FY 07-08) Accomplishments:

- 30% of all historical documents have been reviewed for validity to ensure a more accurate Homeowners Exemption Roll. A more accurate exemption roll enhances customer service and reduces roll corrections which in turn reduces the workload for all property tax departments involved in roll corrections.
- 95% of secured Assessor work was completed by May 11, 2008, about 8 days earlier than prior year.
- 90% of unsecured Assessor work was completed by June 1, 2008 about six days earlier than prior year.
- Valued about 90% of post-lien date valuations between January and June, creating a more timely process in noticing and billing owners as of the new roll year (July 1).
- Increased the number of Business Property Statements filed electronically. E-filing allows for automation of the assessment process, reducing the amount of labor time involved in reviewing and assessing business property.
- Commenced work with Information System staff to procure or develop a Comparative Sales Database which contains property characteristics of all real property parcel information. This application will provide the ability to utilize computer-aided appraisal programs for properties of similar characteristics, allowing mass appraisals and on-line access by staff and public customers. Program is being reviewed and enhancements added as needed.

## CLERK-RECORDER-ASSESSOR

### Department Summary (cont'd)

- Implemented the Unsecured SQL Database System for boats and aircraft. The new boat module allows the Department of Motor Vehicles to transmit boat ownership information electronically which enables the system to automatically track new boat owners and send information notices. The aircraft module is able to create lists of aircraft no longer assessable in the county. Additionally, it allows for the maintenance of aircraft characteristics (make, model, year, damage history, etc). Both of these modules reduce labor time in researching, maintaining information, sending notices, and assessing these types of property.
- Completed the Agricultural Preserve Database and closed the roll with the new program by 06/30/2008. This program processes, values, and tracks agricultural preserve properties and has improved reporting capabilities for performance management.
- Program for Section 51 reviews (when market value declines below the factored assessed value) is operational with continual enhancements being added for ease of use and reporting functionalities. With the decline in property values, it was imperative that a program be in place to review areas in Santa Barbara County affected by the decline in property values.
- Began laying the foundation to update and improve the department's website to facilitate ease of use, clean-up of information for updated and concise content, make available the ability to submit forms on-line, and offer improved statistical information.

#### Proposed Strategic Actions:

- Complete 95% of secured and 90% of unsecured Assessor work (excluding section 51's) a week earlier than prior year providing for efficiencies in processes that increase revenues to agencies receiving supplemental taxes.
- Continue weekly updates of property characteristics of approximately 1,000 files/parcels per week. This will provide on-line data as well as prepare data for a Computer Aided Mass Appraisal (CAMA) system.
- Continue research to procure or develop a CAMA system in order to provide a more efficient and accelerated valuation process. This would result in less manual intervention, less resources devoted to the process and more responsive service to the public.
- Continue to increase the volume of building permit data received electronically from both internal sources (Planning and Development) and outside agencies (Cities). This will improve and accelerate the receipt of information resulting in timelier supplemental assessments and being more current in our work.
- Purchase a document management scanning system in order to scan all real estate files (roughly 130,000, including both commercial and residential properties). This will result in a more efficient, less resource intensive and timelier process in retrieval of information.
- Develop an in-house capability to perform assessment on Time Share projects resulting in proper assessments of such projects.

- Work towards increasing the number of Business Property Statements electronically filed to about 5,000 (representing 40% of those eligible to e-file) in order to gain automation efficiencies.
- Continue updating the accuracy of Homeowner Exemptions by reviewing another 25% (27,500 out of 110,000) exemption records. Having accurate information reduces the number of roll corrections, resulting in more accurate data and reduced workload in the Assessor, Treasurer, and Auditor- Controller's Offices.
- Complete phase two of the Agriculture Preserve Database Project. Phase two will provide the ability to create reports including the annual subvention report to the state and supplemental roll corrections. This project will also provide on-line access to Planning and Development and other internal and external customers making a labor intensive process more efficient, and improving the overall accuracy of data.
- Finish updating the department's website to facilitate ease of use, clean-up of information for updated and concise content, make available the ability to submit forms on-line, and offer improved statistical information

#### **Clerk-Recorder Focus Area: Improve work environment for employees and services to customers**

#### Current Year (FY 07-08) Accomplishments:

- Completed upgrades to the existing storage unit and commenced construction of a new climate controlled steel framed building for permanent storage of historical official records and maps.
- Implemented a marriage license kiosk which automated the Marriage License process. The new process eliminates use of typewriters and implements auto-print fields to reduce redundancy of data-entry.
- Automated the vital records index file (file of birth, marriage, and death records) and in collaboration with Public Health began receiving vital records digitally from Public Health in order to save processing time, improve quality of vital record images, and increase security of information.
- Implemented a program to audit and collect unpaid documentary transfer tax on sales deemed to be assessable events or on transfer tax paid but deemed to be incorrect based on the conveyed value of the property.
- As part of the final phase of the Hall of Records Restoration, added specialized lighting throughout the hall, improving lighting for both our customers and employees.
- Implemented electronic recording between the Franchise Tax Board and the Tax Collector, creating efficiencies in document recordings and receipt of information.

**CLERK-RECORDER-ASSESSOR**  
**Department Summary (cont'd)**

Proposed Strategic Actions:

- Commence a document redaction project which by law requires the truncation (omission) of the first five digits of a social security number on an official document. This law requires truncation for all official records from 1980 to present.
- Complete the move of all official maps from the basement of the Hall of Records to the new climate controlled storage building.
- Commence performing marriage ceremonies in Santa Barbara and Santa Maria Offices (previously only offered in Lompoc), expanding this service to all areas of the county.
- Continue work towards perfecting electronic recording with the Franchise Tax Board and the County Tax Collector to create efficiencies in the document recording process.
- Implement the capability to file marriage license and fictitious business name application forms on-line, increasing responsiveness to our customers.
- Create customer access to the Fictitious Business Name Database via our website, creating efficiencies in providing information to customers.
- Create an FTP site for all official recordings and fictitious business name images and indexes for customer's retrieval of information.
- Implement optical character recognition to automate the document indexing process for official records to replace a manual labor process.

**Elections Focus Area: Maintain the public trust in the election process:**

Current Year (FY 07-08) Accomplishments:

- Successfully conducted the February 2008 Presidential Primary, the April 2008 Carpinteria Sanitary District's mail ballot election, and the June 2008 State Primary Election.
- Performed a voter file review prior to the 2008 Presidential Primary Election increasing the accuracy of the voter file and eliminating unnecessary cost of providing for and mailing election materials to persons no longer on the active voter list.
- Identified a new voting system currently undergoing federal certification to replace the aging fleet of Optical Scan Voter Tabulation Equipment and tested a new central count device in the June 2008 Primary Election.
- Procured and implemented a character recognition registration system that reduces by 50%, the amount of data entry labor required to enter voter registration cards.
- Implemented a Campaign and Disclosure documents system which automated a labor intensive manual process creating labor cost savings to offset other areas where costs have increased.
- In the February Presidential Election, tested a mail ballot opener and extractor which automated a labor intensive manual process, increased the speed in which ballots were opened for processing, and increased security of information.

Proposed Strategic Actions:

- Continue research of a centralized election facility to co-locate all election operations currently operating out of several different locations. Centralizing the operations will provide improved operational effectiveness and efficiencies in the management of staff and execution of operations.
- Successfully conduct the November 2008 Presidential General Election.
- Analyze the effectiveness of the new central count system used in the June 2008 Primary Election and procure the equipment if it meets the Election standards.
- Analyze the effectiveness of the new voting tabulation systems used in the June 2008 Primary Election and procure the equipment if it meets the Election standards.
- Analyze the effectiveness of the new mail ballot opener and extractor used in the February and June 2008 Primary Elections and procure the equipment if it meets Election standards.
- Research, identify, and procure mail ballot sorting equipment to make the vote by mail processing more efficient.
- Continue to find ways to automate election processes in order increase the speed at which information is processed and enhance security of information.

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Department-wide Effectiveness Measures</b>				
Maintain an accurate and accessible database of vitals (births, deaths, marriages) and official records.	Yes	Yes	Yes	Yes
Complete and deliver and accurate assessment roll to the Auditor-Controller's Office by June 30, in accordance with Revenue and Taxation Code section 616.	Yes	Yes	Yes	Yes
Conduct all elections and associated functions (i.e. processing petitions and maintaining the voter registration database) as required by law, thus maintaining the public trust in the election process.	Yes	Yes	Yes	Yes

**CLERK-RECORDER-ASSESSOR**

**Administration**

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Use of Funds Summary</b>				
<i>Operating Expenditures</i>				
Administration	\$ 761,747	\$ 793,184	\$ 827,215	\$ 877,486
Expenditure Total	761,747	793,184	827,215	877,486
<i>Other Financing Uses</i>				
Operating Transfers	1,750	1,716	1,716	1,715
Division Total	\$ 763,497	\$ 794,900	\$ 828,931	\$ 879,201

**Character of Expenditures**

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<i>Operating Expenditures</i>				
Regular Salaries	543,282	542,020	593,000	581,782
Overtime	719	--	--	144
Extra Help	744	--	1,128	--
Benefits	153,300	169,615	157,532	215,636
Salaries & Benefits Sub-Total	698,045	711,635	751,660	797,562
Services & Supplies	63,702	81,549	75,555	79,924
Expenditure Total	\$ 761,747	\$ 793,184	\$ 827,215	\$ 877,486

**Source of Funds Summary**

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<i>Departmental Revenues</i>				
Miscellaneous Revenue	\$ 100	\$ --	\$ --	\$ --
Revenue Total	100	--	--	--
<i>General Fund Contribution</i>				
	763,397	794,900	827,333	879,201
<i>Other Financing Sources</i>				
Operating Transfers	--	--	1,598	--
Division Total	\$ 763,497	\$ 794,900	\$ 828,931	\$ 879,201

**SERVICE DESCRIPTION**

The Administration Division is primarily responsible for budgeting, accounting, personnel and departmental management. This division coordinates the development, submittal and administration of the departmental budget, assists division managers regarding classification, recruitment, selection and appointment of new employees, and develops and maintains the department's training and orientation program for current and new employees.

Actual FY 06-07		Adopted FY 07-08		Est. Actual FY 07-08		Recommended FY 08-09	
Pos.	FTE	Pos.	FTE	Pos.	FTE	Pos.	FTE

**Position Summary**

*Permanent*

Administration	5.0	5.0	5.0	4.9	5.0	5.1	5.0	5.0
Total Positions	5.0	5.0	5.0	4.9	5.0	5.1	5.0	5.0

**Significant Changes (FY 2007-08 Adopted to FY 2007-08 Estimated Actual)**

The Fiscal Year 2007-08 Estimated Actual operating expenditures increase by \$34,000, to \$827,000, from the Fiscal Year 2007-08 Adopted Budget of \$793,000. This 4% increase is the result of:

- +\$40,000 – Higher than anticipated salary increases;
- -\$6,000 – Miscellaneous services and supplies cost savings.

**Significant Changes (FY 2007-08 Estimated Actual to FY 2008-09 Recommended)**

The Fiscal Year 2008-09 Recommended operating expenditures will increase by \$50,000 to \$877,000, from the Fiscal Year 2007-08 Estimated Actual of \$827,000. This 6% increase is the result of:

- +\$46,000 – Merit increases, cost of living adjustments, and benefit cost increases;
- +\$4,000 – Miscellaneous items deferred from previous year.

**CLERK-RECORDER-ASSESSOR  
Administration (cont'd)**

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Recurring Performance Measures</b>				
To ensure an efficient and responsive government, the County will maintain the rate of General Liability claims filed at no more than 90 - 100% of the previous year's actual claims filed.	0% 2 --	50% 1 2	50% 1 2	0% -- 1
As an efficient and responsive government, the County will maintain the cost of workers' compensation incident claims to \$1.17 per \$100 payroll (salaries including overtime).	\$2.41 \$171,246 \$71,201	\$1.19 \$97,480 \$81,947	\$1.24 \$97,480 \$78,319	\$1.24 \$97,480 \$78,892
To improve workers' safety, the County will conduct its operations in order to maintain the rate of Workers' Compensation incident claims to 12 or less per 100 FTE employees Countywide.	6.50 8.00 1.23	-- -- 1.18	-- -- 1.18	-- -- 1.09
As an efficient and responsive government, the County will maintain the rate of Workers' Compensation claims filed between 90 - 100% of the previous year's actual claims filed.	160% 8 5	0% -- 8	0% -- 8	0% -- --
As an efficient and responsive government, the County will maintain a productive workforce through a countywide Lost Time Rate of 5.9% or less.	5.3%	5.9%	5.0%	5.9%
As an efficient and responsive government, the County will maintain a quality workforce through completing 95 -100% of departmental Employee Performance Reviews (EPRs) by the Anniversary Due Date.	65% 68 104	89% 106 118	88% 105 118	100% 112 112

	Actual FY 06-07 Pos.	Adopted FY 07-08 Pos.	Est. Actual FY 07-08 Pos.	Recommended FY 08-09 Pos.
<b>Position Detail</b>				
<b>Administration</b>				
Clerk-Recorder-Assessor	1.0	1.0	1.0	1.0
Assistant Clerk-Recorder-Assessor	1.0	1.0	1.0	1.0
Fiscal Manager	--	1.0	1.0	1.0
Human Resources Manager Dept	--	1.0	1.0	1.0
Cost Analyst	1.0	--	--	--
Department Analyst Program-R	1.0	--	--	--
Account Technician SR	--	1.0	1.0	1.0
Account Technician	1.0	--	--	--
Sub-Division Total	5.0	5.0	5.0	5.0
Division Total	5.0	5.0	5.0	5.0

**CLERK-RECORDER-ASSESSOR**

**Elections**

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Use of Funds Summary</b>				
<i>Operating Expenditures</i>				
Administration	\$ 2,422,584	\$ 2,112,010	\$ 2,814,152	\$ 1,544,369
Scheduled Elections	1,727,750	2,409,927	3,233,706	2,081,500
Special Elections	22,455	--	--	--
Operating Sub-Total	4,172,789	4,521,937	6,047,858	3,625,869
Less: Intra-County Revenues	--	(398)	(398)	--
Operating Total	4,172,789	4,521,539	6,047,460	3,625,869
<i>Non-Operating Expenditures</i>				
Capital Assets	16,833	3,376,725	12,000	2,203,556
Expenditure Total	4,189,622	7,898,264	6,059,460	5,829,425
<i>Other Financing Uses</i>				
Operating Transfers	101,453	104,451	102,438	104,458
Designated for Future Uses	902,643	3,371,177	333,078	2,299,134
Division Total	\$ 5,193,718	\$ 11,373,892	\$ 6,494,976	\$ 8,233,017

**Character of Expenditures**

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<i>Operating Expenditures</i>				
Regular Salaries	721,050	863,849	950,072	816,152
Overtime	74,654	90,000	150,128	80,000
Extra Help	73,173	172,363	278,000	100,000
Benefits	280,104	311,183	328,414	333,518
Salaries & Benefits Sub-Total	1,148,981	1,437,395	1,706,614	1,329,670
Services & Supplies	3,023,808	3,084,542	4,341,244	2,296,199
Operating Sub-Total	4,172,789	4,521,937	6,047,858	3,625,869
Less: Intra-County Revenues	--	(398)	(398)	--
Operating Total	4,172,789	4,521,539	6,047,460	3,625,869
<i>Non-Operating Expenditures</i>				
Capital Assets	16,833	3,376,725	12,000	2,203,556
Expenditure Total	\$ 4,189,622	\$ 7,898,264	\$ 6,059,460	\$ 5,829,425

**Source of Funds Summary**

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<i>Departmental Revenues</i>				
Elections, Federal & State Revenues	\$ 2,673,558	\$ 3,937,244	\$ 702,298	\$ 2,916,056
Other Charges for Services	365,198	72,398	114,398	350,000
Miscellaneous Revenue	926	--	60	--
Revenue Sub-Total	3,039,682	4,009,642	816,756	3,266,056
Less: Intra-County Revenues	--	(398)	(398)	--
Revenue Total	3,039,682	4,009,244	816,358	3,266,056
<i>General Fund Contribution</i>				
	2,065,450	3,744,123	5,401,245	2,730,905
<i>Other Financing Sources</i>				
Operating Transfers	--	--	7,373	--
Sale of Property	--	--	200,000	--
Use of Prior Fund Balances	88,586	3,620,525	70,000	2,236,056
Division Total	\$ 5,193,718	\$ 11,373,892	\$ 6,494,976	\$ 8,233,017

	Actual FY 06-07		Adopted FY 07-08		Est. Actual FY 07-08		Recommended FY 08-09	
	Pos.	FTE	Pos.	FTE	Pos.	FTE	Pos.	FTE
<b>Position Summary</b>								
<i>Permanent</i>								
Administration	15.0	9.4	18.0	7.8	18.0	15.8	18.0	8.8
Scheduled Elections	--	5.9	--	3.4	--	2.0	--	2.9
Special Elections	--	0.1	--	3.4	--	0.0	--	--
Total Positions	15.0	15.4	18.0	14.6	18.0	17.9	18.0	11.8

**Significant Changes (FY 2007-08 Adopted to FY 2007-08 Estimated Actual)**

The Fiscal Year 2007-08 Estimated Actual operating expenditures increased by \$1,526,000, to \$6,048,000, from the Fiscal Year 2007-08 Adopted Budget of \$4,522,000. This 34% increase is the result of:

- +\$1,456,000 – Costs of the unanticipated Presidential Primary Election. While the State’s intent is to reimburse counties for the cost of this election, the timing of payment has not been confirmed by the State;
- +\$70,000 – Higher than anticipated salary increases.

**SERVICE DESCRIPTION**

The Election Division is responsible for conducting elections, designing precinct and district boundaries, identifying polling places and recruiting election officers, maintaining voter registration records, processing absentee ballot applications, and verifying petitions. The Division also manages candidate and campaign filings as well as conducting State and Federal voter outreach programs.

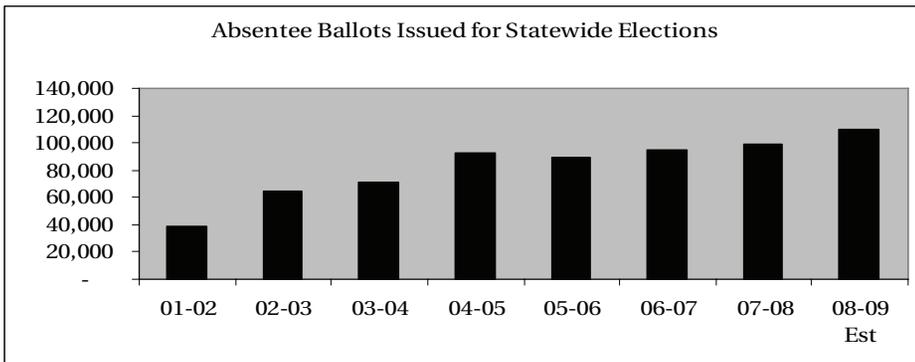
**Significant Changes** (FY 2007-08 Estimated Actual to FY 2008-09 Recommended)

The Fiscal Year 2008-09 Recommended operating expenditures will decrease by \$2,422,000, to \$3,626,000, from the Fiscal Year 2007-08 Estimated Actual of \$6,048,000. This 40% decrease is the result of:

- -\$1,291,000 – Services and supplies cost savings from not having a Presidential Primary Election in Fiscal Year 2008-09;
- -\$523,000 – Savings from one-time projects costs incurred in Fiscal Year 2007-08 for moving to temporary office space for absentee processing, election warehouse modifications, and one-time purchases of computers and program software;
- -\$212,000 – Salary cost savings from un-funding 2.8 full-time equivalent positions to offset increased retirement costs and other budget reductions;
- -\$165,000 – Salary and benefit costs from not having a Presidential Primary Election as did in Fiscal Year 2007-08;
- -\$127,000 – Temporary staff reductions due to a slower election year;
- -\$88,000 – Election cost differences between the Statewide Primary in Fiscal Year 2007-08 and the General Election in Fiscal Year 2008-09;
- -\$16,000 – Miscellaneous services and supplies cost savings.

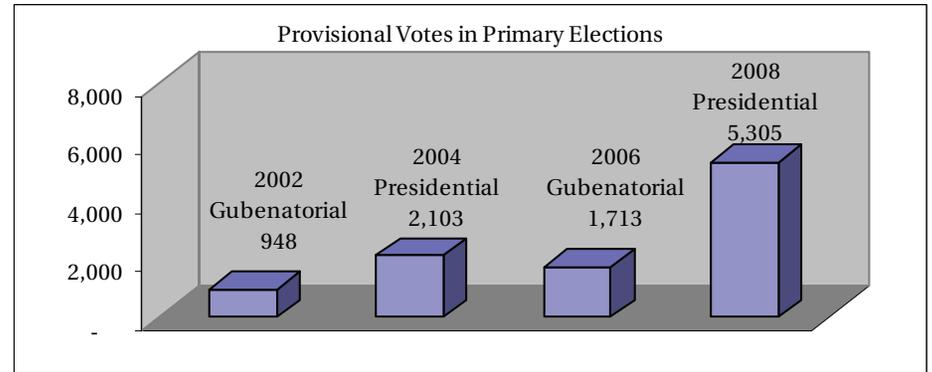
**Recurring Performance Measures**

The number of voters eligible to vote by mail and provisionally continues to increase, impacting voter participation (See voter turnout chart on Department Summary page).



**CLERK-RECORDER-ASSESSOR**

**Elections (cont'd)**



Provisional voting allows voters whose registration cannot be verified on Election Day, the opportunity to vote provisionally pending voter registration verification.

	Actual FY 06-07 Pos.	Adopted FY 07-08 Pos.	Est. Actual FY 07-08 Pos.	Recommended FY 08-09 Pos.
<b>Position Detail</b>				
<b>Administration</b>				
Division Manager	1.0	1.0	1.0	2.0
Management Specialist	1.0	1.0	1.0	--
Mapping/GIS Analyst	--	1.0	1.0	--
Computer Systems Specialist	1.0	1.0	1.0	1.0
Departmental Assistant	--	--	--	4.0
Mapping/GIS Tech	1.0	--	--	--
Storekeeper	1.0	1.0	1.0	--
Care Specialist	10.0	13.0	13.0	11.0
Sub-Division Total	15.0	18.0	18.0	18.0
Division Total	15.0	18.0	18.0	18.0

**CLERK-RECORDER-ASSESSOR**

**County Clerk-Recorder**

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Use of Funds Summary</b>				
<i>Operating Expenditures</i>				
County Clerk-Recorder	\$ 2,369,235	\$ 2,905,271	\$ 2,469,060	\$ 2,816,520
Operating Total	2,369,235	2,905,271	2,469,060	2,816,520
<i>Non-Operating Expenditures</i>				
Capital Assets	--	180,000	--	--
Expenditure Total	2,369,235	3,085,271	2,469,060	2,816,520
<i>Other Financing Uses</i>				
Operating Transfers	393,915	1,243,478	891,412	827,632
Designated for Future Uses	956,248	1,020,250	702,000	724,000
Division Total	\$ 3,719,398	\$ 5,348,999	\$ 4,062,472	\$ 4,368,152
<b>Character of Expenditures</b>				
<i>Operating Expenditures</i>				
Regular Salaries	1,113,024	1,146,940	1,095,606	1,227,576
Overtime	3,179	--	7,000	--
Extra Help	67,907	--	30,000	--
Benefits	370,628	775,320	718,899	920,866
Salaries & Benefits Sub-Total	1,554,738	1,922,260	1,851,505	2,148,442
Services & Supplies	814,497	983,011	617,555	668,078
Operating Total	2,369,235	2,905,271	2,469,060	2,816,520
<i>Non-Operating Expenditures</i>				
Capital Assets	--	180,000	--	--
Expenditure Total	\$ 2,369,235	\$ 3,085,271	\$ 2,469,060	\$ 2,816,520
<b>Source of Funds Summary</b>				
<i>Departmental Revenues</i>				
Interest	\$ 42,213	\$ 40,000	\$ 40,000	\$ 20,000
Recording Fees	1,673,418	1,805,000	1,150,000	1,020,000
Other Charges for Services	892,607	828,200	728,200	786,300
Miscellaneous Revenue	156,040	156,000	142,000	142,000
Revenue Total	2,764,278	2,829,200	2,060,200	1,968,300
General Fund Contribution	(126,202)	(43,081)	209,972	822,055
<i>Other Financing Sources</i>				
Operating Transfers	--	--	8,300	--
Use of Prior Fund Balances	1,081,322	2,562,880	1,784,000	1,577,797
Division Total	\$ 3,719,398	\$ 5,348,999	\$ 4,062,472	\$ 4,368,152

Actual FY 06-07		Adopted FY 07-08		Est. Actual FY 07-08		Recommended FY 08-09		
Pos.	FTE	Pos.	FTE	Pos.	FTE	Pos.	FTE	
<b>Position Summary</b>								
<i>Permanent</i>								
County Clerk-Recorder	25.0	25.7	25.0	24.0	25.0	23.3	26.0	22.0
Total Positions	25.0	25.7	25.0	24.0	25.0	23.3	26.0	22.0

**Significant Changes (FY 2007-08 Adopted to FY 2007-08 Estimated Actual)**

The Fiscal Year 2007-08 Estimated Actual operating expenditures decreased by \$436,000 to \$2,469,000, from the Fiscal Year 2007-08 Adopted Budget of \$2,905,000. This 15% decrease is the result of:

- -\$210,000 – Consulting and equipment costs funded by Recorder designation not realized for Recorder automation projects (i.e. scanning and e-recording projects);
- -\$100,000 – Temporary staffing funded by Recorder designation not realized for Recorder automation projects (i.e., scanning and e-recording projects);
- -\$71,000 – Salary savings from a department vacancy;
- -\$35,000 – Miscellaneous services and supplies cost savings;
- -\$20,000 – Miscellaneous office supplies.

**Significant Changes (FY 2007-08 Estimated Actual to FY 2008-09 Recommended)**

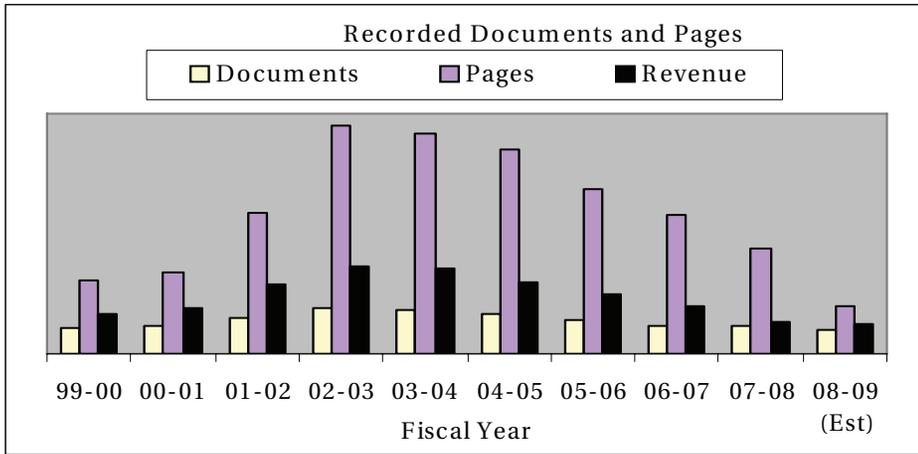
The Fiscal Year 2008-09 Recommended operating expenditures will increase by \$348,000, to \$2,817,000, from the Fiscal Year 2007-08 Estimated Actual of \$2,469,000. This 14% increase is the result of:

- +\$298,000 – Salary costs for merit increases, cost of living adjustments and unusually high benefit cost increases. Increased retirement cost and other budget reductions were offset by un-funding 3 full-time equivalent positions;
- +\$96,000 – Recorder automation projects (scanning, social security truncation);
- -\$38,000 – Savings from one-time computer equipment purchases made in Fiscal Year 2007-08;
- -\$8,000 – Miscellaneous cost savings.

**SERVICE DESCRIPTION**

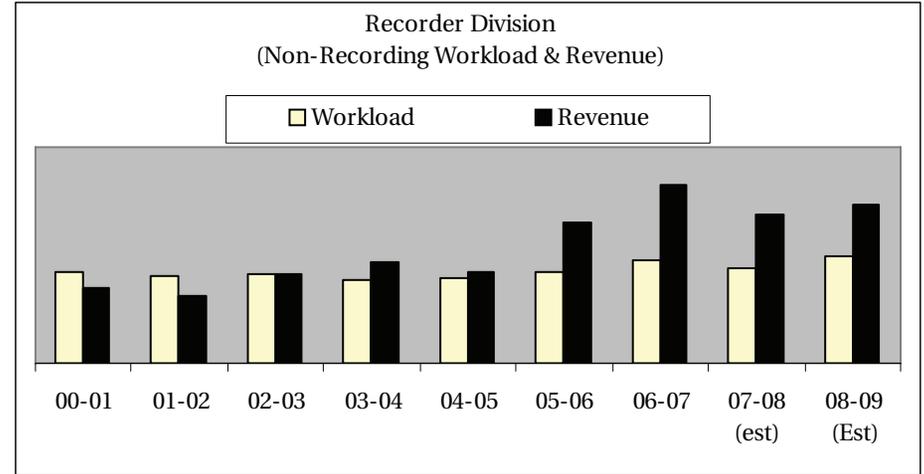
The Recorder Division is responsible for the recording and archiving of official records, maps relating to real property and vital records, the filing of fictitious business statements and notary bond applications, archiving and issuing vital records, and the processing of passport applications.

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Recurring Performance Measures</b>				
<b>County Clerk-Recorder</b>				
Ensure timely recordation of title company official records by recording the documents received the same business day.	97%	96%	99%	98%
	30,659	43,200	36,630	36,500
	31,441	45,000	37,000	37,000
Ensure timely recordation of Reconveyances by recording Reconveyances received within 2 business days of receipt.	73%	80%	87%	87%
	18,955	24,000	14,000	14,000
	25,700	30,000	16,000	16,000
Ensure timely processing of official records by recording and mailing documents received within 7 business days of receipt of document.	90%	90%	88%	75%
	74,184	85,500	75,000	64,000
	82,273	95,000	85,000	85,000



Recording Revenue is derived from the number of documents recorded and pages per document. The chart demonstrates how revenue is largely impacted by the number of pages per document which has dramatically decreased over recent years.

**CLERK-RECORDER-ASSESSOR**  
County Clerk-Recorder (cont'd)



The number of non-recording workload remains relatively steady with an increase from passport services over the last several years.

	Actual FY 06-07 Pos.	Adopted FY 07-08 Pos.	Est. Actual FY 07-08 Pos.	Recommended FY 08-09 Pos.
<b>Position Detail</b>				
<b>County Clerk-Recorder</b>				
PM - Tax System Integration	--	--	--	1.0
Division Manager	1.0	1.0	1.0	1.0
Management Specialist	1.0	1.0	1.0	1.0
Systems & Programming Analyst	--	--	--	1.0
Account Technician	--	1.0	1.0	1.0
Accounting Assist Sr.	1.0	--	--	--
Care Specialist	22.0	22.0	22.0	21.0
Sub-Division Total	25.0	25.0	25.0	26.0
Division Total	25.0	25.0	25.0	26.0

**CLERK-RECORDER-ASSESSOR**

**Information Systems**

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Use of Funds Summary</b>				
<i>Operating Expenditures</i>				
IS Development & Maintenance	\$ 757,370	\$ 815,653	\$ 831,390	\$ 927,899
LAN Administration	283,992	268,847	272,600	288,921
Special Projects	359,089	510,767	236,372	260,970
Operating Total	1,400,451	1,595,267	1,340,362	1,477,790
<i>Non-Operating Expenditures</i>				
Capital Assets	20,125	55,000	55,000	55,000
Expenditure Total	1,420,576	1,650,267	1,395,362	1,532,790
<i>Other Financing Uses</i>				
Operating Transfers	--	350,000	3,443	--
Division Total	\$ 1,420,576	\$ 2,000,267	\$ 1,398,805	\$ 1,532,790

**Character of Expenditures**

<i>Operating Expenditures</i>				
Regular Salaries	821,628	968,690	814,940	852,005
Overtime	2,495	--	4,000	--
Extra Help	5,370	--	--	--
Benefits	262,614	318,289	254,651	323,800
Salaries & Benefits Sub-Total	1,092,107	1,286,979	1,073,591	1,175,805
Services & Supplies	308,344	308,288	266,771	301,985
Operating Total	1,400,451	1,595,267	1,340,362	1,477,790
<i>Non-Operating Expenditures</i>				
Capital Assets	20,125	55,000	55,000	55,000
Expenditure Total	\$ 1,420,576	\$ 1,650,267	\$ 1,395,362	\$ 1,532,790

**Source of Funds Summary**

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<i>Departmental Revenues</i>				
Revenue Total	\$ --	\$ --	\$ --	\$ --
<i>General Fund Contribution</i>				
	1,324,508	1,357,281	1,091,386	1,335,247
<i>Other Financing Sources</i>				
Operating Transfers	--	--	2,958	--
Use of Prior Fund Balances	96,068	642,986	304,461	197,543
Division Total	\$ 1,420,576	\$ 2,000,267	\$ 1,398,805	\$ 1,532,790

Actual FY 06-07		Adopted FY 07-08		Est. Actual FY 07-08		Recommended FY 08-09	
Pos.	FTE	Pos.	FTE	Pos.	FTE	Pos.	FTE

**Position Summary**

<i>Permanent</i>								
IS Development & Maintenance	6.0	5.7	6.0	5.8	6.0	6.0	7.0	6.0
LAN Administration	2.0	2.0	2.0	1.9	2.0	2.0	2.0	2.0
Special Projects	3.0	1.8	3.0	2.9	3.0	1.0	1.0	1.0
Total Positions	11.0	9.5	11.0	10.7	11.0	9.0	10.0	9.0

**SERVICE DESCRIPTION**

The Information Systems Division is responsible for providing support and visionary technical direction to all functions of the Clerk-Recorder-Assessor Department in support of each division's mission and goals.

**Significant Changes (FY 2007-08 Adopted to FY 2007-08 Estimated Actual)**

The Fiscal Year 2007-08 Estimated Actual operating expenditures decreased by \$255,000 to \$1,340,000, from the Fiscal Year 2007-08 Adopted Budget of \$1,595,000. This 16% decrease is the result of:

- -\$213,000 – Salary savings from reassignment of a project manager position to the Clerk-Recorder Division to assist in under-filling a Recorder Division Manager vacancy and from a vacant EDP System and Programming Analyst position;
- -\$20,000 – Training and travel deferred until Fiscal Year 2008-09;
- -\$17,000 – Computer purchases not realized;
- -\$5,000 – Miscellaneous services and supplies cost savings.

**Significant Changes (FY 2007-08 Estimated Actual to FY 2008-09 Recommended)**

The Fiscal Year 2008-09 Recommended operating expenditures will increase by \$138,000, to \$1,478,000 from the Fiscal Year 2007-08 Estimated Actual of \$1,340,000. This 10% increase is the result of:

- +\$102,000 – Salary costs for merit increases, cost of living adjustments, and unusually high benefit cost increases. Increased retirement costs and other budget reductions were offset by un-funding a 0.7 full-time equivalent position;
- +\$35,000 – Prior year deferred training and travel and computer equipment purchases.

**CLERK-RECORDER-ASSESSOR****Information Systems (cont'd)**

	Actual FY 06-07 <u>Pos.</u>	Adopted FY 07-08 <u>Pos.</u>	Est. Actual FY 07-08 <u>Pos.</u>	Recommended FY 08-09 <u>Pos.</u>
<b>Position Detail</b>				
<b>IS Development &amp; Maintenance</b>				
PM - Tax System Integration	1.0	1.0	1.0	1.0
Systems & Programming Analyst	<u>5.0</u>	<u>5.0</u>	<u>5.0</u>	<u>6.0</u>
Sub-Division Total	6.0	6.0	6.0	7.0
<b>LAN Administration</b>				
Computer Systems Specialist	<u>2.0</u>	<u>2.0</u>	<u>2.0</u>	<u>2.0</u>
Sub-Division Total	2.0	2.0	2.0	2.0
<b>Special Projects</b>				
PM - Tax System Integration	1.0	1.0	1.0	--
Systems & Programming Analyst	<u>2.0</u>	<u>2.0</u>	<u>2.0</u>	<u>1.0</u>
Sub-Division Total	3.0	3.0	3.0	1.0
Division Total	<u>11.0</u>	<u>11.0</u>	<u>11.0</u>	<u>10.0</u>

**CLERK-RECORDER-ASSESSOR**

**Assessor**

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Use of Funds Summary</b>				
<i>Operating Expenditures</i>				
Operations	\$ 1,702,207	\$ 1,942,520	\$ 1,693,308	\$ 2,002,557
Real Property	1,686,182	1,706,794	1,845,799	1,883,248
Business/Minerals	2,259,886	2,556,281	2,348,352	2,682,360
Operating Total	5,648,275	6,205,595	5,887,459	6,568,165
<i>Non-Operating Expenditures</i>				
Capital Assets	28,490	--	--	--
Expenditure Total	5,676,765	6,205,595	5,887,459	6,568,165
<i>Other Financing Uses</i>				
Operating Transfers	5,131	5,028	5,028	5,028
Designated for Future Uses	1,149,000	--	--	--
Division Total	\$ 6,830,896	\$ 6,210,623	\$ 5,892,487	\$ 6,573,193

**Character of Expenditures**

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<i>Operating Expenditures</i>				
Regular Salaries	3,649,921	4,006,190	3,855,554	4,179,654
Overtime	17,621	29,665	12,000	11,610
Extra Help	46,976	40,298	40,500	40,298
Benefits	1,276,143	1,384,549	1,260,552	1,692,311
Salaries & Benefits Sub-Total	4,990,661	5,460,702	5,168,606	5,923,873
Services & Supplies	657,614	744,893	718,853	644,292
Operating Total	5,648,275	6,205,595	5,887,459	6,568,165
<i>Non-Operating Expenditures</i>				
Capital Assets	28,490	--	--	--
Expenditure Total	\$ 5,676,765	\$ 6,205,595	\$ 5,887,459	\$ 6,568,165

**Source of Funds Summary**

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<i>Departmental Revenues</i>				
Property Tax Admin Fee	\$ 1,724,335	\$ 1,400,000	\$ 1,400,000	\$ 1,700,000
Supplemental Admin Fee	1,286,902	1,250,000	1,200,000	1,000,000
Other Charges for Services	2,299	--	--	--
Miscellaneous Revenue	31,356	30,000	20,000	25,000
Revenue Total	3,044,892	2,680,000	2,620,000	2,725,000
<i>General Fund Contribution</i>				
	3,786,004	3,308,650	3,051,158	3,674,193
<i>Other Financing Sources</i>				
Operating Transfers	--	--	14,356	--
Use of Prior Fund Balances	--	221,973	206,973	174,000
Division Total	\$ 6,830,896	\$ 6,210,623	\$ 5,892,487	\$ 6,573,193

**Position Summary**

	Actual FY 06-07		Adopted FY 07-08		Est. Actual FY 07-08		Recommended FY 08-09	
	Pos.	FTE	Pos.	FTE	Pos.	FTE	Pos.	FTE
<i>Permanent</i>								
Operations	23.0	20.8	23.0	22.1	23.0	18.1	22.0	21.0
Real Property	19.0	18.6	17.0	16.3	17.0	18.4	18.0	15.5
Business/Minerals	25.0	25.0	27.0	25.9	27.0	25.4	27.0	24.8
Total Permanent	67.0	64.3	67.0	64.3	67.0	61.9	67.0	61.3
<i>Non-Permanent</i>								
Contract	--	0.5	--	--	--	1.1	--	--
Total Positions	67.0	64.8	67.0	64.3	67.0	62.9	67.0	61.3

**Significant Changes (FY 2007-08 Adopted to FY 2007-08 Estimated Actual)**

The Fiscal Year 2007-08 Estimated Actual operating expenditures decreased by \$318,000 to \$5,887,000, from the Fiscal Year 2007-08 Adopted Budget of \$6,205,000. This 5% decrease is the result of:

- -\$292,000 – Salary savings from vacancies held throughout the year due to staff turnover and long term vacancies held for Mapping/GIS Analyst positions because of recruitment difficulties;
- -\$26,000 – Miscellaneous services and supplies cost savings.

**SERVICE DESCRIPTION**

The Assessor Division's responsibility, utilizing information systems technology, is to identify, assess, value, and maintain assessments of all real, business, and mineral properties taxable under the authority of the State of California and to create, maintain, and disseminate cadastral (land ownership) maps that accurately describe all Assessment Roll parcels. The division defends property valuations under appeal before the Assessment Appeals Board.

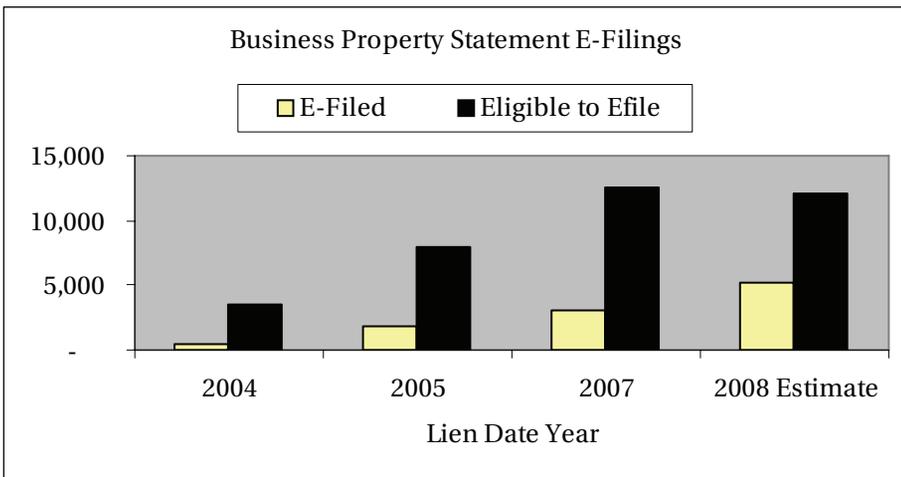
**Significant Changes (FY 2007-08 Estimated Actual to FY 2008-09 Recommended)**

The Fiscal Year 2008-09 Recommended operating expenditures will increase by \$681,000, to \$6,568,000, from the Fiscal Year 2007-08 Estimated Actual of \$5,887,000. This 12% increase is the result of:

- +\$755,000 – Salary costs for merit increases, cost of living adjustments, and unusually high benefit cost increases. Increased retirement costs and other budget reductions were offset by un-funding 3.1 full-time equivalent positions;
- -\$74,000 – Reduction in contracting services for Assessor projects nearing completion and termination of mapping outsource services used in Fiscal Year 2007-08 to under-fill temporary mapping position vacancies.

**Recurring Performance Measures**

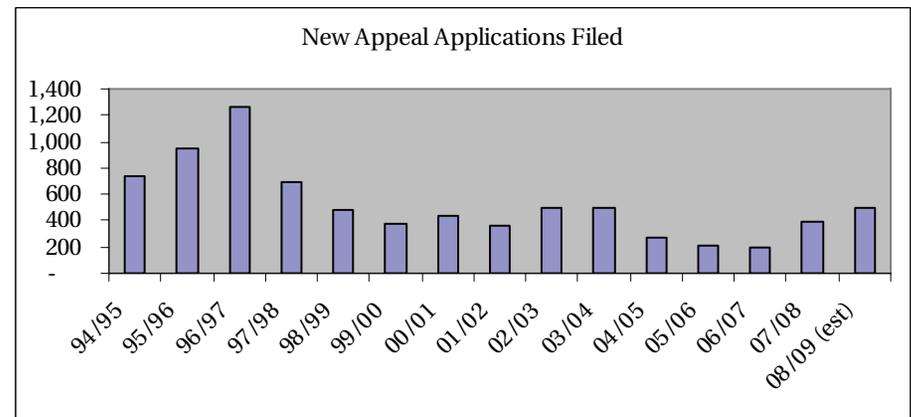
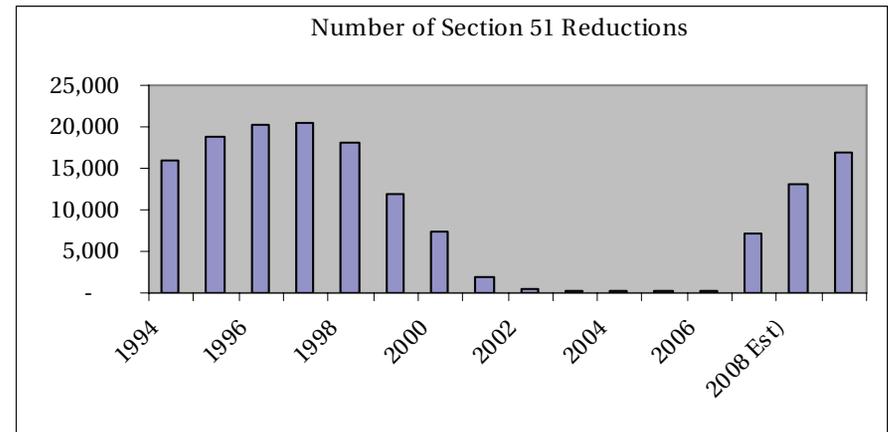
The use of the Business Property Statement E-File system developed a couple of years ago, continues to grow creating greater customer focus and operating efficiencies in the Assessor.



**CLERK-RECORDER-ASSESSOR**

**Assessor (cont'd)**

The following two charts demonstrate increases in Assessor workload during periods when the real estate market conditions are declining.

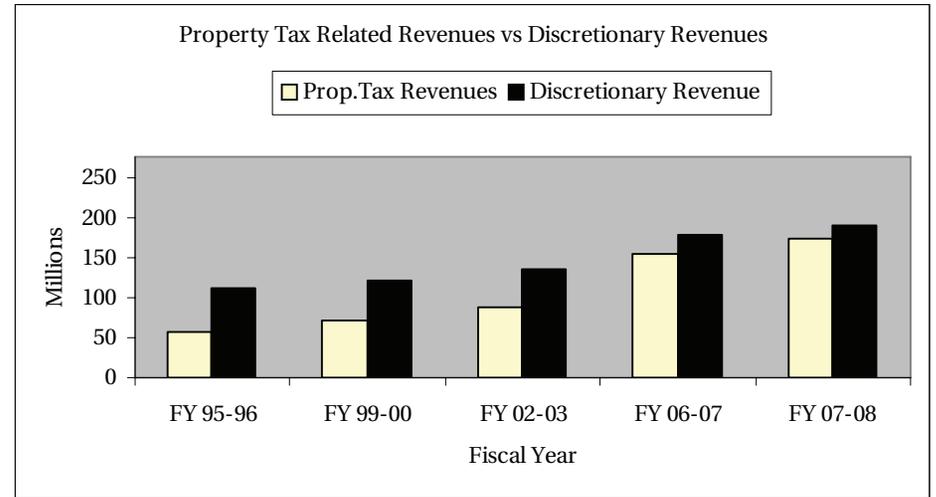


**CLERK-RECORDER-ASSESSOR**

Assessor (cont'd)

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
	Pos.	Pos.	Pos.	Pos.
<b>Position Detail</b>				
<b>Operations</b>				
Division Manager	1.0	1.0	1.0	1.0
Mapping/GIS Analyst Supervisor	--	1.0	1.0	1.0
Mapping/GIS Analyst	--	1.0	1.0	2.0
Mapping Technician Chief	1.0	--	--	--
Mapping/GIS Tech	--	3.0	3.0	2.0
Mapping/GIS Tech	4.0	--	--	--
Care Specialist	17.0	17.0	17.0	16.0
Sub-Division Total	23.0	23.0	23.0	22.0
<b>Real Property</b>				
Chief Appraiser	1.0	1.0	1.0	1.0
Division Manager	1.0	1.0	1.0	1.0
Assessment Supervisor	4.0	3.0	3.0	3.0
Appraiser	11.0	10.0	10.0	11.0
Appraiser Aide	2.0	2.0	2.0	2.0
Sub-Division Total	19.0	17.0	17.0	18.0
<b>Business/Minerals</b>				
Division Manager	1.0	1.0	1.0	1.0
Assessment Supervisor	4.0	5.0	5.0	4.0
Auditor-Appraiser	6.0	6.0	6.0	6.0
Appraiser	10.0	11.0	11.0	11.0
Appraiser Aide	1.0	1.0	1.0	1.0
Care Specialist	3.0	3.0	3.0	4.0
Sub-Division Total	25.0	27.0	27.0	27.0
Division Total	67.0	67.0	67.0	67.0

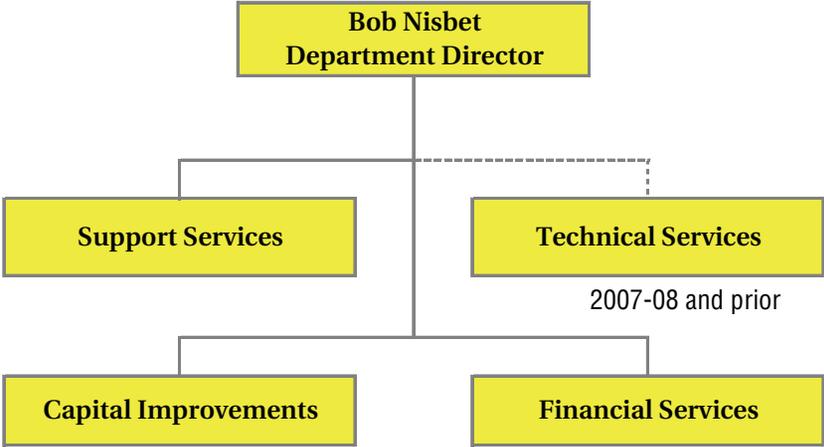
**County's Revenue Generator**



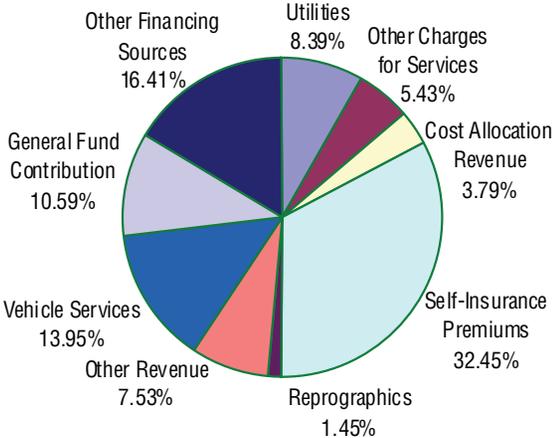
Property Tax revenue generated by the Assessor is estimated at 91% of the County's discretionary revenue in Fiscal Year 2007-08, compared to 51% in Fiscal Year 1995-96.

# GENERAL SERVICES

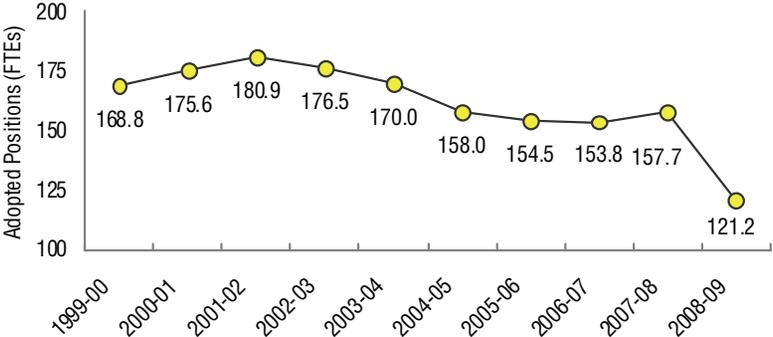
Budget & Positions (FTEs)	
Operating \$	11,205,862
Capital	9,110,255
Positions	121.2 FTEs



## SOURCE OF FUNDS

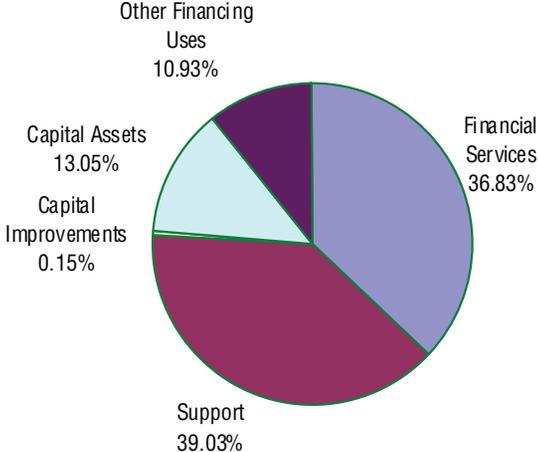


## STAFFING TREND



Note: Decline in 2008-09 primarily due to formation of new Information Technology Department.

## USE OF FUNDS



**GENERAL SERVICES**  
**Department Summary**

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Use of Funds Summary</b>				
<i>Operating Expenditures</i>				
Financial Services	\$ 23,516,954	\$ 24,982,686	\$ 24,629,431	\$ 25,714,386
Support	22,783,922	25,318,276	26,885,295	27,250,779
Technical	9,772,953	11,008,249	10,998,661	--
Capital Improvements	(120)	236,000	1,331,451	106,000
Operating Sub-Total	56,073,709	61,545,211	63,844,838	53,071,165
Less: Intra-County Revenues	(44,375,275)	(48,326,718)	(50,396,655)	(41,865,303)
Operating Total	11,698,434	13,218,493	13,448,183	11,205,862
<i>Non-Operating Expenditures</i>				
Capital Assets	16,927,126	13,537,700	14,642,045	9,110,255
Expenditure Total	28,625,560	26,756,193	28,090,228	20,316,117
<i>Other Financing Uses</i>				
Operating Transfers	2,788,626	3,886,301	2,218,975	3,594,076
Designated for Future Uses	10,750,868	12,577,116	11,225,223	4,035,755
Department Total	\$ 42,165,054	\$ 43,219,610	\$ 41,534,426	\$ 27,945,948

**Character of Expenditures**

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<i>Operating Expenditures</i>				
Regular Salaries	\$ 9,931,260	\$ 10,541,497	\$ 10,220,969	\$ 7,940,843
Overtime	164,265	180,135	287,754	96,000
Extra Help	214,043	329,021	347,799	151,274
Benefits	3,404,570	4,009,415	3,676,886	3,459,842
Salaries & Benefits Sub-Total	13,714,138	15,060,068	14,533,408	11,647,959
Services & Supplies	38,365,710	41,249,338	44,299,386	37,538,859
Contributions	179,571	--	29,970	214,393
Depreciation Expense	3,385,320	4,029,856	3,673,659	2,564,842
Damages & Losses	357,926	1,135,000	1,237,500	1,040,000
Principal & Interest	71,044	70,949	70,915	65,112
Operating Sub-Total	56,073,709	61,545,211	63,844,838	53,071,165
Less: Intra-County Revenues	(44,375,275)	(48,326,718)	(50,396,655)	(41,865,303)
Operating Total	11,698,434	13,218,493	13,448,183	11,205,862
<i>Non-Operating Expenditures</i>				
Capital Assets	16,927,126	13,537,700	14,642,045	9,110,255
Expenditure Total	\$ 28,625,560	\$ 26,756,193	\$ 28,090,228	\$ 20,316,117

Note: Presentation of the individual program amounts for fiscal years 2006-07 and 2007-08 have been adjusted to provide a consistent level of detail with the fiscal year 2008-09 budget, however, the totals for 2006-07 and 2007-08 have not been changed.

**Source of Funds Summary**

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<i>Departmental Revenues</i>				
Interest	\$ 2,798,978	\$ 2,534,100	\$ 2,955,422	\$ 2,362,400
Communication Services	3,183,488	3,322,805	3,489,533	--
Vehicles Services	8,439,408	8,794,741	9,321,357	9,739,970
ITS	5,041,249	5,586,337	5,692,549	--
Reprographics	1,028,567	1,046,000	1,015,000	1,015,000
Utilities	--	5,281,549	5,615,511	5,859,400
Cost Allocation Revenue	1,716,484	2,284,053	2,241,656	2,648,952
Other Charges for Services	5,360,282	3,996,066	5,590,022	3,790,480
Self Insurance Premiums	20,969,373	22,890,502	22,856,300	22,653,743
Miscellaneous Revenue	3,214,618	2,476,221	2,999,982	2,894,044
Revenue Sub-Total	51,752,447	58,212,374	61,777,332	50,963,989
Less: Intra-County Revenues	(44,375,275)	(48,326,718)	(50,396,655)	(41,865,303)
Revenue Total	7,377,172	9,885,656	11,380,677	9,098,686
General Fund Contribution	10,108,803	7,873,099	7,527,833	7,393,647
<i>Other Financing Sources</i>				
Operating Transfers	8,258,521	9,803,584	8,346,340	4,616,590
Sale of Property	1,197,783	51,000	29,800	15,000
Proceeds of Long-term Debt	2,390,133	--	--	--
Use of Prior Fund Balances	12,832,642	15,606,271	14,249,776	6,822,025
Department Total	\$ 42,165,054	\$ 43,219,610	\$ 41,534,426	\$ 27,945,948

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
	Pos.	FTE	Pos.	FTE

**Position Summary**

<i>Permanent</i>									
Financial Services	45.5	39.8	46.5	43.9	46.5	44.5	49.0	46.0	
Support	67.0	65.8	65.0	63.1	65.0	65.8	72.6	71.1	
Technical	46.5	47.3	46.5	45.4	46.5	46.2	--	--	
Total Permanent	159.0	152.9	158.0	152.5	158.0	156.5	121.6	117.1	
<i>Non-Permanent</i>									
Contract	--	0.9	--	2.0	--	1.1	--	2.0	
Extra Help	--	0.0	--	3.1	--	0.0	--	2.1	
Total Positions	159.0	153.8	158.0	157.5	158.0	157.7	121.6	121.2	

Note: FTE and position totals may not sum correctly due to rounding.

## MISSION STATEMENT

General Services provides a full range of business functions, guidance, and expertise that enable county government to deliver public services effectively.

### Budget Organization

In 2007-08, the General Services Department included three primary divisions: Financial Services, Support Services and Technical Services, with an adopted 157.5 FTEs. A fourth division, Capital Improvements, is included to provide financial information related to capital projects. For 2008-09, General Services Recommended FTE count is reduced to 121.2, due to the following proposed restructuring:

The Technical Services Division, with 6 subdivisions in 2007-08, is restructured as follows:

- -37.0 FTEs: Subdivisions Customer Support, Network & Operations, Technical Shop and Communications move to newly-created Information Technology Department.
- -2.9 FTEs: Subdivision Government Access TV (2.9 FTEs) move to General County Programs.
- Subdivision Print Shop (7.0 FTEs) remains in General Services but move to the Financial Services Division, to be accounted for in an Internal Services Fund.

Accordingly, data prior to 2008-09 for the Technical Services Division is included with General Services but the 2008-09 Recommended Amounts are included in the new structure. Details for the new Information Technology Department can be found in that department's D-Pages.

Other restructuring events:

- -4.0 FTEs move from General Services Financial Services Division to the newly created Information Technology Department as administrative support.
- +4.0 FTEs move from the Public Works Department to General Services Support Division due to the fleet consolidation to provide improved operational efficiency.
- +2.6 FTEs move from the Public Works Department to General Services Support Division due to the real property consolidation to provide improved operational efficiency.

In addition:

- +1.0 FTE, an Energy Manager position, was added to General Services Support Division during 2007-08.

General Services utilizes Internal Service Funds (ISFs) to account for many of the business functions it provides to County departments, including:

- Utilities – within the Support Services Division, this fund accounts for Countywide management of utilities.
- Vehicle Operations and Maintenance – within the Support Services Division, this fund accounts for the maintenance, servicing, and repair of all County vehicles.
- Reprographics & Digital Services – within the Financial Services Division, this new fund accounts for Countywide offset printing, copying, bindery, and imaging services.

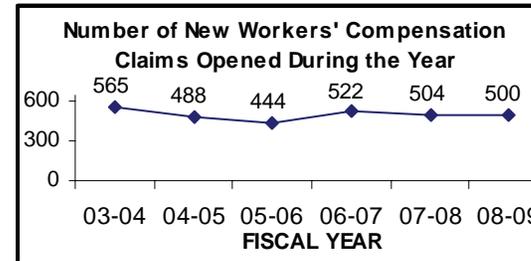
## GENERAL SERVICES

### Department Summary (cont'd)

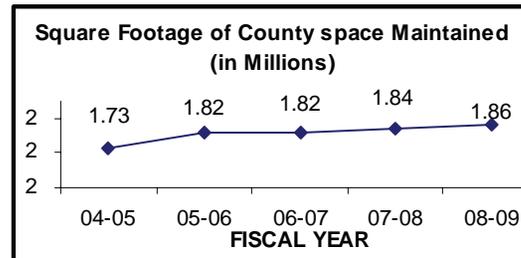
- Workers' Compensation Self-Insurance – within the Financial Services Division, this fund accounts for Countywide workers' compensation claims administration, including temporary and permanent disability payments, medical payments, investigative services and litigation costs. In addition, the fund accounts for the Back to Work and Countywide Safety programs.
- General Liability Self-Insurance – within the Financial Services Division, this fund accounts for the administration of Countywide general liability and automobile liability claims, plus earthquake, property, bonding and aviation insurance. In addition, the fund accounts for the County HIPAA compliance program.
- Medical Malpractice Self-Insurance – within the Financial Services Division, this fund accounts for medical malpractice insurance for the Public Health and Alcohol, Drug & Mental Health departments.

Other Countywide business functions provided include facility planning, construction, maintenance, janitorial, energy management, and real estate services by the Support Services Division; and purchasing, surplus property and mail courier services by the Financial Services Division.

### Activity Indicators



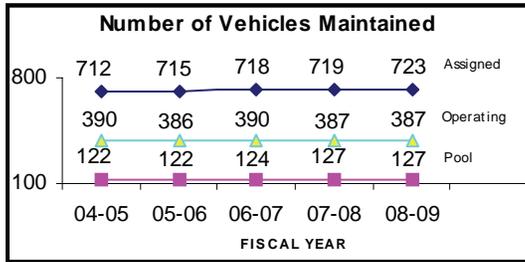
New WC claims filed decreased from 03-04 through 05-06 due to favorable law changes, Courts leaving the county system, and successful ergonomic programs. In 06-07, claims increased due to exposure to TB in the PH & Sheriff's departments; and DSS claims increasing after an unusually low number of claims filed for that department in 05-06.



Square footage increased between 04 & 06 with the Juvenile Hall, Animal Shelter and Schwartz building. In 07 08, Carmen Lane & La Morada buildings were added. In 2008-09, Lompoc Station 51, CRA Archive Bldg, and 4 Los Prietos staff residence will be occupied and ready for maintenance.

**GENERAL SERVICES**

**Department Summary (cont'd)**



The number of vehicles has not significantly varied over the past 5 years. In 08-09, Fire plans to add 4 new assigned vehicles. The 3 pool vehicles added in 07-08 were used, formerly assigned to departments but no longer needed, and were placed in Lompoc and Betteravia to meet the increased demand in North County. 52 of the operating vehicles are non-motorized trailers.

**Department Priorities and Their Alignment with County Goals**

Last year, the department updated its three-year Strategic Plan with one of the objectives being to align the department’s plan with the Board of Supervisor’s vision of creating a customer-focused culture throughout the County, and to promote the Board’s three fundamental values of Accountability, Customer-Focus, and Efficiency (ACE).

The department’s Strategic Plan is based on the Balanced Scorecard developed by Dr. Robert Kaplan and Dr. David Norton in 1996. In essence, the Balanced Scorecard is a carefully selected set of quantifiable measures derived from an organization’s strategy. The measures represent a tool for leaders to use in communicating to employees and customers the outcomes necessary for the organization to realize its ultimate vision for itself.

General Services’ Vision is to be the trusted partner of its customers—the other County departments—for providing exceptional service and innovative business solutions.

The Balanced Scorecard methodology views an organization’s performance through four perspectives, three of which align very nicely with the Board’s ACE value model as follows:

Board of Supervisor’s Values (ACE)	General Services Use of “Balanced Scorecard”
Accountability	Financial Perspective
Customer-Focus	Customer Perspective
Efficiency	Internal Process Perspective
	Employee Learning and Growth Perspective

The fourth perspective (Learning and Growth of Employees) is at the foundation of the Balanced Scorecard, and is an essential component to the Board’s vision of a customer-focused culture within the County.

Within the Strategic Plan, the department came up with 5 goals, or focus areas, which are actively being pursued in order for the department to achieve its Mission, and Vision for the future. Current year accomplishments, proposed strategic actions, and proposed key projects for each of these 5 focus areas and one additional focus area, Create and Maintain the County’s Infrastructure, are summarized below:

**Focus Area: Customer-Focus. Customers expectations are consistently met or exceeded.**

Current Year (FY 07-08) Accomplishments:

- Distributed and reported on a Countywide General Services’ Customer Survey.
- Each cost center manager conducted at least eight customer contact meetings to gauge the level of satisfaction of services provided or additional services needed.
- Became key partner with the Sheriff’s department for the North County Jail project.
- Implemented a new scanning service within Reprographics.

Proposed Strategic Actions:

- Offer new services to County departments based upon their identified needs.
- Monitor and respond to facility maintenance work order feedback in a timely manner.
- Make it easy to do business with General Services.
- Open and enhance avenues of communication.

Proposed Key Projects:

- Re-establish Committee Organized to Optimize Public Purchasing (CO-OPP) formed to attract more local vendors and to improve our Local Vendor Outreach Program.
- Enhance the delivery of services in North County.
- Develop online access to utility billing for County departments’ use.
- Develop a mid-year update on Workers’ Compensation and General Liability costs for departments to improve transparency and communication.

**Focus Area: Financial. General Services is known for being fiscally responsible.**

Current Year (FY 07-08) Accomplishments:

- Improved rate setting process by providing data for Risk Premiums, Vehicle Rates, and Radio Rates to departments before budget kickoff.
- Completed a “desk top inventory” of radio equipment by providing detailed data to all departments for their review before the finalization of the radio rates.
- Projections now show that the deficit in the Workers’ Compensation Fund will be eliminated 4 years earlier than the ten year plan established in FY 02-03.
- Projections now show that the deficit in the General Liability Fund will be eliminated in 2009-10, right on schedule with the seven year plan established in FY 02-03.

## GENERAL SERVICES

### Department Summary (cont'd)

#### Proposed Strategic Actions:

- General Services' cost center managers will continue to be accountable for their program budgets.
- Provide transparent rate calculation methodology.
- Focus on injury prevention and wellness programs to prevent workers' compensation claims and lost time.
- Identify and implement energy projects that generate ongoing savings in utility costs.

#### Proposed Key Projects:

- Save outside consultant fees in the Workers' Compensation Fund by combining the temporary back to work program with the permanent modified-alternative work program.
- Partner with the Auditor Controller's Department to review the internal controls for all financial processes.
- Develop a Vehicle Request Form at the department level (V1) to roll into a County-wide Vehicle Request Summary Form (V2) that can be used during the budget approval process to determine which vehicles require replacement or addition to the fleet, including justification for equipment additions and how the service levels affect Santa Barbara County taxpayers.
- Perform a cost benefit analysis of purchasing primary insurance versus remaining self-funded for Workers' Compensation costs and an analysis of outsourcing additional claims administration to a Third Party Administrator (TPA) versus in-house administration.

#### **Focus Area: Process. We continually strive to maximize operational efficiency.**

##### Current Year (FY 07-08) Accomplishments:

- Utilized the Computer-Aided Facility Management (CAFM) system to monitor and allocate utility billings for the newly created Utilities ISF.
- Expanded the availability of the Automated Motor Pool to the County Administration Building and Betteravia Government Center.
- Modernized the mail services program by implementing an online tracking system of mail en route to its destination.
- Upgraded surplus property program with online sales through "Public Surplus", maintained by a commission-based outside vendor.

##### Proposed Strategic Actions:

- Evaluate key services regularly.
- Utilize technology to increase efficiency.
- Foster an environment of continual process improvement.
- Standardize operational planning processes.

#### Proposed Key Projects:

- Implement General Services and Public Works fleet consolidation.
- Document the workers' compensation process from injury to claim settlement in order to identify improvements and expedite the claim handling process.
- Purchase or develop energy software that will monitor utility usage and automate the utility bill payment process.
- Identify and implement, with Board approval, efficiencies in the Countywide purchasing process as recommended by the Blue Ribbon Budget Task Force Committee.

#### **Focus Area: Employees. We have a work force that is well-trained and motivated.**

##### Current Year (FY 07-08) Accomplishments:

- Each staff member completed customer service training with an emphasis on ethics in the workplace.
- Each staff member completed harassment prevention and sensitivity training.
- Staff attended quarterly all hands motivational and team building meetings.
- Staff members were recognized through the department's YES program, employee of the month, and other employee recognition programs.

##### Proposed Strategic Actions:

- Ensure that staff receives both mandated and job specific training.
- Continue focus on customer service training.
- Deliver services with a high level of professionalism.
- Develop coaching and mentoring skills for supervisors to enable succession planning.

##### Proposed Key Projects:

- Host California General Services Academy which trains General Services employees throughout the state annually.
- Develop a succession plan.
- Identify low cost or no cost training opportunities for this challenging fiscal year.

#### **Focus Area: Safety. General Services leads the County in promoting a culture of safety.**

##### Current Year (FY 07-08) Accomplishments:

- Expanded the use of the online safety training program Countywide for all departments to use at no cost.
- Successfully reduced workers' compensation claims in our department from 13 claims in 06-07 to an estimated 4 claims in 07-08, a 69% decrease.
- Repaired cracked and uneven sidewalks at court facilities in Santa Maria.
- Repaired a cracked and potholed parking lot at Garden Street in Santa Barbara.

## GENERAL SERVICES

### Department Summary (cont'd)

#### Proposed Strategic Actions:

- Ensure employees are up to date on safety compliance issues.
- Maintain a healthy and safe work environment for employees to enable us to meet our lost time objective and avoid costly workers' compensation claims.
- Provide timely feedback on injuries and trends to departments through scorecards and injury data.
- Continue monthly meetings with department representatives to review the status of workers' compensation claims.

#### Proposed Key Projects:

- Research programs and methods that can be implemented to promote injury prevention and wellness among all County employees.
- Each employee will successfully complete at least one safety training course per month utilizing the online program.
- Develop OSHA compliant certificate training classes in safety management through the Employee University to be offered to all County departments.
- Revise County safety manual.

#### **Focus Area: Customer-Focus. Create and Maintain the County's Infrastructure.**

#### Current Year (FY 07-08) Accomplishments:

- Constructed a new Sheriff/Fire Station in Lompoc.
- Completed Ag Commissioner addition in Santa Maria.
- Completed four new staff residences at Los Prietos Boys Camp.
- Completed purchase and remodel of a new CARES facility for ADMHS in Santa Maria.

#### Proposed Strategic Actions:

- Complete capital projects on-time and within budget.
- Ensure the County buildings are adequately maintained.
- Ensure that maintenance and capital projects service delivery is transparent.

#### Proposed Key Projects:

- Design and construct an Emergency Operations Center.
- Replace the sewer at the main jail.
- Design an expansion of the Betteravia Administration building in Santa Maria.
- Construct an Archive building for Clerk-Recorder.
- Implement a full function work order system.
- Integrate the space planning data into Computer Aided Facility Maintenance (CAFM) database.

#### **Significant Changes** (FY 2007-08 Adopted to FY 2007-08 Estimated Actual)

##### Operating Expenditures

The Fiscal Year 2007-08 Estimated Actual operating expenditures increased by \$2,300,000 to \$63,844,000 from the Fiscal Year 2007-08 Adopted Budget. The 3.7% increase is due to:

- +\$1,096,000 – Increases to the capital maintenance budget as a result of releasing the prior year's designation;
- +\$540,000 – Increases to SB Court Ceiling Renovation Project (\$140k), and matches for two FEMA seismic grants at the Cook and Miller Court and the Santa Barbara Courthouse (\$400k);
- +\$400,000 – Increases to Courthouse Annex Public Defender remodel project;
- +\$264,000 – Miscellaneous increases.

##### Operating Revenue

The Fiscal Year 2007-08 Estimated Actual revenues increased \$3,565,000 to \$61,777,000 from the Fiscal Year 2007-08 Adopted Budget. The 6.1% increase is due to:

- +\$526,000 – Increased vehicles revenue;
- +\$421,000 – Increased interest income earned in the Internal Service Funds.
- +\$400,000 – Increases due to Countywide telephone work orders now isolated as "Charges for Services" revenue; formally the reimbursements for work orders were accounted for as a reduction of expenditures;
- +\$400,000 – Increases for Santa Maria Betteravia Expansion that transferred after the start of the year;
- +\$374,000 – Increases for Santa Barbara Courthouse Seismic project that transferred after the start of the year;
- +\$214,000 – Increases in building rentals due to a tenant occupying a property for longer than anticipated;
- +\$196,000 – Increases to miscellaneous revenue related to Courts and Underground Storage Tank Remediation;
- +\$185,000 – Increases for Santa Maria Cook Seismic project that transferred after the start of the year;
- +\$166,000 – Increases for communications services revenue;
- +\$140,000 – Increases for Superior Court Improvements that transferred after the start of the year;
- +\$130,000 – Increases due to Countywide telephone toll charges now isolated as "Charges for Services" revenue; formerly the reimbursements for toll charges were accounted for as a reduction of expenditures;
- +\$104,000 – Increases in Capital Project billings;
- +\$309,000 – Miscellaneous increases.\$

## GENERAL SERVICES

### Department Summary (cont'd)

#### Capital Expenditures

The Fiscal Year 2007-08 Estimated Actual capital expenditures increased \$1,104,000 to \$14,642,000 from the FY 2007-08 Adopted budget. This 12% increase is due to:

- +\$594,000 – Unanticipated network connectivity and server projects;
- +\$313,000 – Increases for the Social Services carpet installation;
- +\$197,000 – Miscellaneous increases.

#### Significant Changes: (FY 2007-08 Estimated Actual to FY 2008-09 Recommended)

##### Operating Expenditures

The Fiscal Year 2008-09 Recommended Budget will decrease \$10,774,000 to \$53,071,000 from the Fiscal Year 2007-08 Estimated Actuals. The 16.9% decrease is primarily due to:

- -\$9,432,000 – Decreases in Customer Support, Network and Operations, Technical Support and Communications subdivisions; Recommended included in Information Technology department;
- -\$449,000 – Decreases in Government Access TV; Recommended included in General County Programs;
- -\$400,000 – Decreases to Courthouse Annex-Public Defender remodel;
- -\$293,000 – Decreases in salaries and benefits in the Financial Services Administration subdivision (\$470,000 due to the transfer of 4.0 FTEs to new Information Technology department, offset by salaries & benefits increases overall.)
- -\$200,000 – Miscellaneous decreases.

##### Operating Revenue

The Fiscal Year 2008-09 Recommended Budget will decrease \$10,813,000 to \$50,964,000 from the Fiscal Year 2007-2008 Estimated Actuals. This 17.5% decrease is due to:

- -\$10,308,000 – Decreases in Customer Support, Network and Operations, Technical Support and Communications subdivisions; Recommended included in Information Technology department;
- -\$400,000 – Decreases to Santa Maria Betteravia expansion;
- -\$18,000 – Decreases in Government Access TV, Recommended included in General County Programs;
- -\$87,000 – Miscellaneous decreases.

#### Capital Expenditures

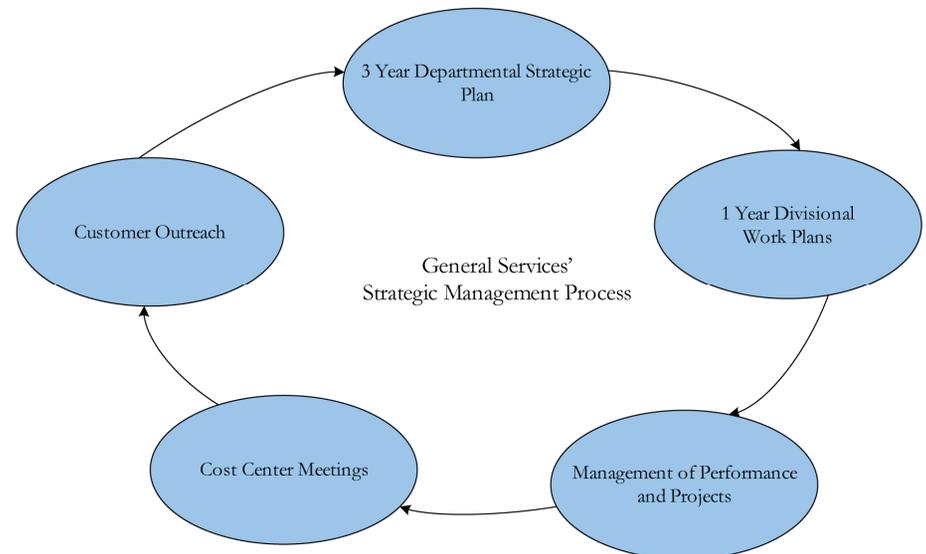
The Fiscal Year 2008-09 Recommended Budget for capital will decrease \$5,532,000 to \$9,110,000 over the fiscal year 2007-08 Estimated Actual. This decrease is due to:

- -\$4,405,000 – Decreases to projects nearing completion including the Lompoc Fire & Sheriff station;

- -\$688,000 – Decreases to the Carmen Lane remodel;
- -\$313,000 – Decreases to the Department of Social Services carpet installation;
- -\$194,000 – Decreases to the Santa Barbara Animal Shelter Remodel;
- +\$68,000 – Miscellaneous increases.

**Fiscal Year 2008-09 constraints require the Department to implement certain service level reductions.** Totaling -\$389,140, they include the following:

- -\$226,190 – Reduced maintenance service levels in both North and South County which result in a lower level of janitorial services, anticipated project delays and possible increased overtime.
- -\$47,950 – Reduced training budget by over 80%.
- -\$45,000 – Eliminated the entire budget for computer replacements.
- -\$40,000 – Reduced use of outside experts such as architects and engineering consultants.
- -\$30,000 - Reduced extra help which may result in slower payments to vendors and possible increased overtime.



**GENERAL SERVICES**

**Financial Services**

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Use of Funds Summary</b>				
<i>Operating Expenditures</i>				
Administration	\$ 2,090,348	\$ 2,567,139	\$ 2,580,019	\$ 2,079,197
Procurement	890,930	1,029,584	996,242	1,063,594
Risk Management	20,535,676	21,385,963	21,053,170	21,438,584
Reprographics	--	--	--	1,133,011
Operating Sub-Total	23,516,954	24,982,686	24,629,431	25,714,386
Less: Intra-County Revenues	(23,657,165)	(24,034,115)	(23,999,913)	(25,347,818)
Operating Total	(140,211)	948,571	629,518	366,568
<i>Non-Operating Expenditures</i>				
Capital Assets	21,591	58,000	56,155	72,000
Expenditure Total	(118,620)	1,006,571	685,673	438,568
<i>Other Financing Uses</i>				
Operating Transfers	3,486	3,468	3,468	3,468
Designated for Future Uses	4,605,874	3,538,892	4,006,219	3,649,223
Division Total	\$ 4,490,740	\$ 4,548,931	\$ 4,695,360	\$ 4,091,259

**Character of Expenditures**

<i>Operating Expenditures</i>				
Regular Salaries	2,858,094	3,259,687	3,139,147	3,361,422
Overtime	14,826	--	74,499	11,000
Extra Help	52,506	84,921	46,178	78,227
Benefits	926,546	1,192,982	1,083,497	1,392,534
Salaries & Benefits Sub-Total	3,851,972	4,537,590	4,343,321	4,843,183
Services & Supplies	19,304,437	19,306,386	19,040,550	19,685,891
Depreciation Expense	1,810	1,810	6,200	80,200
Damages & Losses	356,893	1,135,000	1,237,500	1,040,000
Principal & Interest	1,842	1,900	1,860	65,112
Operating Sub-Total	23,516,954	24,982,686	24,629,431	25,714,386
Less: Intra-County Revenues	(23,657,165)	(24,034,115)	(23,999,913)	(25,347,818)
Operating Total	(140,211)	948,571	629,518	366,568
<i>Non-Operating Expenditures</i>				
Capital Assets	21,591	58,000	56,155	72,000
Expenditure Total	(118,620)	\$ 1,006,571	\$ 685,673	\$ 438,568

**Source of Funds Summary**

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<i>Departmental Revenues</i>				
Interest	\$ 1,151,788	\$ 1,075,000	\$ 1,406,000	\$ 1,499,400
Reprographics	--	--	--	1,015,000
Cost Allocation Revenue	309,520	451,855	451,854	573,831
Other Charges for Services	2,455,100	2,766,066	2,717,971	2,326,180
Self Insurance Premiums	20,969,373	22,890,502	22,856,300	22,653,743
Miscellaneous Revenue	930,407	440,000	668,024	500,600
Revenue Sub-Total	25,816,188	27,623,423	28,100,149	28,568,754
Less: Intra-County Revenues	(23,657,165)	(24,034,115)	(23,999,913)	(25,347,818)
Revenue Total	2,159,023	3,589,308	4,100,236	3,220,936
<i>General Fund Contribution</i>	373,496	612,470	434,036	492,808
<i>Other Financing Sources</i>				
Operating Transfers	50,594	--	16,899	--
Sale of Property	2,390	1,000	200	--
Proceeds of Long-term Debt	(763)	--	--	--
Use of Prior Fund Balances	1,906,000	346,153	143,989	377,515
Division Total	\$ 4,490,740	\$ 4,548,931	\$ 4,695,360	\$ 4,091,259

	Actual FY 06-07		Adopted FY 07-08		Est. Actual FY 07-08		Recommended FY 08-09	
	Pos.	FTE	Pos.	FTE	Pos.	FTE	Pos.	FTE

**Position Summary**

<i>Permanent</i>								
Administration	20.0	16.2	21.0	19.6	21.0	19.3	17.0	15.0
Procurement	9.5	9.0	9.5	8.3	9.5	9.1	9.5	8.5
Risk Management	16.0	14.6	16.0	16.0	16.0	16.1	16.0	16.0
Reprographics	--	--	--	--	--	--	6.5	6.5
Total Permanent	45.5	39.8	46.5	43.9	46.5	44.5	49.0	46.0
<i>Non-Permanent</i>								
Contract	--	0.1	--	--	--	--	--	--
Extra Help	--	--	--	1.1	--	--	--	1.1
Total Positions	45.5	39.8	46.5	45.0	46.5	44.5	49.0	47.1

**SERVICE DESCRIPTION**

The Financial Services division delivers accounting, financial analysis, budgeting and administrative services within the department. In addition, it also provides risk management services (including the self-funded workers' compensation, general liability, medical malpractice, and property insurances, plus Countywide safety, back to work, and HIPAA compliance services), purchasing, surplus property handling, mail courier and reprographic services to all County departments and their employees.

**Significant Changes (FY 2007-08 Adopted to FY 2007-08 Estimated Actual)**

**Operating Expenditures**

Financial Services – Estimated Actual operating expenditures decreased by \$353,000 to \$24,629,000 from the FY 2007-08 Adopted Budget of \$24,983,000. This 1.4% decrease is the result of:

- -\$150,000 – Decreases in outside legal fees paid by risk management funds;
- -\$150,000 – Decreases in malpractice paid losses;
- -\$53,000 – Miscellaneous decreases.

**Operating Revenue**

Estimated Actual operating revenues increased by \$477,000, to \$28,100,000, from the FY 2007-08 Adopted Budget of \$27,623,000. This 1.7% increase is the result of:

- +\$331,000 – Increased interest income earned by the risk management funds;
- +\$240,000 – Increased insurance proceeds received in the risk management funds;
- -\$94,000 – Miscellaneous decreases.

**Significant Changes (FY 2007-08 Estimated Actual to FY 2008-09 Recommended)**

**Operating Expenditures**

Financial Services-Recommended Budget's operating expenditures will increase by \$1,085,000 to \$25,714,000 from the FY 2007-08 Estimated Budget of \$24,629,000. This 4.4% increase is the result of:

- +\$495,000 – Increased salaries and benefits;
- +\$303,000 – Increased County Counsel fees paid by the risk management funds;
- +\$200,000 – Increased disability medical payments in the workers' compensation fund;
- +\$173,000 – Increased excess insurance payments paid by the risk management funds;
- -\$86,000 – Miscellaneous decreases.

**Operating Revenue**

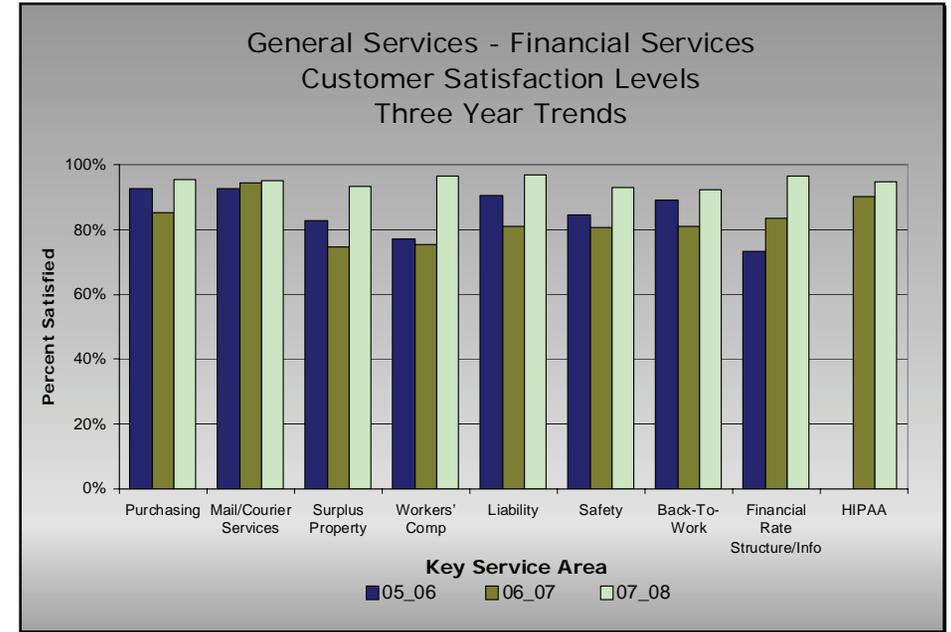
The FY 2008-09 Recommended operating revenues will increase by \$469,000, from the FY2007-08 Estimated Actuals of \$28,100,000. This 1.7% increase is the result of:

- +\$1,015,000 – Increased reprographics revenue due to restructuring of Technical Services division resulting in the move of the Print Shop subdivision into the Financial Services division;

**GENERAL SERVICES**

**Financial Services (cont'd)**

- -\$536,000 – Decreased administrative charges (\$667,000 due to the formation of the new Information Technology department, offset by increases in charges due to higher salaries costs).



	Actual FY 06-07	Adopted FY 07-08	Est Actual FY 07-08	Recommended FY 08-09
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**Recurring Performance Measures**

**Administration**

100% of GS staff will attend Harassment Prevention and Sensitivity training.	100%	100%	100%	100%
	154	159	159	122
	154	159	159	122

As an efficient and responsive government, the County will maintain a productive workforce through a Countywide Lost Time Rate of 5.9% or less.	4.4%	4.4%	3.8%	3.8%
	13,684	14,882	10,842	9,011
	308,320	330,720	285,312	237,120

As an efficient and responsive government, the County will maintain the cost of workers' compensation incident claims to \$1.17 per \$100 payroll (salaries including overtime).	\$2.69	\$1.17	\$0.68	\$0.73
	273,452	134,869	73,538	56,052
	101,599	115,273	108,565	76,743

**GENERAL SERVICES**  
**Financial Services (cont'd)**

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Recurring Performance Measures</b>				
To improve workers' safety, the County will conduct its operations in order to maintain the rate of Workers' Compensation incident claims to 12 or less per 100 FTE employees Countywide.	8.28 13 157	7.54 12 159	2.54 4 157	0 0 122
As an efficient and responsive government, the County will maintain the rate of Workers' Compensation claims filed at no more than 90 - 100% of the previous year's actual claims filed.	100% 13 13	100% 12 12	33% 4 12	0% 0 12
As an efficient and responsive government, the County will maintain a quality workforce through completing 95 -100% of departmental Employee Performance Reviews (EPRs) by the Anniversary Due Date.	100% 156 156	100% 159 159	98% 157 159	100% 122 122
To ensure an efficient and responsive government, the County will maintain the rate of General Liability claims filed at no more than 90 - 100% of the previous year's actual claims filed.	42% 3 7	100% 1 1	100% 1 1	0% 0 1
<b>Procurement</b>				
Spend at least 60% of the County's budget for services and supplies with local vendors.	55% 87,940,071 158,259,169	60% 78,000,000 130,000,000	56% 72,800,000 130,000,000	58% 72,500,000 125,000,000
Award 90% of an estimated 60 formal bids for purchases over \$25,000 within 60 days of receipt of requisition.	98% 53 54	93% 56 60	93% 56 60	90% 54 60
<b>Risk Management</b>				
Place 100% of medically eligible employees in the Back to Work program within 2 working days of eligibility.	99% 107 108	100% 100 100	100% 90 90	100% 100 100
Develop and distribute at least one monthly Safety Awareness Announcement.	-- -- --	100% 12 12	100% 24 24	100% 24 24

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Recurring Performance Measures</b>				
File 100% of General Liability CSAC-EIA claims for reimbursement of losses no later than 30 days of each quarter end.	100% 2 2	100% 10 10	100% 3 3	100% 4 4
Maintain departments' awareness of current litigation status by the coordination of 5 meetings per quarter.	100% 20 20	100% 20 20	100% 20 20	100% 20 20
Ensure that 100% of all new Worker: Compensation claims are reported to the State within 2 days of date of knowledge of the injury.	67% 354 522	100% 470 470	83% 412 498	100% 476 476
Ensure that 100% of all Workers' Compensation medical bills are paid within the legally required 60 days.	99% 10,843 10,846	100% 10,000 10,000	99% 10,799 10,800	100% 10,500 10,500
<b>Reprographics</b>				
Complete 98% of Print Shop jobs by requested delivery date.	-- -- --	98% 980 1,000	95% 637 670	98% 657 670
Complete 98% of all Quick Copy jobs by the requested delivery date.	-- -- --	98% 3,920 4,000	98% 2,964 3,000	98% 2,940 3,000



County brown mail is now scanned and can be tracked online for more efficient deliveries.

<b>GENERAL LIABILITY</b> Actuarially Projected FY06-07 *	<b>Santa Barbara County</b>	<b>California Counties' Average</b> (CSAC-EIA Members)
<b>Loss Rate</b> (Dollars of Loss per \$100 of Payroll)	<b>0.49</b>	<b>0.68</b>
<b>Claim Severity</b> (Dollars of Loss per Claim)	<b>8,080</b>	<b>6,520</b>
<b>Claim Frequency</b> (Number of Claims per \$1 Million Payroll)	<b>0.60</b>	<b>1.03</b>
<i>* data provided by Bickmore Risk Services</i>		

The County's general liability loss rate is lower than the CSAC-EIA average. Although the County has a higher than average cost per claim, it has a lower than average number of claims per \$1 million payroll.

<b>WORKERS' COMPENSATION</b> Actuarially Projected FY06-07*	<b>Santa Barbara County</b>	<b>California Counties' Average</b> (CSAC-EIA Members)
<b>Loss Rate</b> (Dollars of Loss per \$100 of Payroll)	<b>1.80</b>	<b>2.52</b>
<b>Claim Severity</b> (Dollars of Loss per Claim)	<b>9,000</b>	<b>11,540</b>
<b>Claim Frequency</b> (Number of Claims per \$1 Million Payroll)	<b>2.00</b>	<b>2.24</b>
<i>* data provided by Bickmore Risk Services</i>		

The County's workers' compensation loss rate is lower than the CSAC-EIA average. The County has a lower than average cost per claim and a lower than average number of claims per \$1 million of payroll.

## GENERAL SERVICES Financial Services (cont'd)

	Actual FY 06-07 Pos.	Adopted FY 07-08 Pos.	Est. Actual FY 07-08 Pos.	Recommended FY 08-09 Pos.
<b>Position Detail</b>				
<b>Administration</b>				
Director	1.0	1.0	1.0	1.0
Assistant Director	3.0	3.0	3.0	2.0
Project Manager PRS/e-Gov	1.0	1.0	1.0	1.0
Business Manager	1.0	1.0	1.0	1.0
Human Resources Mgr Dept	1.0	1.0	1.0	1.0
PM-Pross Improve	1.0	1.0	1.0	1.0
Systems & Programming Analyst	3.0	3.0	3.0	2.0
Data Processing Specialist	1.0	1.0	1.0	1.0
Accountant	2.0	4.0	4.0	3.0
Executive Secretary	1.0	1.0	1.0	1.0
Human Resources Tech	1.0	1.0	1.0	1.0
Accounting Assistant Senior	3.0	2.0	2.0	1.0
Clerk	1.0	1.0	1.0	1.0
Sub-Division Total	20.0	21.0	21.0	17.0
<b>Procurement</b>				
Purchasing Manager	1.0	1.0	1.0	1.0
Buyer	4.0	4.0	4.0	4.0
Mail Center Supervisor	1.0	1.0	1.0	1.0
Buyer's Assistant	1.0	1.0	1.0	1.0
Mail Center Worker	2.5	2.5	2.5	2.5
Sub-Division Total	9.5	9.5	9.5	9.5
<b>Risk Management</b>				
Risk Fiscal Admin	1.0	1.0	1.0	1.0
Risk Program Admin	2.0	2.0	2.0	2.0
County Privacy Officer	1.0	--	--	--
Risk Analyst Sr	1.0	1.0	1.0	--
Safety Officer	1.0	1.0	1.0	1.0
Risk Analyst	4.0	5.0	5.0	6.0
Accountant	1.0	1.0	1.0	1.0
Claims Assistant	4.0	4.0	4.0	4.0
Clerk	1.0	1.0	1.0	1.0
Sub-Division Total	16.0	16.0	16.0	16.0
<b>Reprographics</b>				
Reprographics Supervisor	--	--	--	1.0
Offset Equipment Operator	--	--	--	3.5
Publication Assistant	--	--	--	2.0
Sub-Division Total	--	--	--	6.5
Division Total	45.5	46.5	46.5	49.0

**GENERAL SERVICES**

**Support**

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Use of Funds Summary</b>				
<i>Operating Expenditures</i>				
Facilities	\$ 13,729,031	\$ 15,567,475	\$ 17,376,368	\$ 16,490,970
Fleet	8,144,637	8,948,919	8,666,736	9,866,818
Architecture	910,254	801,882	842,191	892,991
Operating Sub-Total	22,783,922	25,318,276	26,885,295	27,250,779
Less: Intra-County Revenues	(10,634,030)	(13,297,128)	(14,075,209)	(16,421,405)
Operating Total	12,149,892	12,021,148	12,810,086	10,829,374
<i>Non-Operating Expenditures</i>				
Capital Assets	5,822,072	1,675,700	1,988,025	1,740,000
Expenditure Total	17,971,964	13,696,848	14,798,111	12,569,374
<i>Other Financing Uses</i>				
Operating Transfers	978,363	3,832,833	1,278,975	3,163,608
Designated for Future Uses	1,065,677	44,900	48,474	155,452
Division Total	\$ 20,016,004	\$ 17,574,581	\$ 16,125,560	\$ 15,888,434

**Character of Expenditures**

<i>Operating Expenditures</i>				
Regular Salaries	3,775,476	3,805,668	3,857,365	4,579,421
Overtime	84,150	88,725	99,854	85,000
Extra Help	47,188	130,647	163,885	73,047
Benefits	1,406,964	1,548,870	1,464,513	2,067,308
Salaries & Benefits Sub-Total	5,313,778	5,573,910	5,585,617	6,804,776
Services & Supplies	15,087,269	16,996,866	18,843,665	17,746,968
Contributions	179,571	--	29,970	214,393
Depreciation Expense	2,202,271	2,747,500	2,426,043	2,484,642
Damages & Losses	1,033	--	--	--
Operating Sub-Total	22,783,922	25,318,276	26,885,295	27,250,779
Less: Intra-County Revenues	(10,634,030)	(13,297,128)	(14,075,209)	(16,421,405)
Operating Total	12,149,892	12,021,148	12,810,086	10,829,374
<i>Non-Operating Expenditures</i>				
Capital Assets	5,822,072	1,675,700	1,988,025	1,740,000
Expenditure Total	\$ 17,971,964	\$ 13,696,848	\$ 14,798,111	\$ 12,569,374

**Source of Funds Summary**

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<i>Departmental Revenues</i>				
Interest	\$ 636,184	\$ 592,000	\$ 592,000	\$ 495,000
Vehicles Services	8,439,408	8,794,741	9,321,357	9,739,970
Utilities	--	5,281,549	5,615,511	5,859,400
Cost Allocation Revenue	1,406,964	1,832,198	1,789,802	2,075,121
Other Charges for Services	1,756,865	731,500	843,600	1,183,220
Miscellaneous Revenue	1,413,811	666,633	1,109,256	935,299
Revenue Sub-Total	13,653,232	17,898,621	19,271,526	20,288,010
Less: Intra-County Revenues	(10,634,030)	(13,297,128)	(14,075,209)	(16,421,405)
Revenue Total	3,019,202	4,601,493	5,196,317	3,866,605
<i>General Fund Contribution</i>				
	9,400,092	6,813,410	6,685,244	6,900,839
<i>Other Financing Sources</i>				
Operating Transfers	951,388	181,500	634,297	358,000
Sale of Property	58,911	50,000	15,000	15,000
Use of Prior Fund Balances	6,586,411	5,928,178	3,594,702	4,747,990
Division Total	\$ 20,016,004	\$ 17,574,581	\$ 16,125,560	\$ 15,888,434

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
	Pos.	FTE	Pos.	FTE

**Position Summary**

<i>Permanent</i>								
Facilities	41.0	40.9	42.0	40.2	42.0	42.7	45.6	44.6
Fleet	18.0	17.9	18.0	18.0	18.0	18.0	22.0	21.5
Architecture	8.0	7.0	5.0	4.9	5.0	5.1	5.0	5.0
Total Permanent	67.0	65.8	65.0	63.1	65.0	65.8	72.6	71.1
<i>Non-Permanent</i>								
Contract	--	0.6	--	2.0	--	1.1	--	2.0
Extra Help	--	--	--	1.5	--	--	--	1.0
Total Positions	67.0	66.3	65.0	66.5	65.0	66.9	72.6	74.1

**SERVICE DESCRIPTION**

The Support Services division provides efficient County facility planning, design, construction, maintenance, janitorial and utility management services. Support Services also provides professional real estate services specializing in public agency acquisitions, leasing, and disposition of real property, and the acquisition, maintenance, and replacement of fleet vehicles.

**Significant Changes (FY 2007-08 Adopted to FY 2007-08 Estimated Actual)**

**Operating Expenditures**

Support – Estimated Actual operating expenditures increased by \$1,567,000 to \$26,885,000 from the FY2007-08 Adopted Budget of \$25,318,000. This 6.2% increase is due to:

- +\$1,096,000 – Increases to the capital maintenance budget as a result of releasing the prior year’s designation;
- +\$230,000 – Increases due to mandated diesel retrofits;
- +\$215,000 – Increases to equipment maintenance costs;
- +\$26,000 – Miscellaneous increases.

**Operating Revenue**

The FY 2007-08 Estimated Actual operating revenues will increase by \$1,373,000, to \$19,272,000, from the FY2007-08 Adopted Budget of \$17,899,000. This 7.7% increase is due to:

- +\$526,000 – Increases in vehicles revenue;
- +\$333,000 – Increases in reimbursements for utility costs;
- +\$214,000 – Increases in building rentals due to a tenant occupying a property for longer than anticipated;
- +\$196,000 – Increases to miscellaneous revenue related to Courts and underground storage tank remediation;
- +\$104,000 – Increases to capital project billings.

**Significant Changes (FY 2007-08 Estimated Actual to FY 2008-09 Recommended)**

**Operating Expenditures**

Support – Recommended Budget's operating expenditures will increase by \$365,000 to \$27,251,000 from the Fiscal Year 2007-08 Estimated Budget of \$26,885,000. This 1.4% increase is due to:

- +\$285,000 – Increases in salaries due to the 2.5 FTEs moved from Public Works for the real property agent consolidation;
- +\$80,000 – Miscellaneous increases.

**Operating Revenue**

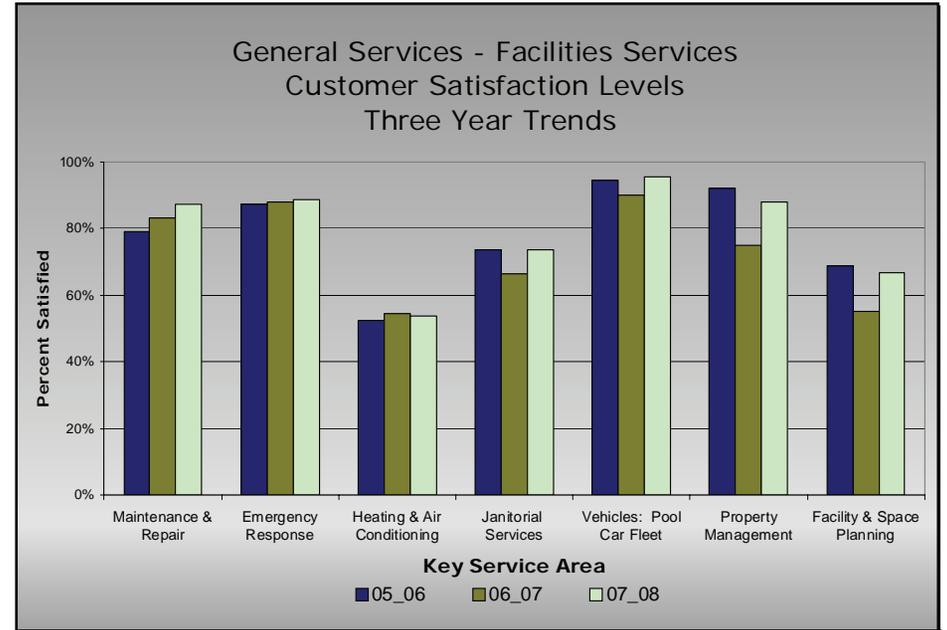
The FY 2008-09 Recommended operating revenues will increase by \$1,016,000, to \$20,288,000, from the FY 2007-08 Estimated Actuals of \$19,271,000. This 5.3% increase is due to:

- +\$419,000 – Increases in vehicles revenue;
- +\$348,000 – Increases in cost allocation revenue;

**GENERAL SERVICES**

**Support (cont'd)**

- +\$243,000 – Increases in reimbursements for utility costs;
- +\$6,000 – Miscellaneous increases.



	Actual FY 06-07	Adopted FY 07-08	Est Actual FY 07-08	Recommended FY 08-09
--	--------------------	---------------------	------------------------	-------------------------

**Recurring Performance Measures**

**Facilities**

South County responders will be on site (if required) to 100% of an estimated 120 after hours emergency calls within 60 minutes from receipt of call.	100%	100%	100%	100%
	110	120	151	120
	110	120	151	120
North County responders will be on site (if required) to 100% of an estimated 36 after hours emergency calls within 60 minutes from receipt of call.	100%	100%	100%	100%
	53	36	63	56
	53	36	63	56
Ensure that the average turn around time on Real Estate Services documents are executed by appropriate county staff within 10 days from initiating the routing of such documents.	100%	100%	100%	100%
	7	12	12	12
	7	12	12	12

**GENERAL SERVICES**

**Support (cont'd)**

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Recurring Performance Measures</b>				
<b>Fleet</b>				
Ensure that Motor Pool Vehicles are immediately available 98% of the time for the estimated 21,000 customer requests annually.	99%	99%	98%	98%
Ensure that at least 83% of county's assigned vehicles are current on their service schedule.	79%	83%	83%	83%
Ensure that at least 85% of county's "Pool" vehicles are current on their service schedule.	90%	90%	85%	90%
Maintain a 95% utilization rate of the 348 parking spaces available at the two County parking lots: SB Admin and Garden Street.	91%	95%	95%	95%
<b>Architecture</b>				
Ensure that 100% of the estimated 20 funded capital projects are on schedule.	100%	90%	100%	100%
	20	18	20	20
	20	20	20	20



Electronic key boxes, like this one at the County Administration Building, were installed to increase operational efficiency and to provide convenience for County employees to pickup and return County pool vehicles 24 hours per day, 7 days a week.

CALIFORNIA  
**FLEET NEWS**<sup>TM</sup>

News and Comment for the Nation's Fleets

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San Diego, California

January/February 2008

**Carbon Footprint Workshop February 19 in Sacramento**

You can't pick up the newspaper, turn on the radio or watch television these days without being bombarded by concerns about global warming and greenhouse gases. How much do you know about how the upcoming policies and regulations will affect your fleet operation? What do you really know about how your fleet affects the "Carbon Footprint" of your agency or business and what you can do to make a difference?

The Sacramento Metropolitan Air Quality Management District (SMAQMD) and the Greater Sacramento Regional Clean Air Coalition (Clean Cities) will present an informative workshop on "Understanding your Carbon Footprint" ...and save money, too. This forum features speakers in the fields of greenhouse gas, fleet management, and facilities technologies.

**Carbon Footprint Workshop Tuesday, February 19, 2008 9:30 a.m. - 3:15 p.m. Station KVIE6 Sacramento, CA RSVP to [jchan@airquality.org](mailto:jchan@airquality.org)**

Presenting information will be three panelists. Tim Olson, Manager of the International Program in the Fuels and Transportation Division at the California Energy Commission is an expert on state and federal greenhouse gas policies and regulations.

Mike Jackson is the Senior Director for Transportation Technology at Ttax, LLC, a national technology consulting company. Mr. Jackson is an expert in quantifying the climate change impacts of various fuels and strategies and will discuss the issue of calculating your footprint.

(Continued on page 5)

**New Automated Pooling Tools enable Fleet Size Reduction**

**Electronic Key Box Permits 24/7 access in Santa Barbara County Employees now reserve own pool vehicles on-line**

*Editor's Note: Based on a presentation by Jason Piper and Mitch Guenthart at the 9th California State Fleet Management Conference June 2007 in Northern California's Sonoma Wine Country.*



**Mitch Guenthart, Fleet Manager**

**County Fleet Boxxscore**  
729 Departmentally assigned vehicles  
388 Operating cost vehicles  
127 Motor pool vehicles  
1 Motor pool dispatch sites  
165 Registered motor pool fleets  
Management systems:  
MAXIMUS Fleet Footprint  
and FLEETERS technology

(Continued on page 8)

**IRS Increases 2008 Mileage Rate to 50.5 cents**

**Rates reflect rising Fuel, Insurance, Depreciation**

WASHINGTON — The Internal Revenue Service (IRS) has announced the national per-mile business driving rate of 50.5 cents for the U.S. taxpayer, effective January 1, 2008. This compares to a rate of 48.5 cents-per-mile during 2007.

The optional standard mileage rates are used to calculate the deductible costs of operating an automobile for business, charitable, medical or moving purposes.

The mileage rate for charitable miles is set by law.

"The increase in the 2008 national per-mile rate reflects a combination of factors, including higher fuel prices, rising insurance costs, and higher depreciation costs," notes Ted Schuerman, Director of Research & Client Service within Government Services at Runzheimer International. "Remaining cost components, such as maintenance and registration costs, remained relatively stable," states the vehicle cost expert.

**Beginning Jan. 1, 2008, the standard mileage rates for the use of a car (including vans, pickups or panel trucks) will be: 50.5 cents per mile for business miles driven; 19 cents per mile driven for medical or moving purposes; and 14 cents per mile driven in service of charitable organizations.**

(Continued on page 7)

**SIGN UP FOR CFN'S ELECTRONIC EDITION**

Thousands of new readers have requested the electronic edition of California Fleet News.

The electronic edition reaches the entire industry (and all of your fleet staff) through a "faster" electronic format, days before the printed version. All that is required is Adobe Acrobat Reader set up for download at the California Fleet News website.

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Vehicle Operations makes the California Fleet News for the installation of electronic key boxes which allow employees to make vehicle reservations online, pickup and return vehicle keys 24/7.



The County Administration Building's roof was replaced in 2007-08.



Vehicle Operations' fueling station in Santa Maria was upgraded with new canopy and other mandated retrofits in 2007-08.

**GENERAL SERVICES**  
Support (cont'd)

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
Position Detail	Pos.	Pos.	Pos.	Pos.
<b>Facilities</b>				
Energy Manager	--	--	--	1.0
Facilities Manager	1.0	1.0	1.0	1.0
Real Property Division Manager	1.0	1.0	1.0	1.0
Facilities Supervisor	2.0	2.0	2.0	2.0
Building Maintenance Supervisor	3.0	3.0	3.0	3.0
Departmental Assistant	2.0	2.0	2.0	3.0
Maintenance Electrician	3.0	4.0	4.0	3.0
HVAC Specialist	3.0	3.0	3.0	3.0
Maintenance Plumber	4.0	4.0	4.0	3.0
Real Property Agent	2.0	2.0	2.0	4.6
Maintenance Carpenter	3.0	3.0	3.0	3.0
Administrative Secretary	1.0	1.0	1.0	1.0
Building Maintenance Worker	16.0	16.0	16.0	17.0
Sub-Division Total	41.0	42.0	42.0	45.6
<b>Fleet</b>				
Fleet Manager	1.0	1.0	1.0	1.0
Shop Supervisor	2.0	2.0	2.0	2.0
Equipment Mechanic	2.0	2.0	2.0	5.0
Departmental Assistant	1.0	1.0	1.0	1.0
Automotive Mechanic	8.0	8.0	8.0	8.0
Motor Pool Dispatcher	4.0	4.0	4.0	4.0
Sub-Division Total	18.0	18.0	18.0	21.0
<b>Architecture</b>				
PM Capital Improvement	1.0	1.0	1.0	1.0
Architect	1.0	1.0	1.0	1.0
Capital Project Coordinator	2.0	2.0	2.0	2.0
Accountant	1.0	--	--	--
Engineering Tech II	1.0	1.0	1.0	1.0
Sub-Division Total	6.0	5.0	5.0	5.0
Division Total	67.0	65.0	65.0	72.6

**GENERAL SERVICES**

**Technical**

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Use of Funds Summary</b>				
<i>Operating Expenditures</i>				
Customer Support	\$ 473,313	\$ 556,891	\$ 477,201	\$ --
Network and Operations	2,896,137	3,388,308	3,342,596	--
Technical Support	1,724,597	1,836,824	1,733,282	--
Communications	3,231,879	3,619,798	3,878,883	--
Print Shop	1,094,408	1,151,209	1,117,467	--
Government Access TV	352,619	455,219	449,232	--
Operating Sub-Total	9,772,953	11,008,249	10,998,661	--
Less: Intra-County Revenues	(10,084,080)	(10,772,475)	(10,928,082)	--
Operating Total	(311,127)	235,774	70,579	--
<i>Non-Operating Expenditures</i>				
Capital Assets	514,445	322,375	1,048,437	--
Expenditure Total	203,318	558,149	1,119,016	--
<i>Other Financing Uses</i>				
Operating Transfers	30,000	50,000	716,472	--
Designated for Future Uses	397,698	--	606,560	--
Division Total	\$ 631,016	\$ 608,149	\$ 2,442,048	\$ --

**Character of Expenditures**

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<i>Operating Expenditures</i>				
Regular Salaries	3,297,690	3,476,142	3,224,457	--
Overtime	65,289	91,410	113,401	--
Extra Help	114,349	113,453	137,736	--
Benefits	1,071,060	1,267,563	1,128,876	--
Salaries & Benefits Sub-Total	4,548,388	4,948,568	4,604,470	--
Services & Supplies	3,974,124	4,710,086	5,083,720	--
Depreciation Expense	1,181,239	1,280,546	1,241,416	--
Principal & Interest	69,202	69,049	69,055	--
Operating Sub-Total	9,772,953	11,008,249	10,998,661	--
Less: Intra-County Revenues	(10,084,080)	(10,772,475)	(10,928,082)	--
Operating Total	(311,127)	235,774	70,579	--
<i>Non-Operating Expenditures</i>				
Capital Assets	514,445	322,375	1,048,437	--
Expenditure Total	\$ 203,318	\$ 558,149	\$ 1,119,016	\$ --

**Source of Funds Summary**

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<i>Departmental Revenues</i>				
Interest	\$ 468,103	\$ 404,100	\$ 487,422	\$ --
Communication Services	3,183,488	3,322,805	3,489,533	--
ITS	5,041,249	5,586,337	5,692,549	--
Reprographics	1,028,567	1,046,000	1,015,000	--
Other Charges for Services	124,452	86,500	631,000	--
Miscellaneous Revenue	194,486	123,588	130,809	--
Revenue Sub-Total	10,040,345	10,569,330	11,446,313	--
Less: Intra-County Revenues	(10,084,080)	(10,772,475)	(10,928,082)	--
Revenue Total	(43,735)	(203,145)	518,231	--
<i>General Fund Contribution</i>				
	335,215	447,219	408,553	--
<i>Other Financing Sources</i>				
Operating Transfers	70,000	50,000	64,358	--
Sale of Property	(16,018)	--	14,600	--
Proceeds of Long-term Debt	18,609	--	--	--
Use of Prior Fund Balances	266,945	314,075	1,436,306	--
Division Total	\$ 631,016	\$ 608,149	\$ 2,442,048	\$ --

	Actual FY 06-07		Adopted FY 07-08		Est. Actual FY 07-08		Recommended FY 08-09	
	Pos.	FTE	Pos.	FTE	Pos.	FTE	Pos.	FTE

**Position Summary**

<i>Permanent</i>								
Customer Support	3.0	2.9	3.0	3.1	3.0	3.3	--	--
Network and Operations	14.0	13.7	14.0	13.5	14.0	12.5	--	--
Technical Support	9.0	8.4	9.0	8.3	9.0	8.2	--	--
Communications	11.0	11.0	11.0	11.0	11.0	10.4	--	--
Print Shop	6.5	8.6	6.5	6.5	6.5	8.6	--	--
Government Access TV	3.0	2.7	3.0	2.9	3.0	3.2	--	--
Total Permanent	46.5	47.3	46.5	45.4	46.5	46.2	--	--
<i>Non-Permanent</i>								
Contract	--	0.3	--	--	--	--	--	--
Extra Help	--	0.0	--	0.5	--	0.0	--	--
Total Positions	46.5	47.7	46.5	45.9	46.5	46.2	--	--

**SERVICE DESCRIPTION**

The Technical Services division has been restructured for 2008-09. Most of this division is transferred to the new Information Technology department. Government Access TV is transferred to General County Programs. The Print Shop has stayed within General Services, but has moved to the Financial Services division.

**Significant Changes (FY 2007-08 Adopted to FY 2007-08 Estimated Actual)****Operating Expenditures**

Technical – Estimated Actual operating expenditures decreased by \$10,000 to \$10,998,000 from the FY 2007-08 Adopted Budget of \$11,008,000. This .09% is due to miscellaneous decreases.

**Operating Revenue**

The FY 2007-08 Estimated Actual operating revenues increased by \$877,000, to \$11,446,000, from the FY 2007-08 Adopted Budget of \$10,569,000. This 8.3% increase is due to:

- +\$400,000 – Increases due to Countywide telephone work orders now isolated as “Charges for Services” revenue; formally the reimbursements for work orders were accounted for as a reduction of expenditures;
- +\$166,000 – Increases for communications services revenue;
- +\$130,000 – Increases due to Countywide telephone toll charges now isolated as “Charges for Services” revenue; formally the reimbursements for toll charges were accounted for as a reduction of expenditures;
- +\$181,000 – Miscellaneous increases.

**Significant Changes (FY 2007-08 Estimated Actual to FY 2008-09 Recommended)****Operating Expenditures**

Technical - Recommended Budget's operating expenditures will decrease by \$10,999,000 to \$0 from the Fiscal Year 2007-08 Estimated Budget of \$10,999,000. This 100% decrease is due to the restructuring of the Technical Services Division:

- -\$9,433,000 – Restructuring of Customer Support, Network and Operations, Technical Support and Communications subdivisions; included in Information Technology department;
- -\$1,117,000 – Restructuring of Print Shop subdivision; included in the Financial Services division of General Services;
- -\$449,000 – Restructuring of GATV; included in General County Programs.

**Operating Revenue**

The FY 2008-09 Recommended operating revenues will decrease by \$11,446,000 to \$0 from the FY 2007-08 Estimated Actuals of \$11,446,000. This 100% decrease is due to the restructuring of Technical Services division:

- -\$10,308,000 – Restructuring of Customer Support, Network and Operations, Technical Support and Communications subdivisions; included in Information Technology Department;
- -\$1,120,000 – Restructuring of Print Shop subdivision, included in the Financial Services Division of General Services;

**GENERAL SERVICES****Technical (cont'd)**

- -\$18,000 – Restructuring of GATV, included in General County Programs.

	Actual FY 06-07 Pos.	Adopted FY 07-08 Pos.	Est. Actual FY 07-08 Pos.	Recommended FY 08-09 Pos.
<b>Position Detail</b>				
<b>Customer Support</b>				
Customer Support Manager	1.0	1.0	1.0	--
Office Automation Specialist	1.0	1.0	1.0	--
Network Technician	1.0	1.0	1.0	--
Sub-Division Total	3.0	3.0	3.0	--
<b>Network and Operations</b>				
Computer Operations Manager	1.0	1.0	1.0	--
Technical Support Manager	1.0	1.0	1.0	--
Office Automation Specialist	3.0	3.0	3.0	--
Network Technician	8.0	8.0	8.0	--
Administrative Secretary	1.0	1.0	1.0	--
Sub-Division Total	14.0	14.0	14.0	--
<b>Technical Support</b>				
Technical Support Manager	1.0	1.0	1.0	--
Office Automation Specialist	6.0	6.0	6.0	--
Office Automation Coordinator	2.0	2.0	2.0	--
Sub-Division Total	9.0	9.0	9.0	--
<b>Communications</b>				
Communications Manager	1.0	1.0	1.0	--
Communications Systems Supervisor	1.0	1.0	1.0	--
Telecommunications Chief	1.0	1.0	1.0	--
Communications Equipment Technician	6.0	6.0	6.0	--
Electronics Systems Technician	1.0	1.0	1.0	--
Departmental Assistant	1.0	1.0	1.0	--
Sub-Division Total	11.0	11.0	11.0	--
<b>Print Shop</b>				
Reprographics Supervisor	1.0	1.0	1.0	--
Offset Equipment Operator	3.5	3.5	3.5	--
Publication Assistant	2.0	2.0	2.0	--
Sub-Division Total	6.5	6.5	6.5	--
<b>Government Access TV</b>				
GATV/Public Information Manager	1.0	1.0	1.0	--
Cable TV Staff Assistant	2.0	2.0	2.0	--
Sub-Division Total	3.0	3.0	3.0	--
Division Total	46.5	46.5	46.5	--

**GENERAL SERVICES**  
**Capital Improvements**

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Use of Funds Summary</b>				
<i>Operating Expenditures</i>				
Special Aviation	\$ --	\$ 36,000	\$ 16,667	\$ 16,000
Facilities Capital Projects	(120)	200,000	1,314,784	90,000
Operating Sub-Total	(120)	236,000	1,331,451	106,000
Less: Intra-County Revenues	--	(223,000)	(1,393,451)	(96,080)
Operating Total	(120)	13,000	(62,000)	9,920
<i>Non-Operating Expenditures</i>				
Capital Assets	10,568,898	11,481,625	11,549,428	7,298,255
Expenditure Total	10,568,778	11,494,625	11,487,428	7,308,175
<i>Other Financing Uses</i>				
Operating Transfers	1,776,777	--	220,060	427,000
Designated for Future Uses	4,681,619	8,993,324	6,605,408	231,080
Division Total	<u>\$ 17,027,174</u>	<u>\$ 20,487,949</u>	<u>\$ 18,312,896</u>	<u>\$ 7,966,255</u>

**Character of Expenditures**

<i>Operating Expenditures</i>				
Services & Supplies	(120)	236,000	1,331,451	106,000
Operating Sub-Total	(120)	236,000	1,331,451	106,000
Less: Intra-County Revenues	--	(223,000)	(1,393,451)	(96,080)
Operating Total	(120)	13,000	(62,000)	9,920
<i>Non-Operating Expenditures</i>				
Capital Assets	10,568,898	11,481,625	11,549,428	7,298,255
Expenditure Total	<u>\$ 10,568,778</u>	<u>\$ 11,494,625</u>	<u>\$ 11,487,428</u>	<u>\$ 7,308,175</u>

**CAPITAL ASSETS RECONCILED TO CAPITAL IMPROVEMENT PLAN (CIP)**

<b>General Services' funded capital improvements per CIP</b>	<b>\$ 6,876,662</b>
Information Technology department improvements reported under General Services in CIP	(263,000)
Non-Profit improvements such as Legacy Foundation reported under General Services in CIP	(590,000)
Deferred Maintenance in CIP, but included in Support Services division's services & supplies	(1,000,000)
Capital improvements funding in General Services but reported under another department in CIP	958,076
Underground Storage Tank (UST) cleanup improvements, not in CIP	521,000
Capital Improvements division - several small projects not reported in CIP	795,517
<b>Total Capital Assets - Capital Improvements division</b>	<b>\$ 7,298,255</b>
Support Services division - primarily vehicles, not in CIP	1,740,000
Financial Services division - equipment, not in CIP	72,000
<b>Total Capital Assets - General Services department</b>	<b>\$ 9,110,255</b>

**Source of Funds Summary**

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<i>Departmental Revenues</i>				
Interest	\$ 542,903	\$ 463,000	\$ 470,000	\$ 368,000
Other Charges for Services	1,023,865	412,000	1,397,451	281,080
Miscellaneous Revenue	675,913	1,246,000	1,091,893	1,458,145
Revenue Sub-Total	2,242,681	2,121,000	2,959,344	2,107,225
Less: Intra-County Revenues	--	(223,000)	(1,393,451)	(96,080)
Revenue Total	2,242,681	1,898,000	1,565,893	2,011,145
<i>General Fund Contribution</i>				
	(120)	--	--	--
<i>Other Financing Sources</i>				
Operating Transfers	7,186,540	9,572,084	7,630,786	4,258,590
Sale of Property	1,152,500	--	--	--
Proceeds of Long-term Debt	2,372,287	--	--	--
Use of Prior Fund Balances	4,073,286	9,017,865	9,116,217	1,696,520
Division Total	<u>\$ 17,027,174</u>	<u>\$ 20,487,949</u>	<u>\$ 18,312,896</u>	<u>\$ 7,966,255</u>



One of the four new residences for staff at the Los Prietos Boys Camp completed in February 2008.

## SERVICE DESCRIPTION

The Capital Improvements division, managed by the Support Services division, is used to account for the Santa Ynez Airport construction projects, the underground fuel tank remediation projects, and County capital projects managed by General Services.

### Significant Changes (FY 2007-08 Adopted to FY 2007-08 Estimated Actual)

#### Operating Expenditures

Capital Improvements – Estimated Actual operating expenditures increased by \$1,095,000 to \$1,331,000 from the FY 2007-08 Adopted of \$236,000. This increase is due to:

- +\$540,000 – Increases to Santa Barbara Courthouse Ceiling Renovation Project (\$140k), and matches for two FEMA seismic grants at the Cook and Miller Court and the Santa Barbara Courthouse (\$400k);
- +\$400,000 – Increases to Courthouse Annex-Public Defender remodel;
- +\$159,000 – Increases to Santa Maria Cook Seismic project;
- -\$4,000 – Miscellaneous decreases.

#### Operating Revenue

The FY 07-08 Estimated Actual operating revenues increased by \$838,000, from the FY 2007-08 Adopted Budget of \$2,121,000. This 39.5% increase is due to:

- +\$400,000 – Increased transfers for the Santa Maria Betteravia Expansion project;
- +\$374,000 – Increased transfers for the Santa Barbara Courthouse Seismic project;
- +\$64,000 – Miscellaneous increases.

#### Capital Expenditures

Estimated Actual capital expenditures increased \$68,000 to \$11,549,000 from the FY 2007-08 Adopted budget. This less than 1% increase is due to:

- +\$68,000 – Miscellaneous increases due to the various stages of completion on the construction projects in progress.

### Significant Changes (FY 2007-08 Estimated Actual to FY 2008-09 Recommended)

#### Operating Expenditures

Capital Improvements - Recommended Budget's operating expenditures will decrease by \$1,225,000 to \$106,000 from the FY 2007-08 Estimated Budget of \$1,331,000. This 92.0% decrease is due to:

- -\$540,000 – Decreases to Santa Barbara Courthouse Ceiling Renovation Project (\$140k), and matches for two FEMA seismic grants at the Cook and Miller Court and the Santa Barbara Courthouse (\$400k);

## GENERAL SERVICES

### Capital Improvements (cont'd)

- -\$400,000 – Decreases to Courthouse Annex-Public Defender remodel;
- -\$159,000 – Decreases to Santa Maria Cook Seismic project;
- -\$126,000 – Miscellaneous decreases.

#### Operating Revenue

The FY 2008-09 Recommended operating revenues will decrease by \$852,000, to \$2,107,000, from the FY 2007-08 Estimated Actuals of \$2,959,000. This 28.8% decrease is due to:

- -\$400,000 – Decreases to Santa Maria Betteravia expansion project;
- -\$374,000 – Decreases to Santa Barbara Courthouse Seismic project;
- -\$185,000 – Decreases to Santa Maria Cook Seismic project;
- +\$107,000 – Miscellaneous increases.

#### Capital Expenditures

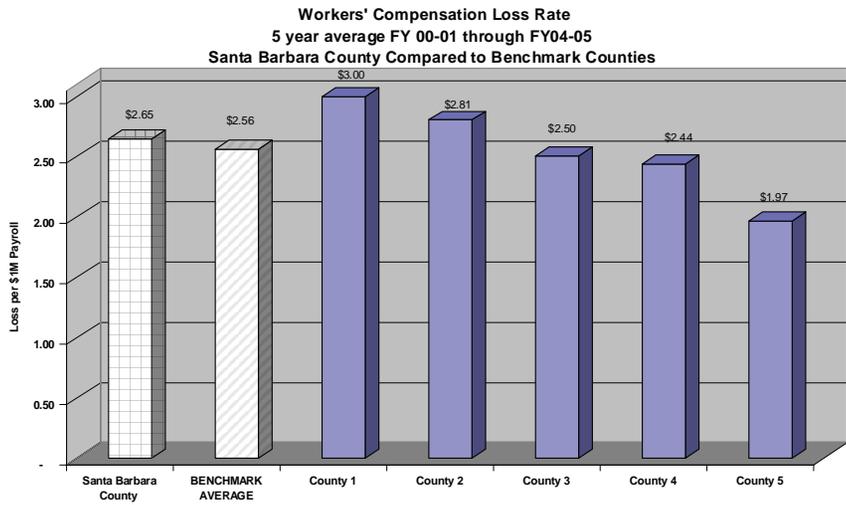
Recommended Budget for capital will decrease \$4,251,000 to \$7,298,000 over the FY 2007-08 Estimated Actual. This decrease is due to:

- -\$4,405,000 – Decreases for projects nearing completion including the Lompoc Fire & Sheriff station;
- +\$154,000 – Miscellaneous increases.

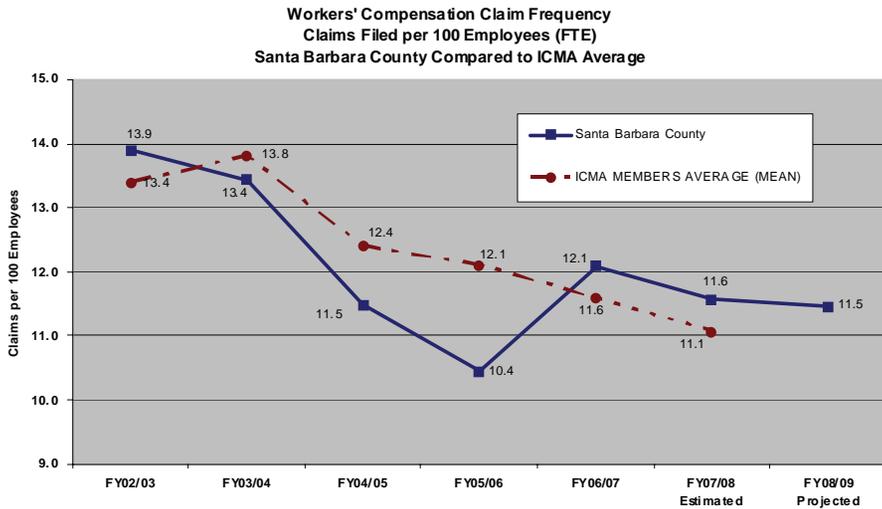


General Services managed the construction of the new joint Fire and Sheriff station in Lompoc.

**GENERAL SERVICES**  
**Financial Services, Additional Information**

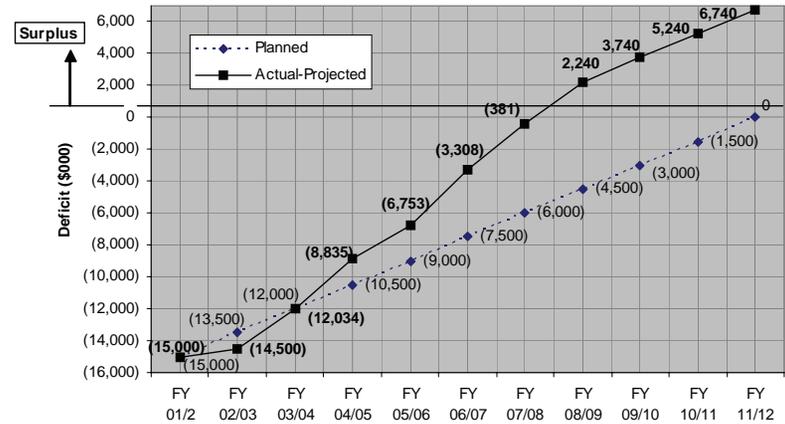


The County's workers' compensation 5 year average loss rate (cost per \$100 payroll) compares favorably to our 5 benchmark counties. Generally, the County has a slightly higher cost per claim but a lower than average number of claims per \$1 Million of payroll compared to each of the other California counties.



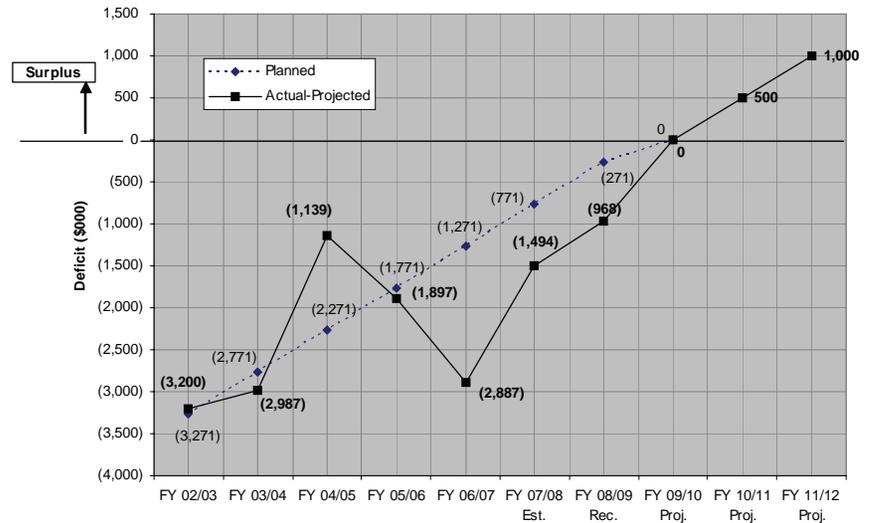
The County's workers' compensation claim frequency (per 100 FTE) increased from its low 10.4 in 05-06 to 12.1 in 06-07. However, the County's 3 year average claim frequency is less than reported by ICMA members nationwide. County workers' compensation claim frequency has decreased by 16.5% from 13.9 in 02/03 to a projected 11.6 in 07-08.

### 10 Year Workers' Compensation Deficit Reduction Plan



The Workers' Compensation Fund deficit has been steadily reduced since a 10 year plan to reduce the deficit was implemented. Current projections estimate that the deficit will be eliminated in FY08-09, approximately 4 years earlier than the plan established in 02/03.

### 7 Year General Liability Deficit Reduction Plan

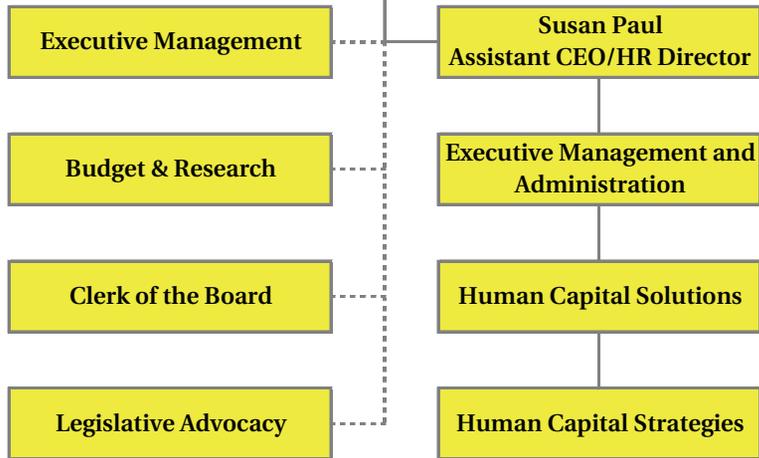


Adverse claim development resulted in a deficit increases in FY05-06 and FY06-07. However, rates were increased in FY07-08 and in the FY08-09 budget to bring the deficit reduction plan back on track. Current projections indicate that the deficit will be eliminated in FY09-10 as planned in FY02-03.

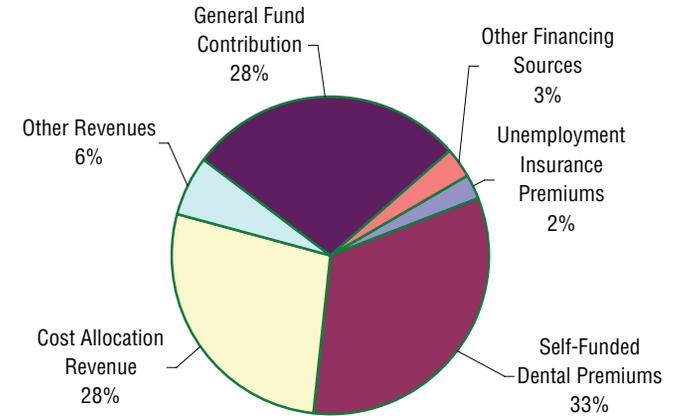
# CEO/HUMAN RESOURCES

Budget & Positions (FTEs)	
Operating \$	6,636,651
Capital	133,000
Positions	29.9 FTEs

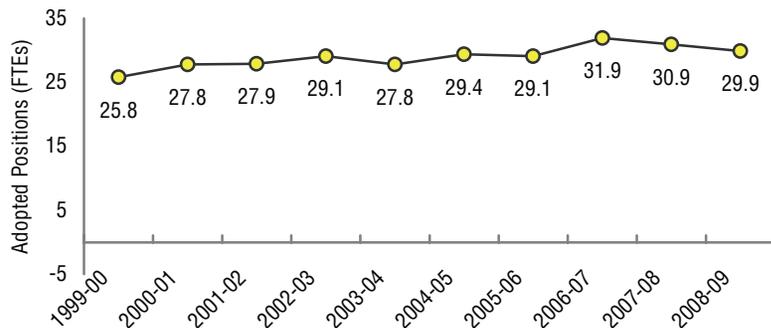
**Michael F. Brown**  
County Executive Officer



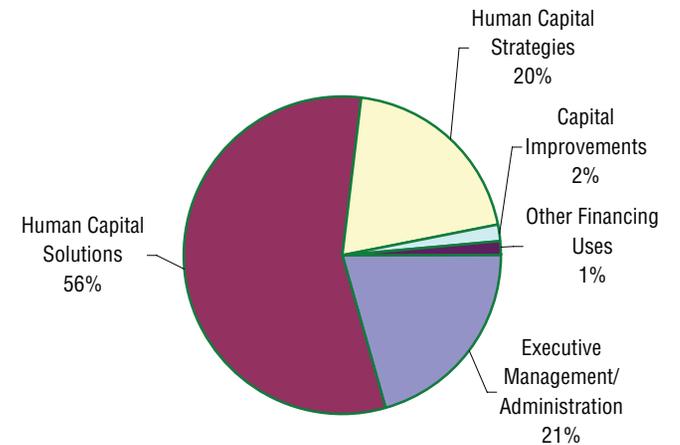
## SOURCE OF FUNDS



## STAFFING TREND



## USE OF FUNDS



**CEO/HUMAN RESOURCES**

**Department Summary**

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Use of Funds Summary</b>				
<i>Operating Expenditures</i>				
Executive Management/Administration	\$ 1,454,972	\$ 1,486,223	\$ 1,492,400	\$ 1,624,526
Human Capital Solutions	4,008,092	4,158,346	4,099,220	4,428,911
Human Capital Strategies	1,524,783	1,690,475	1,562,356	1,586,002
Operating Sub-Total	6,987,847	7,335,044	7,153,976	7,639,439
Less: Intra-County Revenues	(3,001,478)	(1,026,797)	(1,042,395)	(1,002,788)
Operating Total	3,986,369	6,308,247	6,111,581	6,636,651
<i>Non-Operating Expenditures</i>				
Capital Assets	--	98,000	670,000	133,000
Expenditure Total	3,986,369	6,406,247	6,781,581	6,769,651
<i>Other Financing Uses</i>				
Operating Transfers	10,359	10,306	10,306	10,306
Designated for Future Uses	467,898	230,880	273,191	94,027
Department Total	\$ 4,464,626	\$ 6,647,433	\$ 7,065,078	\$ 6,873,984

**Character of Expenditures**

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<i>Operating Expenditures</i>				
Regular Salaries	\$ 2,246,912	\$ 2,491,957	\$ 2,486,252	\$ 2,606,841
Overtime	15,709	6,500	24,600	12,200
Extra Help	14,253	77,400	12,600	14,000
Benefits	750,798	899,957	818,431	1,019,740
Salaries & Benefits Sub-Total	3,027,672	3,475,814	3,341,883	3,652,781
Services & Supplies	1,109,550	1,159,230	1,137,093	1,111,658
Insurance Claims	2,850,625	2,700,000	2,675,000	2,875,000
Operating Sub-Total	6,987,847	7,335,044	7,153,976	7,639,439
Less: Intra-County Revenues	(3,001,478)	(1,026,797)	(1,042,395)	(1,002,788)
Operating Total	3,986,369	6,308,247	6,111,581	6,636,651
<i>Non-Operating Expenditures</i>				
Capital Assets	--	98,000	670,000	133,000
Expenditure Total	\$ 3,986,369	\$ 6,406,247	\$ 6,781,581	\$ 6,769,651

Note: Presentation of the individual program amounts for fiscal years 2006-07 and 2007-08 have been adjusted to provide a consistent level of detail with the fiscal year 2008-09 budget, however, the totals for 2006-07 and 2007-08 have not been changed.

**Source of Funds Summary**

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<i>Departmental Revenues</i>				
Interest	\$ 152,624	\$ 140,000	\$ 162,000	\$ 145,000
Federal & State Revenues	16,758	25,000	15,000	15,000
Unemployment Premium Contributions	248,016	142,658	186,256	192,000
Dental Insurance Premiums	2,625,028	2,611,000	2,630,000	2,555,000
Cost Allocation Revenue	1,814,304	1,778,621	1,778,621	2,168,404
Other Charges for Services	185,230	169,316	139,316	148,905
Cell-Site Revenue	168,094	178,000	178,000	178,000
Miscellaneous Revenue	30,372	10,000	25,578	8,500
Revenue Sub-Total	5,240,426	5,054,595	5,114,771	5,410,809
Less: Intra-County Revenues	(3,001,478)	(1,026,797)	(1,042,395)	(1,002,788)
Revenue Total	2,238,948	4,027,798	4,072,376	4,408,021
General Fund Contribution	2,124,164	2,315,484	2,303,808	2,225,287
<i>Other Financing Sources</i>				
Operating Transfers	--	--	6,745	--
Use of Prior Fund Balances	101,514	304,151	682,149	240,676
Department Total	\$ 4,464,626	\$ 6,647,433	\$ 7,065,078	\$ 6,873,984

	Actual FY 06-07		Adopted FY 07-08		Est. Actual FY 07-08		Recommended FY 08-09	
	Pos.	FTE	Pos.	FTE	Pos.	FTE	Pos.	FTE
<b>Position Summary</b>								
<i>Permanent</i>								
Executive Management/Administration	8.0	7.5	8.0	7.8	8.0	6.1	8.0	7.8
Human Capital Solutions	12.8	9.1	12.8	11.5	12.8	10.7	12.8	11.5
Human Capital Strategies	15.0	12.1	13.0	11.7	13.0	11.9	13.0	10.7
Total Positions	35.8	28.6	33.8	30.9	33.8	28.8	33.8	29.9

Note: FTE and position totals may not sum correctly due to rounding.

## MISSION STATEMENT

The mission of the CEO/Human Resources Department is to provide quality human resources systems, programs, and services to the Board of Supervisors, departments, employees, and applicants in support of the County's mission of providing excellent and cost effective services.

### Budget Organization

CEO/Human Resources (CEO/HR) has three divisions: Executive Management and Administration, Human Capital Solutions, and Human Capital Strategies. The Department meets its objectives with a staff of 29.9 FTEs.

CEO/HR's primary function is serving as a strategic partner working with the Board of Supervisors, the County Executive Officer, County departments, and employees to increase organizational capacity and effectiveness. CEO/HR works to align the County's workforce and business systems with the organization's business needs.

### Fiscal Year 2008-2009 constraints require the Department to implement certain service level reductions.

To accommodate a reduction in the CEO/Human Resources (CEO/HR) General Fund target, the Department has eliminated a recruiter position for Fiscal Year 2008-2009. The elimination of this position will reduce service levels to County departments, impacting workforce and recruitment planning and increasing recruitment timeframes. Other impacts include the elimination of the County's Annual Leadership Congress, the elimination of Service Award pins for employees, and a reduction in funds to outsource specialized or difficult-to-fill County positions..

### Significant Changes (FY 2007-08 Adopted to FY 2007-08 Estimated Actual)

Estimated Actual operating expenditures decreased by \$181,000 to \$7,154,000 from the Adopted Budget of \$7,335,000. This 2.5% decrease is the result of:

- -\$134,000 – Greater than anticipated salary savings as a result of a vacant position, unpaid leaves, and less than anticipated use of extra-help (\$152,000). This decrease was partially offset by an increase in overtime expenditures (\$18,000).
- -\$25,000 – Less than anticipated unemployment insurance claims
- -\$22,000 – Overall reduction in Services and Supplies (\$99,000) as a result of decreases in spending on new computer hardware, outside investigations, and special projects. This decrease was partially offset by increases in spending on outside consulting and legal services (\$43,000), increased purchases of IT services (\$24,000), and increased recruitment advertising expenses (\$10,000).

## CEO/HUMAN RESOURCES

### Department Summary (cont'd)

Estimated Actual Capital Expenditures increased by \$572,000 to \$670,000 from the Adopted Budget of \$98,000. This 484% increase is the result of:

- +\$572,000 – The Phase I purchase and implementation costs associated with the new Human Resources Information System (HRIS).

Estimated Actual operating revenues increased by \$60,000 to \$5,115,000 from the Adopted Budget of \$5,055,000. This net 1% increase is the result of the increases and decreases detailed below:

- +\$90,000 – Premium Contribution from Superior Courts employees for continued participation in the County's Self-Funded Dental Plan.
- +\$44,000 – Greater than anticipated unemployment insurance premiums.
- +\$22,000 – Greater than anticipated interest earnings.
- -\$56,000 – Less than anticipated premium collections for the County Self-Funded Dental plan due to an anticipated increase not occurring.
- -\$30,000 – Decreased tuition revenue at the Employees' University (EU) due to the cancellation of the first semester classes as a result of the Zaca Fire EOC activation and the cancellation of the annual County Leadership Congress.
- -\$10,000 – Decreased reimbursements from City College for EU class attendance.

### Significant Changes (FY 2007-08 Estimated Actual to FY 2008-09 Recommended)

The Recommended Budget's operating expenditures will increase by \$485,000 to \$7,639,000 from the prior year's Estimated Actual of \$7,154,000. This 6.8% increase is the result of:

- +\$201,000 – Increase in employee benefits primarily as a result of increased retirement costs (\$175,000), health insurance contributions (\$41,000), payroll tax costs (\$12,000), and miscellaneous increases (\$2,000). These increases are offset by a decrease in Workers' Compensation Costs (\$29,000).
- +\$200,000 – An anticipated increase in unemployment insurance claims (\$100,000) and an anticipated increase in Self-funded dental insurance claims (\$100,000).
- +\$121,000 – Increases in salaries as a result of COLA's, and staff returning from unpaid leave (\$209,000). This is partially offset by the reduction of 1 FTE in the recruitment group (\$88,000).
- -\$37,000 – Miscellaneous Reductions.

The Recommended Budget's capital expenditures will decrease by \$537,000 to \$133,000 from the prior year's Estimated Actual of \$670,000. This 80% decrease is the result of:

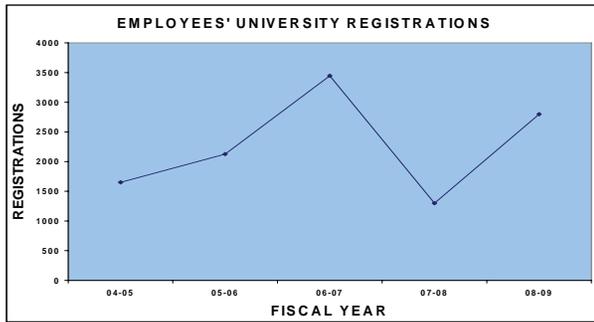
- -\$537,000 – Completion of Phase I of the HRIS project and lower costs associated with Phase II of the HRIS.

**CEO/HUMAN RESOURCES**  
**Department Summary (cont'd)**

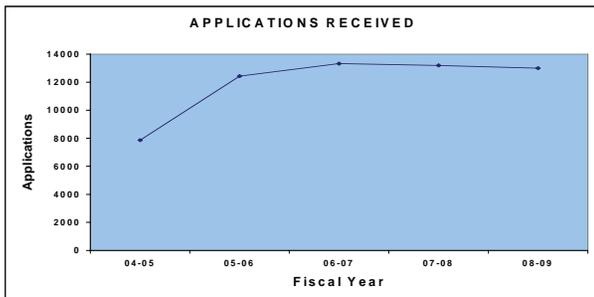
The Recommended Budget's operating revenues will increase by \$296,000 to \$5,411,000 from the prior year's Estimated Actual of \$5,115,000. This 5.8% increase is the result of:

- +\$390,000 – Increased revenue from cost allocation based on the County's cost plan.
- +\$10,000 – Increased Employees' University tuition in anticipation that the class cancellations in FY 07-08 were a one-time event.
- -\$75,000 – Decrease in dental insurance premiums based on an actuarial assessment of the County's claims history and fund balance.
- -\$17,000 – Anticipated reduction in interest income due to lower interest rates.
- -\$12,000 – Other miscellaneous revenue decreases.

**ACTIVITY INDICATORS**



EU Registrations fell in FY 07-08 primarily due to class cancellations during the Zaca Fire. FY 08-09 registrations are anticipated to rise as a result of the new skill-based clerical structure, HR restructure, and leadership competency-related training and development.



CEO/HR is continuing to modernize recruitment planning and practices in order to aggressively market and attract highly qualified and diverse candidates to fill County vacancies.

**Departmental Priorities and Their Alignment with County Goals**

The Santa Barbara County Board of Supervisors has clearly-articulated its goal to create a customer-focused culture throughout County government through the promotion and implementation of three fundamental values: Accountability, Customer-Focus, and Efficiency (ACE). CEO/HR partners with departments, labor organizations, and the workforce to implement innovative solutions and improved business systems designed to align employees with ACE values and create an overarching organizational focus on delivering excellent customer service.



CEO/HR's strategic actions align primarily with the County's Strategic Goal 1: An efficient, professionally managed government able to anticipate and effectively respond to the needs of the community, and Strategic Goal 5: A County Government that is accessible, open, and citizen-friendly. In addition, CEO/HR focuses its activities on addressing the critical issue of providing enhanced service delivery through a well-educated and trained workforce.

Over the last three years, CEO/HR has been progressively working to create a more strategic, customer-service oriented human resources function. These efforts emanate from four key focal areas:

- **Strategy Development and Execution** – turning strategy into action through organizational design and effective workforce initiatives with a focus on results.
- **Business Expertise** – strategically allocating resources to support the business needs of departments in an efficient and cost effective manner to ensure quality service delivery.
- **Employee Engagement and Development** – aligning the workforce with business objectives to ensure an engaged and committed workforce that fully contributes to the organization.
- **Change Management** – building the organization's capacity to embrace and promote continuous improvement.

**Focus Area: Strategy Development and Execution**

Current Year (FY 07-08) Accomplishments:

- The first-full year of experience with the *Leadership Project*, which was designed to align the organization's leadership with achieving County business objectives and improved customer service, produced:
  - Full implementation of the *Project* with the allocation of all managers into new, broad, flexible classifications;
  - Alignment of managers and executives with service delivery results and department business objectives;
  - Accomplishment of customer-service-oriented goals and significant department and County projects designed to improve services;

- Highly-effective pay-for-performance decisions;
- High satisfaction ratings from executives and managers in a number of critical areas; and
- 2007 Strategic HR Award from the Society for Human Resources Management (SHRM), the world's largest human resources professional association.



“For “*The Leadership Project, Creating a Customer Focused Organization.*” The County of Santa Barbara, with 4,370 employees examined its human resources systems and discovered it was lacking the modern structure and flexibility needed to support strategic change. The Leadership Project is an innovative classification, compensation, and pay-for-performance system for the County’s leadership that is designed as a strategic mechanism embedded with the organization’s values. These values, known as “ACE”, Accountability, Customer-focus, and Efficiency, are essential in executing the Board of Supervisors’ vision to create a strong customer service orientation throughout the organization.”

- Successfully led a labor-management collaborative effort to redesign the County’s human resources structure to better support department operations, improve human resources service delivery, and strengthen accountability, consistency, and efficiency. The innovative structure includes a shared service model and a dotted-line reporting relationship that promotes a stronger and more collaborative relationship between departments and CEO/HR.
- Implemented copay and deductible increases in an ongoing effort to control health benefit costs for both the County and its workforce. In addition, through the issuance of a Request for Proposal (RFP) received highly-competitive financial bids from a number of carriers which will result in recommendations to the Board to select a more cost-effective insurance carrier in FY 2008-2009.

**Proposed Strategic Actions:**

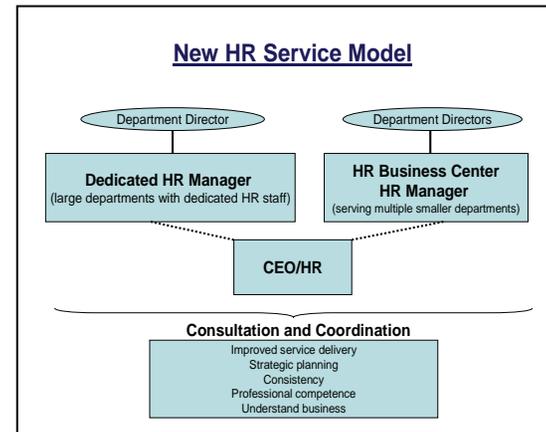
- Develop and implement modern, flexible, and responsive human resources business systems to support the Board’s vision of a customer-focused organization.
- Create and implement innovative and integrated strategies to proactively and successfully address the County’s human capital challenges including a strong focus on developing strategies for enhancing the ability of the County to attract a diverse candidate pool.
- Connect employee performance and compensation to ACE values, quality customer service, and business results.

**Proposed Key Projects:**

- Implement an onsite health clinic program to help the County and its workforce decrease future health benefit costs, reduce absenteeism, and increase employee productivity.

**CEO/HUMAN RESOURCES  
Department Summary (cont'd)**

- Develop additional flexible classification, compensation, and performance management systems aligned with County values and goals.
- Work with labor and management to effectively implement the *Clerical Classification and Compensation Project* and monitor and evaluate results.
- Work with the *Leadership Project Working Group* to make any needed improvements to the executive and management performance management system.
- Implement innovative approaches for attracting and retaining a diverse and highly-qualified candidate pool to County service including: coordination with the County Equal Employment Opportunity office, enhancing job access for diverse candidates, and building and using relationships with diversity-based community groups.
- Design effective, cost-efficient strategies for enhancing the County’s ability to attract and retain the talent necessary to achieve business objectives and provide services.
- Implement the new Countywide HR structure to provide improved consistency, accountability, and responsiveness throughout the organization.



**Focus Area: Business Expertise**

**Current Year (FY 07-08) Accomplishments:**

- Realigned CEO/HR staff to provide greater expertise and support to customer departments and labor organizations.
- Successfully negotiated long-term successor MOUs and/or contract extensions with five labor organizations.
- Worked collaboratively with departments and the Civil Service Commission to make important Civil Service Rule changes needed to provide improved operational flexibility and reflect modern business practices.

## CEO/HUMAN RESOURCES

### Department Summary (cont'd)

- Selected a Human Resources Information System (HRIS) and began Phase I implementation. The HRIS will automate or eliminate current manual processes and make critical information more readily available to decision-makers.
- Updated the County's e-recruitment management system and continued to modernize recruiting practices, including using more proactive, aggressive, and customer-oriented approaches to identify candidates and assist departments in filling vacancies.
- Successfully facilitated a labor-management working group in the Department of Social Services to create and implement a trial Succession Planning initiative.

#### Proposed Strategic Actions:

- Identify and use benchmarks and best practices to improve the overall focus and delivery of human resources services to the County.
- Ensure that County HR professionals are well-equipped to provide the necessary level of expert advice to County management and labor organizations.
- Use technology wherever possible to streamline and create efficiencies in accomplishing day-to-day business.

#### Proposed Key Projects:

- Implement Phase II of the HRIS project which includes employee and manager self-service functionality, a training module to maximize employee development efforts, and forecasting and costing, employee relations, and EEO tracking modules.
- Develop Workforce Planning, Succession Planning, and Knowledge Transfer initiatives as proactive mechanisms for transition through the retirement of long-term employees and continuation of quality service delivery.
- Develop and implement an HR Professional Training Program (tied to the new County HR Structure) to provide County HR staff with the expertise to effectively manage complex issues and support County departments.
- Balance the use of internal and external resources to maximize the efficiency of HR operations.
- Develop and implement a strategic staffing initiative to support the business needs of County departments. This project will deliver coordinated, flexible, and modern staffing practices and strengthen the organization's ability to attract talent.

#### **Focus Area: Employee Engagement and Development**

#### Current Year (FY 07-08) Accomplishments:

- Working collaboratively with labor, made significant improvements to the classification,

compensation, and performance management systems for the County's clerical employees, attorneys, physicians, and psychiatrists:

- *Clerical Class and Compensation Project* – scheduled for full implementation in May 2008 is the County's *first* skill-based compensation structure designed to support the provision of excellent customer service Countywide. The *Project* affects approximately 900 employees and reduces the number of clerical classifications from 53 to 12 broader job classifications designed to provide significantly greater operational flexibility throughout the organization. This new structure links employee compensation to performance and the attainment and demonstration of proficiency in critically needed skills and provides opportunities for career advancement that will also support the County's succession planning efforts.
- *Productivity Incentives for Physicians and Psychiatrists* – in collaboration with labor, designed and implemented a new productivity-based compensation structure that eliminates lockstep COLAs and provides non-base-building incentives that reward medical professionals who achieve important and significant department-defined productivity measures.
- *Competency-Based Pay-for-Performance for Attorneys* – implemented a collaboratively designed pay-for-performance plan for the County's attorneys that eliminates lockstep COLAs, establishes leadership competencies tailored to the legal profession, and recognizes exceptional performance.

#### Proposed Strategic Actions:

- Integrate ACE values and core leadership competencies into the County's training and development programs.
- Focus labor-management collaborative efforts into a true partnership for progress by engaging labor representatives with management in decision-making on projects of importance and mutual interest.
- Promote a culture in which employees and management share common organizational goals.

#### Proposed Key Projects:

- Redesign the Employees' University to ensure all training and development activities are rigorous and accountable and aligned with the County's ACE values, excellence in service delivery, best practices, and the critical leadership competencies tied to the County's *Leadership Project*.
- Publish periodic HR and Leadership Newsletters to communicate best practices, new developments, and innovative ideas that can be used to increase professional knowledge and expertise, improve customer service, and more effectively achieve business objectives.
- Complete and implement the *Public Works Classification and Compensation Project*, a labor-management collaborative effort to design classification, compensation, and perform-

**CEO/HUMAN RESOURCES**  
**Department Summary (cont'd)**

ance management systems that will provide greater operational flexibility for the Department and offer clear paths of advancement to Public Works employees.

- Increase CEO/HR’s outreach efforts through the use of surveys and focus groups to identify critical operational issues to be addressed, needed changes to current practices to improve departmental effectiveness in achieving business results, and opportunities to improve and increase effectiveness of newly-implemented CEO/HR initiatives.

**Focus Area: Change Management**

Current Year (FY 07-08) Accomplishments:

- In collaboration with management and labor, developed several new compensation structures that represent significant changes to the County’s traditional compensation plan. These changes serve to focus the efforts of the workforce in a common direction and build the capacity of the employees through skill development.
- Conducted surveys to gauge the success of the new Leadership Project performance planning and development process.
- Successfully worked with the Health Oversight Committee to change the County’s health insurance carrier in order to provide competitive employee benefits in a fiscally responsible manner.

Proposed Strategic Actions:

- Articulate a shared vision and leadership philosophy and weave through all countywide change efforts.
- Develop competency-based systems and related training to translate philosophy and vision into measurable improvements in workforce performance, especially in the area of customer service.
- Develop a flexible, responsive, and accountable Countywide Human Resources organization that will support various change initiatives related to the County workforce.

Proposed Key Projects:

- Increase the use of labor-management working groups to address a wide variety of workforce issues, including the redesign of employee training programs, workforce and succession planning, and efforts to streamline and redesign current classification and compensation systems.
- Through training, outreach efforts, and key CEO/HR initiatives, continue to integrate ACE values throughout the organization.

- Achieve outside recognition for significant projects and use recognition internally to highlight and emphasize their importance and value to the County, its workforce, and the community.
- Identify and implement creative strategies that recognize and reward continuous improvements to service delivery.

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Department-wide Effectiveness Measures</b>				
Achieve a response rate of 80% of approximately 50 survey respondents who agree or strongly agree with the statement "CEO/HR provides my department with flexible, streamlined, and creative solutions."	80%	80%	80%	80%
	49	40	48	40
	61	50	60	50
Achieve a response rate of 80% of approximately 50 survey respondents who agree or strongly agree with the statement "When I have a problem with CEO/HR's services they are responsive to my needs and satisfactorily correct the problem."	88%	80%	88%	80%
	54	40	53	40
	61	50	60	50
Achieve a response rate of 80% of approximately 50 survey respondents who agree or strongly agree with the statement "CEO/HR provides services that help my department meet its business objectives."	85%	80%	80%	80%
	52	40	48	40
	61	50	60	50
Achieve a response rate of 80% of approximately 50 survey respondents who agree or strongly agree with the statement "CEO/HR understands my department's business needs."	78%	80%	80%	80%
	48	40	48	40
	61	50	60	50
In order to measure the County's ability to retain a well educated and trained workforce that delivers high quality service, achieve a level of at least 65% of new hires remaining with the County for at least 3 years in accordance with the Human Capital Plan.	77%	72%	67%	65%
	254	217	279	335
	329	301	411	515

**CEO/HUMAN RESOURCES**  
**Executive Management/Administration**

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Use of Funds Summary</b>				
<i>Operating Expenditures</i>				
Administration	\$ 1,454,972	\$ 1,486,223	\$ 1,492,400	\$ 1,624,526
Operating Sub-Total	1,454,972	1,486,223	1,492,400	1,624,526
Less: Intra-County Revenues	(397,620)	(24,823)	(24,823)	(30,883)
Operating Total	1,057,352	1,461,400	1,467,577	1,593,643
<i>Non-Operating Expenditures</i>				
Capital Assets	--	98,000	670,000	133,000
Expenditure Total	1,057,352	1,559,400	2,137,577	1,726,643
<i>Other Financing Uses</i>				
Operating Transfers	10,359	10,306	10,306	10,306
Designated for Future Uses	325,000	--	--	--
Division Total	\$ 1,392,711	\$ 1,569,706	\$ 2,147,883	\$ 1,736,949

**Character of Expenditures**

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<i>Operating Expenditures</i>				
Regular Salaries	779,690	775,222	769,022	878,107
Overtime	(3,711)	--	1,900	2,000
Extra Help	8	62,400	2,000	3,000
Benefits	319,503	306,861	275,306	342,534
Salaries & Benefits Sub-Total	1,095,490	1,144,483	1,048,228	1,225,641
Services & Supplies	359,482	341,740	444,172	398,885
Operating Sub-Total	1,454,972	1,486,223	1,492,400	1,624,526
Less: Intra-County Revenues	(397,620)	(24,823)	(24,823)	(30,883)
Operating Total	1,057,352	1,461,400	1,467,577	1,593,643
<i>Non-Operating Expenditures</i>				
Capital Assets	--	98,000	670,000	133,000
Expenditure Total	\$ 1,057,352	\$ 1,559,400	\$ 2,137,577	\$ 1,726,643

**Source of Funds Summary**

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<i>Departmental Revenues</i>				
Cost Allocation Revenue	\$ 395,372	\$ 626,174	\$ 626,174	\$ 858,270
Other Charges for Services	2,248	--	--	--
Miscellaneous Revenue	(15)	--	--	--
Revenue Sub-Total	397,605	626,174	626,174	858,270
Less: Intra-County Revenues	(397,620)	(24,823)	(24,823)	(30,883)
Revenue Total	(15)	601,351	601,351	827,387
<i>General Fund Contribution</i>	1,392,726	870,355	988,645	909,562
<i>Other Financing Sources</i>				
Operating Transfers	--	--	5,128	--
Use of Prior Fund Balances	--	98,000	552,759	--
Division Total	\$ 1,392,711	\$ 1,569,706	\$ 2,147,883	\$ 1,736,949

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
	Pos.	FTE	Pos.	FTE

**Position Summary**

<i>Permanent</i>				
Administration	8.0	7.5	8.0	7.8
Total Positions	8.0	7.5	8.0	7.8

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
	Pos.	Pos.	Pos.	Pos.

**Position Detail**

<b>Administration</b>				
Assistant CEO/HR Director	1.0	1.0	1.0	1.0
Assistant Human Resources Director	3.0	3.0	3.0	3.0
Human Resources Analyst	1.0	1.0	1.0	1.0
Business Application Analyst	--	--	--	1.0
Administrative Analyst	1.0	--	--	--
Computer Systems Specialist	1.0	1.0	1.0	--
Departmental Assistant	--	1.0	1.0	1.0
Executive Secretary	1.0	1.0	1.0	1.0
Sub-Division Total	8.0	8.0	8.0	8.0
Division Total	8.0	8.0	8.0	8.0

**SERVICE DESCRIPTION**

The Executive Management and Administration Division focuses on providing executive oversight to ensure that departmental operations remain responsive to the needs of the Board of Supervisors, the County Executive Officer, County Departments, employees, employee organizations, and the public. Key responsibilities include goal alignment with Board and CEO priorities, business systems development, technology solutions, change management and workforce communication.

**Significant Changes** (FY 2007-08 Adopted to FY 2007-08 Estimated Actual)

There was no significant change between the FY 2007-08 Estimated Actual operating expenditures and the FY 2007-08 Adopted Budget.

Estimated Actual Capital Expenditures increased by \$572,000 to \$670,000 from the Adopted Budget of \$98,000. This 483% increase is the result of:

- +\$572,000 – The Phase I purchase and implementation costs associated with the new Human Resources Information System (HRIS). This project is an approved project and is included in the Capital Improvement Plan.

**Significant Changes** (FY 2007-08 Estimated Actual to FY 2008-09 Recommended)

The Recommended Budget’s operating expenditures will increase by \$132,000 to \$1,625,000 from the prior year’s Estimated Actual of \$1,492,000. This 8.9% increase is the result of:

- +\$177,000 – Increased salaries due to the return of staff from an unpaid leave and increases resulting from annual salary increases and retirement contribution costs.
- -\$45,000 – Reduced use of outside consultants and legal counsel. These reductions will impact the speed at which CEO/HR is able to move forward new workforce initiatives intended to address the County’s business objectives.

The Recommended Budget’s capital expenditures will decrease by \$537,000 to \$133,000 from the prior year’s Estimated Actual of \$670,000. This 80% decrease is a reflection of

- +\$537,000 – The lower costs associated with Phase II of the HRIS.

**CEO/HUMAN RESOURCES**

**Executive Management/Administration (cont'd)**

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Recurring Performance Measures</b>				
<b>Administration</b>				
To ensure an efficient and responsive government, the County will maintain the rate of General Liability claims filed at no more than 90 - 100% of the previous year's actual claims filed.	0%	0%	0%	0%
	--	--	--	--
	--	--	--	--
As an efficient and responsive government, the County will maintain the cost of workers' compensation incident claims to \$1.17 per \$100 payroll (salaries including overtime).	\$4.97 111,298 22,392	\$0.00 -- --	\$5.01 126,599 25,234	\$4.91 129,417 26,330
To improve workers' safety, the County will conduct its operations in order to maintain the rate of Workers' Compensation incident claims to 12 or less per 100 FTE employees Countywide.	10.00 3.00 0.30	0.00 -- --	6.45 2.00 0.31	0.00 -- 0.30
As an efficient and responsive government, the County will maintain the rate of Workers' Compensation claims filed between 90 - 100% of the previous year's actual claims filed.	0% 3 --	0% -- N/A	66% 2 3	0% -- 2
As an efficient and responsive government, the County will maintain a productive workforce through a countywide Lost Time Rate of 5.9% or less.	5.8% 3,503 60,664	5.0% 2,847 56,940	4.8% 2,722 56,940	5.0% 2,743 54,860
As an efficient and responsive government, the County will maintain a quality workforce through completing 95 -100% of departmental Employee Performance Reviews (EPRs) by the Anniversary Due Date.	34% 9 26	100% 30 30	96% 30 31	100% 30 30

**CEO/HUMAN RESOURCES**

**Human Capital Solutions**

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Use of Funds Summary</b>				
<i>Operating Expenditures</i>				
Employee Relations	\$ 322,453	\$ 440,703	\$ 506,400	\$ 516,794
Employee Benefits	298,442	316,177	315,012	333,395
Unemployment Self Insurance	430,193	408,809	384,578	487,676
Self-funded Dental	2,582,408	2,470,120	2,465,455	2,559,473
Class, Compensation & CSC	165,573	231,447	141,540	237,922
EEO/AA	209,023	291,090	286,235	293,651
Operating Sub-Total	4,008,092	4,158,346	4,099,220	4,428,911
Less: Intra-County Revenues	(1,424,339)	(922,658)	(938,256)	(893,000)
Expenditure Total	2,583,753	3,235,688	3,160,964	3,535,911
<i>Other Financing Uses</i>				
Designated for Future Uses	142,898	230,880	273,191	94,027
Division Total	\$ 2,726,651	\$ 3,466,568	\$ 3,434,155	\$ 3,629,938

**Character of Expenditures**

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<i>Operating Expenditures</i>				
Regular Salaries	693,763	876,965	878,511	942,245
Overtime	6,908	3,000	13,500	6,700
Extra Help	3,300	6,000	6,000	6,000
Benefits	198,774	301,634	275,041	366,257
Salaries & Benefits Sub-Total	902,745	1,187,599	1,173,052	1,321,202
Services & Supplies	254,722	270,747	251,168	232,709
Insurance Claims	2,850,625	2,700,000	2,675,000	2,875,000
Operating Sub-Total	4,008,092	4,158,346	4,099,220	4,428,911
Less: Intra-County Revenues	(1,424,339)	(922,658)	(938,256)	(893,000)
Expenditure Total	\$ 2,583,753	\$ 3,235,688	\$ 3,160,964	\$ 3,535,911

	Actual FY 06-07		Adopted FY 07-08		Est. Actual FY 07-08		Recommended FY 08-09	
	Pos.	FTE	Pos.	FTE	Pos.	FTE	Pos.	FTE
<b>Position Summary</b>								
<i>Permanent</i>								
Employee Relations	4.0	3.0	4.0	3.9	4.0	4.0	4.0	3.9
Employee Benefits	4.0	3.0	4.0	2.9	4.0	3.0	4.0	2.9
Unemployment Self Insurance	--	0.0	--	--	--	--	--	--
Class, Compensation & CSC	1.3	1.5	2.3	2.2	2.3	1.4	2.3	2.2
EEO/AA	3.5	1.6	2.5	2.4	2.5	2.4	2.5	2.4
Total Positions	12.8	9.1	12.8	11.5	12.8	10.7	12.8	11.5

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Source of Funds Summary</b>				
<i>Departmental Revenues</i>				
Interest	\$ 152,624	\$ 140,000	\$ 162,000	\$ 145,000
Unemployment Premium Contributions	248,016	142,658	186,256	192,000
Dental Insurance Premiums	2,625,028	2,611,000	2,630,000	2,555,000
Cost Allocation Revenue	389,092	352,387	352,387	525,239
Other Charges for Services	(314)	--	--	--
Miscellaneous Revenue	29,317	10,000	25,578	8,500
Revenue Sub-Total	3,443,763	3,256,045	3,356,221	3,425,739
Less: Intra-County Revenues	(1,424,339)	(922,658)	(938,256)	(893,000)
Revenue Total	2,019,424	2,333,387	2,417,965	2,532,739
<i>General Fund Contribution</i>	605,713	927,030	886,800	856,523
<i>Other Financing Sources</i>				
Use of Prior Fund Balances	101,514	206,151	129,390	240,676
Division Total	\$ 2,726,651	\$ 3,466,568	\$ 3,434,155	\$ 3,629,938

**Significant Changes (FY 2007-08 Adopted to FY 2007-08 Estimated Actual)**

There was no significant change between the FY 2007-08 Estimated Actual operating expenditures and the FY 2007-08 Adopted Budget.

**Significant Changes (FY 2007-08 Estimated Actual to FY 2008-09 Recommended)**

The Recommended Budget's operating expenditures will increase by \$328,000 to \$4,428,000 from the prior year's Estimated Actual of \$4,099,000. This 8% increase is the result of:

- +\$200,000 – Anticipated increase in unemployment insurance claims as a result of potential layoffs due to the County's fiscal situation (\$100,000) and increased Self-Funded Dental insurance claims (\$100,000) as a result of an actuarial assessment of the County's claims history.
- +\$88,000 – Increased salaries due to transferring 1 FTE from Human Capital Strategies to the Human Capital Solutions Division.
- +\$67,000 – Increased salaries due to annual increases and retirement contribution costs.
- -\$27,000 – Other miscellaneous decreases.

**SERVICE DESCRIPTION**

The Human Capital Solutions Division is focused on providing creative and flexible solutions to assist County Management in addressing key workforce issues in a variety of areas including Employee Relations, Benefits, Classification and Compensation, and Equal Employment.

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Recurring Performance Measures</b>				
<b>Employee Relations</b>				
Achieve a response rate of 81% of approximately 16 survey respondents who agree or strongly agree with the statement "CEO/HR staff are knowledgeable about Human Resources practices, labor law, and contemporary labor relations."	87%	81%	90%	81%
	7	13	9	13
	8	16	10	16
Achieve a response rate of 81% of approximately 16 survey respondents who agree or strongly agree with the statement, "CEO/HR provides a valuable service to the County's labor workforce."	87%	81%	80%	81%
	7	13	8	13
	8	16	10	16
Achieve a response rate of 81% of approximately 16 survey respondents who agree or strongly agree with the statement "CEO/HR is responsive and effective in resolving labor relations issues."	87%	81%	80%	81%
	7	13	8	13
	8	16	10	16
<b>Employee Benefits</b>				
Provide effective support to employees experiencing problems with their healthcare plans: achieve a response level of 92% or higher of 60 quarterly surveys that "agree" or "strongly agree" with the survey statement, "The CareCounsel Healthcare Assistance Plan is valuable benefit for my employer to offer."	100%	92%	95%	92%
	19	55	57	55
	19	60	60	60

**CEO/HUMAN RESOURCES**

**Human Capital Solutions (cont'd)**

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Recurring Performance Measures</b>				
<b>EEO/AA</b>				
Number of formal employee Equal Employment Opportunity complaints received.	30	35	18	20
Conclude 50% of formal employee complaints (discrimination, harassment, and retaliation) within 90 days.	33%	51%	50%	50%
	3	18	9	10
	8	35	18	20
	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
	Pos.	Pos.	Pos.	Pos.
<b>Position Detail</b>				
<b>Employee Relations</b>				
Employee Relations Manager	1.0	1.0	1.0	1.0
Human Resources Analyst	2.0	2.0	2.0	2.0
Human Resources Specialist	1.0	1.0	1.0	1.0
Sub-Division Total	4.0	4.0	4.0	4.0
<b>Employee Benefits</b>				
Employee Benefits Manager	1.0	1.0	1.0	1.0
Human Resources Specialist	3.0	3.0	3.0	3.0
Sub-Division Total	4.0	4.0	4.0	4.0
<b>Class, Compensation &amp; CSC</b>				
Human Resources Analyst	0.8	1.8	1.8	1.8
Administrative Secretary	0.5	0.5	0.5	0.5
Sub-Division Total	1.3	2.3	2.3	2.3
<b>EEO/AA</b>				
EEO/AA Manager	1.0	1.0	1.0	1.0
Departmental Assistant	1.0	1.0	1.0	1.0
Administrative Secretary	1.0	--	--	--
Office Assistant	0.5	0.5	0.5	0.5
Sub-Division Total	3.5	2.5	2.5	2.5
Division Total	12.8	12.8	12.8	12.8

**CEO/HUMAN RESOURCES**

**Human Capital Strategies**

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Use of Funds Summary</b>				
<i>Operating Expenditures</i>				
Talent Recruitment	\$ 1,153,304	\$ 1,269,800	\$ 1,251,585	\$ 1,157,168
Employee Development	371,479	420,675	310,771	428,834
Operating Sub-Total	1,524,783	1,690,475	1,562,356	1,586,002
Less: Intra-County Revenues	(1,179,519)	(79,316)	(79,316)	(78,905)
Division Total	<u>\$ 345,264</u>	<u>\$ 1,611,159</u>	<u>\$ 1,483,040</u>	<u>\$ 1,507,097</u>

**Character of Expenditures**

<i>Operating Expenditures</i>				
Regular Salaries	773,459	839,770	838,719	786,489
Overtime	12,512	3,500	9,200	3,500
Extra Help	10,945	9,000	4,600	5,000
Benefits	232,521	291,462	268,084	310,949
Salaries & Benefits Sub-Total	1,029,437	1,143,732	1,120,603	1,105,938
Services & Supplies	495,346	546,743	441,753	480,064
Operating Sub-Total	1,524,783	1,690,475	1,562,356	1,586,002
Less: Intra-County Revenues	(1,179,519)	(79,316)	(79,316)	(78,905)
Expenditure Total	<u>\$ 345,264</u>	<u>\$ 1,611,159</u>	<u>\$ 1,483,040</u>	<u>\$ 1,507,097</u>

**Source of Funds Summary**

<i>Departmental Revenues</i>				
Federal & State Revenues	\$ 16,758	\$ 25,000	\$ 15,000	\$ 15,000
Cost Allocation Revenue	1,029,840	800,060	800,060	784,895
Other Charges for Services	183,296	169,316	139,316	148,905
Cell-Site Revenue	168,094	178,000	178,000	178,000
Miscellaneous Revenue	1,070	--	--	--
Revenue Sub-Total	1,399,058	1,172,376	1,132,376	1,126,800
Less: Intra-County Revenues	(1,179,519)	(79,316)	(79,316)	(78,905)
Revenue Total	219,539	1,093,060	1,053,060	1,047,895
<i>General Fund Contribution</i>	125,725	518,099	428,363	459,202
<i>Other Financing Sources</i>				
Operating Transfers	--	--	1,617	--
Division Total	<u>\$ 345,264</u>	<u>\$ 1,611,159</u>	<u>\$ 1,483,040</u>	<u>\$ 1,507,097</u>

Actual FY 06-07		Adopted FY 07-08		Est. Actual FY 07-08		Recommended FY 08-09		
Pos.	FTE	Pos.	FTE	Pos.	FTE	Pos.	FTE	
<b>Position Summary</b>								
<i>Permanent</i>								
Talent Recruitment	12.0	9.4	10.0	8.8	10.0	10.3	10.0	7.8
Employee Development	3.0	2.7	3.0	2.9	3.0	1.6	3.0	2.9
Total Positions	<u>15.0</u>	<u>12.1</u>	<u>13.0</u>	<u>11.7</u>	<u>13.0</u>	<u>11.9</u>	<u>13.0</u>	<u>10.7</u>

**Significant Changes (FY 2007-08 Adopted to FY 2007-08 Estimated Actual)**

Estimated Actual operating expenditures decreased by \$128,000 to \$1,562,000 from the Adopted Budget of \$1,690,000. This 1.4% decrease is the result of:

- -\$73,000 – Reduced expenditures in the Employee Development program as a result of the Organizational Development Manager’s position being vacant for longer than anticipated (\$73,000), which has hampered CEO/HR’s ability to market existing courses and efforts to restructure training offered at the Employees’ University.
- -\$41,000 – Reduced expenditures as a result of not holding the annual Leadership Congress (\$20,000) and lower than anticipated spending on training supplies, outside trainers, and office supplies (\$21,000) and other miscellaneous decreases.
- -\$14,000 – Other Miscellaneous Reductions.

**Significant Changes (FY 2007-08 Estimated Actual to FY 2008-09 Recommended)**

The Recommended Budget’s operating expenditures will increase by \$24,000 to \$1,586,000 from the prior year’s Estimated Actual of \$1,562,000. This 1.5% increase is the result of:

- +\$99,000 – Increased salary expense due to the full-year cost of the Organizational Development Manager.
- +\$8,000 – Increased use of outside trainers as part of the EU redesign.
- +\$8,000 – Increased costs for training supplies and materials.
- +\$3,000 – Other miscellaneous increases.
- -\$94,000 - Decreased salary costs as the result of unfunding a recruiter position (\$88,000), which will impact the speed with which CEO/HR is able to fill vacant positions and other miscellaneous reductions (\$6,000).

**SERVICE DESCRIPTION**

The Human Capital Strategies Division is focused on developing comprehensive strategies to assist the County in overcoming the challenges related to recruiting, retaining, and training the County workforce.

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Recurring Performance Measures</b>				
<b>Talent Recruitment</b>				
In order to measure the County's ability to recruit and hire a well qualified workforce, achieve a level of 90% of new hires who remain employed with the County for at least one year in accordance with the Human Capital Plan.	72%	85%	82%	90%
	375	298	447	290
	515	350	544	320
In order to measure the County's ability to attract a well educated and trained workforce that delivers high quality service, achieve a level of at least 50% of new hires earning a promotion at least once within three years from their date of hire in accordance with the Human Capital Plan.	51%	50%	65%	50%
	170	151	270	258
	329	302	411	515
<b>Employee Development</b>				
Maintain an average instructor effectiveness rating of 5 on a 6 point scale.	5.5	5	5.5	5
Maintain the percentage of EU survey respondents who would recommend EU classes to their colleagues at 95%.	100%	95%	92%	96%
	30	285	37	48
	30	300	40	50
Increase employees' capacity to perform their jobs: demonstrated by 70% of approximately 50 Employees' University survey respondents noting that they have been able to apply at least 2 of the 3 items in the action plans they completed during the EU class they attended. -	0%	70%	65%	70%
	--	210	26	35
	--	300	40	50

NOTE: Due to technical issues, FY06-07 information is unavailable.

**CEO/HUMAN RESOURCES**

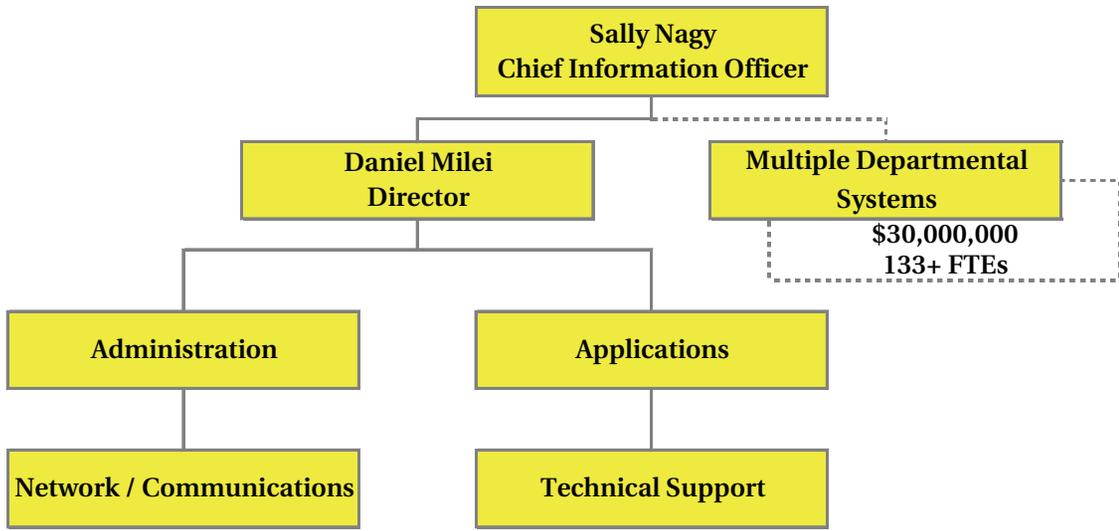
**Human Capital Strategies (cont'd)**

	Actual FY 06-07 Pos.	Adopted FY 07-08 Pos.	Est. Actual FY 07-08 Pos.	Recommended FY 08-09 Pos.
<b>Position Detail</b>				
<b>Talent Recruitment</b>				
Recruitment Manager	1.0	1.0	1.0	1.0
Human Resources Analyst	4.2	3.0	3.0	3.0
Human Resources Specialist	3.0	3.0	3.0	3.0
Human Resources Technician	3.0	3.0	3.0	3.0
Office Assistant Supervising	0.8	--	--	--
Sub-Division Total	12.0	10.0	10.0	10.0
<b>Employee Development</b>				
Organizational Development Manager	1.0	1.0	1.0	1.0
Human Resources Analyst	--	--	--	1.0
Departmental Analyst	1.0	1.0	1.0	--
Office Assistant	1.0	1.0	1.0	1.0
Sub-Division Total	3.0	3.0	3.0	3.0
Division Total	15.0	13.0	13.0	13.0

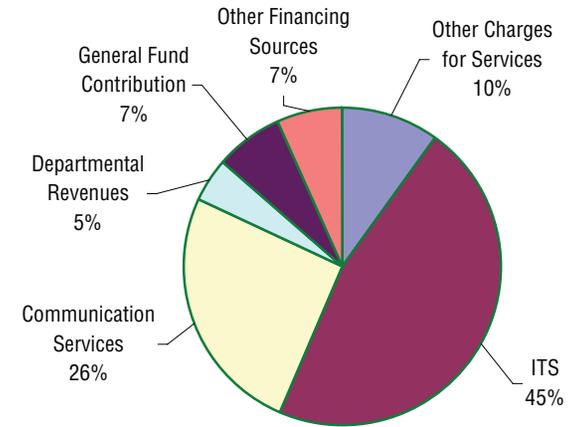
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# INFORMATION TECHNOLOGY

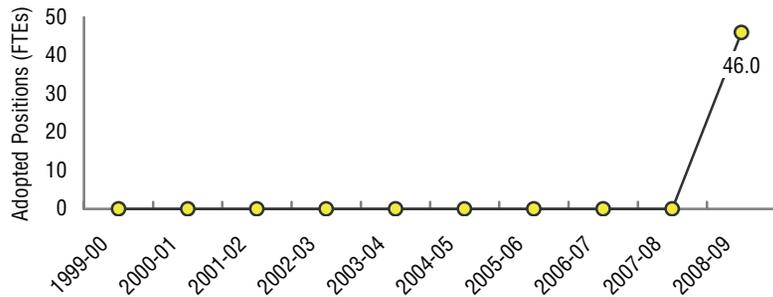
Budget & Positions (FTEs)	
Operating \$	2,860,105
Capital	739,401
Positions	46.0 FTEs



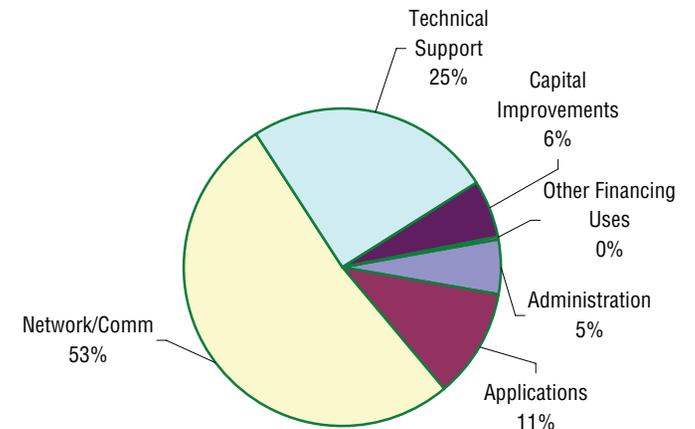
## SOURCE OF FUNDS



## STAFFING TREND



## USE OF FUNDS



## INFORMATION TECHNOLOGY

### Department Summary

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Use of Funds Summary</b>				
<i>Operating Expenditures</i>				
Administration	\$ --	\$ --	\$ --	\$ 703,856
Applications	--	--	--	1,440,018
Network/Communications	--	--	--	6,664,363
Technical Support	--	--	--	3,245,788
Operating Sub-Total	--	--	--	12,054,025
Less: Intra-County Revenues	--	--	--	(9,193,920)
Operating Total	--	--	--	2,860,105
<i>Non-Operating Expenditures</i>				
Capital Assets	--	--	--	739,401
Expenditure Total	--	--	--	3,599,506
<i>Other Financing Uses</i>				
Operating Transfers	--	--	--	30,000
Designated for Future Uses	--	--	--	5,306
Department Total	<u>\$ --</u>	<u>\$ --</u>	<u>\$ --</u>	<u>\$ 3,634,812</u>

#### Character of Expenditures

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<i>Operating Expenditures</i>				
Regular Salaries	\$ --	\$ --	\$ --	\$ 3,996,680
Overtime	--	--	--	83,475
Extra Help	--	--	--	54,344
Benefits	--	--	--	1,613,882
Salaries & Benefits Sub-Total	--	--	--	5,748,381
Services & Supplies	--	--	--	5,037,231
Depreciation Expense	--	--	--	1,262,769
Principal & Interest	--	--	--	5,644
Operating Sub-Total	--	--	--	12,054,025
Less: Intra-County Revenues	--	--	--	(9,193,920)
Operating Total	--	--	--	2,860,105
<i>Non-Operating Expenditures</i>				
Capital Assets	--	--	--	739,401
Expenditure Total	<u>\$ --</u>	<u>\$ --</u>	<u>\$ --</u>	<u>\$ 3,599,506</u>

Note: Presentation of the individual program amounts for fiscal years 2006-07 and 2007-08 have been adjusted to provide a consistent level of detail with the fiscal year 2008-09 budget, however, the totals for 2006-07 and 2007-08 have not been changed.

#### Source of Funds Summary

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<i>Departmental Revenues</i>				
Interest	\$ --	\$ --	\$ --	\$ 477,250
Communication Services	--	--	--	3,274,126
ITS	--	--	--	5,942,240
Other Charges for Services	--	--	--	1,283,856
Miscellaneous Revenue	--	--	--	112,100
Revenue Sub-Total	--	--	--	11,089,572
Less: Intra-County Revenues	--	--	--	(9,193,920)
Revenue Total	--	--	--	1,895,652
<i>General Fund Contribution</i>				
	--	--	--	885,953
<i>Other Financing Sources</i>				
Use of Prior Fund Balances	--	--	--	853,207
Department Total	<u>\$ --</u>	<u>\$ --</u>	<u>\$ --</u>	<u>\$ 3,634,812</u>

	Actual FY 06-07		Adopted FY 07-08		Est. Actual FY 07-08		Recommended FY 08-09	
	Pos.	FTE	Pos.	FTE	Pos.	FTE	Pos.	FTE
<b>Position Summary</b>								
<i>Permanent</i>								
Administration	--	--	--	--	--	--	5.0	5.0
Applications	--	--	--	--	--	--	9.0	8.0
Network/Communications	--	--	--	--	--	--	18.0	18.0
Technical Support	--	--	--	--	--	--	15.0	15.0
Total Positions	<u>--</u>	<u>--</u>	<u>--</u>	<u>--</u>	<u>--</u>	<u>--</u>	<u>47.0</u>	<u>46.0</u>

Note: FTE and position totals may not sum correctly due to rounding.

## MISSION STATEMENT

The mission of the Information Technology Department is to enable County departments to provide the best possible services to citizens through innovative IT solutions.

### Budget Organization

The Information Technology Department (IT) is organized into four divisions: Administration, Applications, Network/Communications and Technical Support. The Department has 46 full-time-equivalent employees providing technology services countywide.

The Information Technology Department utilizes Internal Service Funds (ISFs) to account for many of the business functions it provides to County departments, including data, network, radio and telephone services.

On June 9, 2006, the Board of Supervisors received a report from the Blue Ribbon Budget Task Force that recommended that the County clarify and strengthen information technology governance to ensure that projects and processes are implemented in a coordinated fashion. The Task Force also recommended that the County expand the use of technology to provide improved services both within the organization and to external customers. In response to the Task Force's recommendations, in January 2008, the County consolidated the IT program from the CEO's office and key components of the Technical Services Division of General Services under the direction of a Chief Information Officer.

Previously, the Technical Services Division consisted of Information Technology Services (ITS), Communications, Reprographics and Government Access Television (CSBTv formerly GATV). Reprographics (the print shop) remains in General Services and CSBTv is now part of the County's Public Information Office. This structural change was designed to provide comprehensive and cohesive coordination and implementation of strategic technology initiatives for the County. The new IT Department will focus on enhancing decision-making by improving data analysis and reporting capabilities, delivering enterprise-wide application development and support, building and managing a cost-effective and reliable IT infrastructure and leading the implementation of the IT Strategic Plan.

In preparation for the merger, in FY 2007-08 the ITS Division reorganized by consolidating five units into two and effectively redirecting three senior management positions to hands-on technical activities in support of the Strategic Plan initiatives. The result is a stronger, full-service, centralized IT unit capable of delivering infrastructure support, application development and database management.

On February 12, 2008, the Board adopted the FY 2008-2011 Information Technology Strategic Plan that was designed to respond to Task Force recommendations. The Department has already begun to implement a number of key initiatives in alignment with the Board's organizational values of Accountability, Customer focus and Efficiency:

## INFORMATION TECHNOLOGY

### Department Summary (cont'd)

- Data for Decision-Making: Making County data easily available for analysis and reporting both internally and to external customers;
- Geographic Information System (GIS) Stabilization and Expansion: Tying County data to geographic coordinates for analysis, reporting and mapping;
- e-Government
  - Website Enhancement: Making it easier for the public to conduct business and find information via the County's web site;
  - Online Applications Deployment: Implementing applications that deliver the information and services the customer wants and making them available over the Web;
- IT Governance: Determining how best to organize and leverage IT resources, fund IT initiatives and ensure the County maximizes its IT investments;
- IT Employee Excellence: Developing plans and programs to recruit, train, develop and retain qualified information technology experts.

### Significant Changes (FY 2007-08 Adopted to FY 2007-08 Estimated Actual)

For a detailed explanation of changes from the FY 2007-08 Adopted Budget to the FY 2007-08 Estimated Actual Budget please reference General Services and General County Programs D pages.

### Significant Changes (FY 2007-08 Estimated Actual to FY 2008-09 Recommended)

The Recommended Budget's operating expenditures will increase by \$388,620 to \$12,054,025, from the prior year's Estimated Actual of \$11,665,405. This 3% increase is the result of:

- +\$484,061 Increase in retirement costs and being fully-staffed
- +\$95,353 Increase in depreciation expense
- +\$30,141 Increase in utility costs
- +\$15,187 Other miscellaneous increases
- -\$100,875 Decrease in cost allocation expense
- -\$60,000 Decrease in special departmental expenditures
- -\$50,355 Decrease in training expenditures
- -\$24,869 Decrease in services and supplies

## INFORMATION TECHNOLOGY

### Department Summary (cont'd)

#### Departmental Priorities and Their Alignment With County Goals

In FY 2008-2009, the Information Technology Department goals and objectives will closely align with three of the adopted County Goals:

**Goal 1: Efficient and Responsive Government: An Efficient, Professionally Managed Government Able to Anticipate and to Effectively Respond to the Needs of the Community;**

**Goal 2: Health and Safety: A Safe and Healthy Community in Which to Live, Work and Visit;**

**Goal 5: Citizen Involvement: A County Government that is Accessible, Open and Citizen-Friendly.**

The Information Technology Department clearly aligns performance measures by program cost center to objectives that help achieve County goals. The creation of the IT Department will enable the implementation of several recommendations from the Blue Ribbon Budget Task Force for a more efficient government as follows:

- Identify the County's overall technology investment;
- Strengthen overall Information Technology management;
- Enhance the County Executive Officer's oversight: major IT projects, central enterprise technology;
- Clarify and strengthen the County's Information Technology governance structure;
- Expand the use of technology to provide improved services and
- Develop strategic information technology plans.

#### Current Year (FY 07-08) Accomplishments

- The Board of Supervisors adopted the FY 2008-2011 Information Technology Strategic Plan that set forth five goals and sixteen strategic objectives to enable County residents, businesses and visitors to quickly and easily conduct business with the County, at their convenience, using customer-friendly systems that provide information and services to the maximum extent permitted by law.
- The IT department developed the Data for Decision-Making Proof of Concept, acquired tools and implemented the first phase into production. The County will, for the first time, have a comprehensive system that breaks down departmental data silos while still allowing the departments to implement the systems that best meet their departmental needs; a system that facilitates decision-making by providing a holistic view of a problem or issue; a system that puts the data and the analysis tools in the hands of the person making the decision and a tool to help elected officials set policy and strategy for County government.

- County website enhancements:
  - Implemented a new Information Architecture based on life events following the "Living, Working, Visiting" theme and
  - Introduced a new online service interface to help constituents easily find how to request online services and complete online transactions.
- Trained countywide IT staff on administration, development and procedures for the new Ektron Web Content Management system.
- Implemented the first 70 layers of the new countywide geographic database;
- Provided Zaca fire support to the Emergency Operations Center. This included hardware, software, telephones, web updates and GIS mapping.
- Provided ongoing mapping support for the County's Dispatch Center.
- Developed an oil spill database application to consolidate the reporting of hazardous incidents by several County departments and agencies.
- Successfully designed, engineered and deployed the first of three interoperable communications trailers in support of safe field operations by first responders and other emergency personnel.
- Supported the migration of the Sheriff's dispatch CAD system to its completion. This extensive collaboration between agencies included the engineering of new mobile communications solutions for Sheriff and Fire vehicles and resources, building interfaces for CAD, PSTN 911 service and Zetron paging system.
- Installed public safety and public radios at the Chumash Casino and added those radios to the countywide simulcast radio system. Safety personnel responding to an incident inside the casino or on the grounds now have direct communications capabilities with the County's dispatch center.
- Implemented WiFi communications in County court rooms in support of District Attorney's initiative.

#### Proposed Strategic Actions

In FY 2008-09, the Department will focus on five IT Strategic Plan initiatives closely aligned with County Goals 1 and 5, working towards an efficient and accessible County government:

- Data for Decision-Making
- Geographic Information System (GIS) Stabilization and Expansion
- e-Government
- IT Governance
- IT Employee Excellence

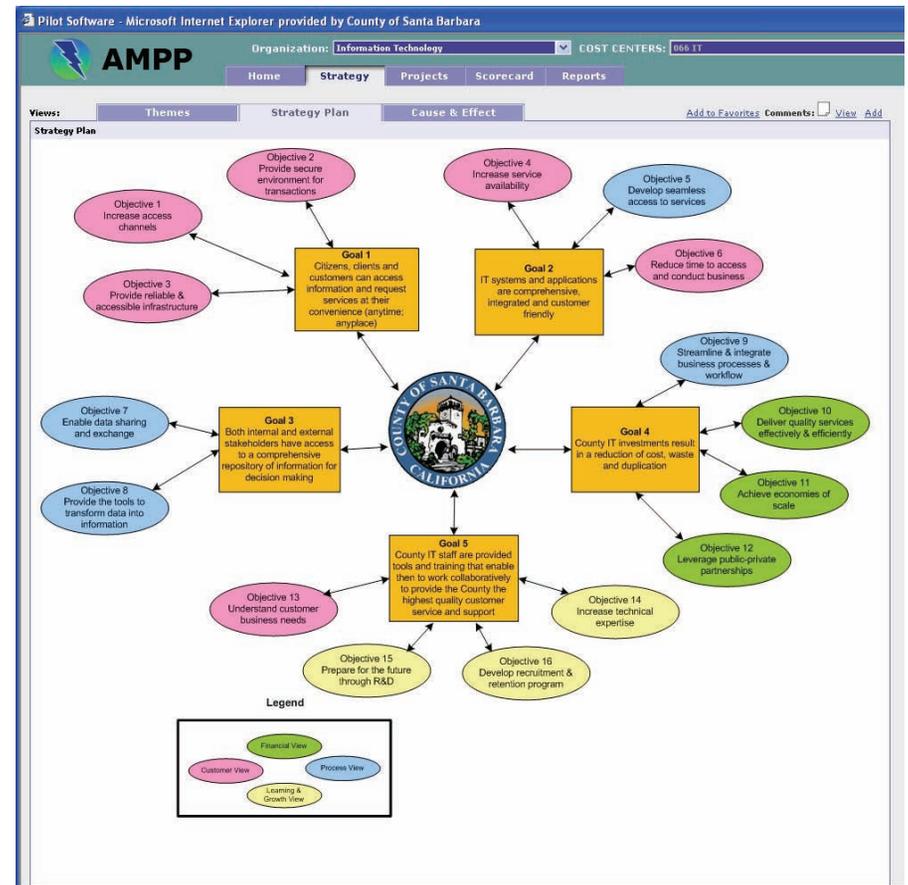
# INFORMATION TECHNOLOGY Department Summary (cont'd)

The Department is also actively engaged in activities that support County Goal 2, contributing towards a safe and healthy community:

- Using Department of Homeland Security grant funds (\$120,000) to examine the feasibility of establishing a countywide radio communications platform that is common to all agencies, including federal, state and local agencies, as well as special districts and
- Working with the Office of Emergency Services to define and develop an IT-related business continuity and disaster recovery program and identify opportunities to use technology to enhance Emergency Operations Center operations.

### Proposed Key Projects

- Rollout the Ektron content management system countywide to keep Web data and services up-to-date
- Implement a simple and standard online payment processing solution to handle payment for County services and fees
- Standardize mapping services and furnish an online map-making application to County staff and the public
- Increase bandwidth and redundancy between north and south County campuses by upgrading data communications equipment
- Begin requirements definition for a Citizen Relationship Management (CRM) system



IT will monitor its performance toward County goals through the IT Objectives Scorecard with Key Performance Indicators and Recurring Performance Measures reviewed quarterly with the County Executive Office. The IT Strategic Plan is Outlined in the chart above.

**INFORMATION TECHNOLOGY**

**Administration**

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Use of Funds Summary</b>				
<i>Operating Expenditures</i>				
Administration	\$ --	\$ --	\$ --	\$ 703,856
Operating Sub-Total	--	--	--	703,856
Less: Intra-County Revenues	--	--	--	(51,613)
Division Total	<u>\$ --</u>	<u>\$ --</u>	<u>\$ --</u>	<u>\$ 652,243</u>

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Character of Expenditures</b>				
<i>Operating Expenditures</i>				
Regular Salaries	--	--	--	305,542
Benefits	--	--	--	119,945
Salaries & Benefits Sub-Total	--	--	--	425,487
Services & Supplies	--	--	--	278,369
Operating Sub-Total	--	--	--	703,856
Less: Intra-County Revenues	--	--	--	(51,613)
Expenditure Total	<u>\$ --</u>	<u>\$ --</u>	<u>\$ --</u>	<u>\$ 652,243</u>

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Source of Funds Summary</b>				
<i>Departmental Revenues</i>				
Other Charges for Services	\$ --	\$ --	\$ --	\$ 703,856
Revenue Sub-Total	--	--	--	703,856
Less: Intra-County Revenues	--	--	--	(51,613)
Division Total	<u>\$ --</u>	<u>\$ --</u>	<u>\$ --</u>	<u>\$ 652,243</u>

	Actual FY 06-07		Adopted FY 07-08		Est. Actual FY 07-08		Recommended FY 08-09	
	Pos.	FTE	Pos.	FTE	Pos.	FTE	Pos.	FTE
<b>Position Summary</b>								
<i>Permanent</i>								
Administration	--	--	--	--	--	--	5.0	5.0
Total Positions	<u>--</u>	<u>--</u>	<u>--</u>	<u>--</u>	<u>--</u>	<u>--</u>	<u>5.0</u>	<u>5.0</u>

**Significant Changes (FY 2007-08 Adopted to FY 2007-08 Estimated Actual)**

For a detailed explanation of changes from the FY 2007-08 Adopted Budget to the FY 2007-08 Estimated Actual Budget please reference General Services and General County Programs D pages.

**Significant Changes (FY 2007-08 Estimated Actual to FY 2008-09 Recommended)**

The following information is for comparison purposes only and is illustrative of FY 2007-08 Estimated Actual program financial data from decentralized IT functions in two departments and three funds that were combined into the recommended FY 2008-09 centralized IT Department.

The Recommended Budget's operating expenditures will decrease by \$290,838 to \$703,856 from the prior year's Estimated Actual of \$994,694. This 29% decrease is the result of administrative synergies gained by consolidating the groups.

- + \$34,255 - Increase in services and supplies
- + \$11,114 - Miscellaneous increases
- - \$336,282 - Decreased staffing costs

**Recurring Performance Measures**

**Administration**

IT staff responding to annual survey report they have the tools and training that enable them to work collaboratively to meet customer service and support expectations

As an efficient and responsive government, the County will maintain a productive workforce through a countywide Lost Time Rate of 5.9%.

As an efficient and responsive government, the County will maintain the cost of workers' compensation incident claims to \$1.17 per \$100 payroll (salaries including overtime).

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
IT staff responding to annual survey report they have the tools and training that enable them to work collaboratively to meet customer service and support expectations	--	--	--	70%
As an efficient and responsive government, the County will maintain a productive workforce through a countywide Lost Time Rate of 5.9%.	--	--	--	5.9%
	--	--	--	5,645
	--	--	--	95,680
As an efficient and responsive government, the County will maintain the cost of workers' compensation incident claims to \$1.17 per \$100 payroll (salaries including overtime).	--	--	--	\$0.00
	--	--	--	\$0.00
	--	--	--	\$41,345

## SERVICE DESCRIPTION

The Administration Services Division supports staff in achievement of the department's mission through financial planning and forecasting, budgeting and accounting, management of the department's revenue, billing and collections processes and provision of administrative services.

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Recurring Performance Measures</b>				
To improve workers' safety, the County will conduct its operations in order to maintain the rate of Workers' Compensation incident claims to 12 or less per 100 FTE employees Countywide.	--	--	--	0%
	--	--	--	0
	--	--	--	0.46
As an efficient and responsive government, the County will maintain the rate of Workers' Compensation claims filed at no more than 90 - 100% of the previous year's actual claims filed.	--	--	--	0%
	--	--	--	0
	--	--	--	0
To ensure an efficient and responsive government, the County will maintain a rate of General Liability claims at no more than 90 - 100% of the previous year's actual claims filed.	--	--	--	0%
	--	--	--	0
	--	--	--	0
As an efficient and responsive government, the County will maintain a quality workforce through completing 95 -100% of departmental Employee Performance Reviews (EPRs) by the Anniversary Due Date.	--	--	--	100%
	--	--	--	46
	--	--	--	46
Customers responding to annual survey report County information technology investments result in a reduction of cost, waste and duplication.	--	--	--	70%

## INFORMATION TECHNOLOGY

### Administration (cont'd)

	Actual FY 06-07 Pos.	Adopted FY 07-08 Pos.	Est. Actual FY 07-08 Pos.	Recommended FY 08-09 Pos.
<b>Position Detail</b>				
<b>Administration</b>				
Chief Information Officer	--	--	--	1.0
IT Director	--	--	--	1.0
Financial Leader	--	--	--	1.0
Admin Secretary	--	--	--	1.0
Accounting Asst Sr	--	--	--	1.0
Sub-Division Total	--	--	--	5.0
Division Total	--	--	--	5.0

## New Web Information Architecture



The Ektron project enhances County websites for easy searches, flow of information and a standardized look and feel.

**INFORMATION TECHNOLOGY**

**Applications**

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Use of Funds Summary</b>				
<i>Operating Expenditures</i>				
Applications	\$ --	\$ --	\$ --	\$ 1,440,018
Division Total	\$ --	\$ --	\$ --	\$ 1,440,018

**Character of Expenditures**

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<i>Operating Expenditures</i>				
Regular Salaries	--	--	--	753,732
Extra Help	--	--	--	309
Benefits	--	--	--	286,824
Salaries & Benefits Sub-Total	--	--	--	1,040,865
Services & Supplies	--	--	--	399,153
Expenditure Total	\$ --	\$ --	\$ --	\$ 1,440,018

**Source of Funds Summary**

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<i>Departmental Revenues</i>				
Revenue Total	\$ --	\$ --	\$ --	\$ --
<i>General Fund Contribution</i>	--	--	--	885,953
<i>Other Financing Sources</i>				
Use of Prior Fund Balances	--	--	--	554,065
Division Total	\$ --	\$ --	\$ --	\$ 1,440,018

	Actual FY 06-07		Adopted FY 07-08		Est. Actual FY 07-08		Recommended FY 08-09	
	Pos.	FTE	Pos.	FTE	Pos.	FTE	Pos.	FTE
<b>Position Summary</b>								
<i>Permanent</i>								
Applications	--	--	--	--	--	--	9.0	8.0
Total Positions	--	--	--	--	--	--	9.0	8.0

**Significant Changes (FY 2007-08 Adopted to FY 2007-08 Estimated Actual)**

For a detailed explanation of changes from the FY 2007-08 Adopted Budget to the FY 2007-08 Estimated Actual Budget please reference General Services and General County Programs D pages.

**Significant Changes (FY 2007-08 Estimated Actual to FY 2008-09 Recommended)**

The following information is for comparison purposes only and is illustrative of FY 2007-08 Estimated Actual program financial data from decentralized IT functions in two departments and three funds that were combined into the recommended FY 2008-09 centralized IT Department.

The Recommended Budget's operating expenditures will decrease by \$1,449 to \$1,440,018 from the prior year's Estimated Actual of \$1,441,467. This .10% decrease is the result of:

- -\$70,389 - Decrease in services and supplies
- +\$68,940 - Unfunded one position but increased retirement fees caused an increase in salary costs

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Recurring Performance Measures</b>				
<b>GIS</b>				
Number of sector/stakeholder groups using Web Mapping Services.	--	--	--	2
Number of visitor sessions to County GIS website.	--	--	--	5,000
Number of datasets and metadata records available on the County GIS website.	--	--	--	20

**e-Government**

To ensure a high level of customer satisfaction with the County Internet site, website users responding to online customer satisfaction survey evaluate the County website as satisfactory or better.

To promote an accessible, open and citizen friendly government, ensure that 23 County departments use the standard County look and feel by the end of 2011.

## SERVICE DESCRIPTION

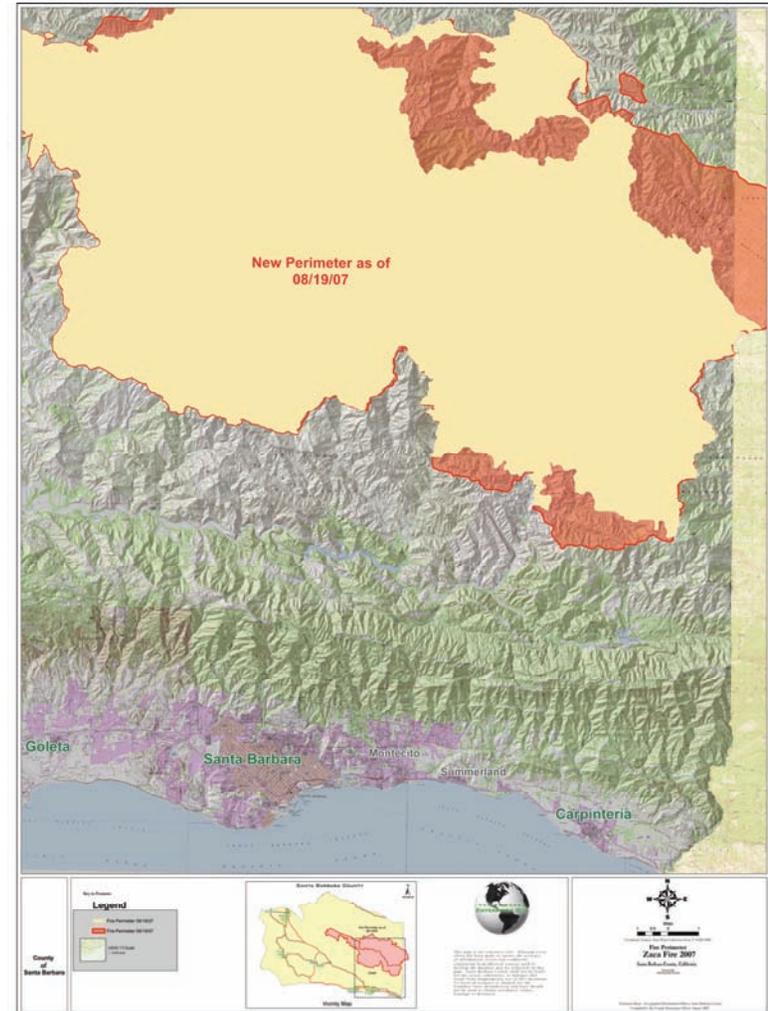
The Applications Division is responsible for developing, supporting and managing enterprise applications in support of Countywide IT mission and goals.

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Recurring Performance Measures</b>				
Customers responding to annual survey report IT solutions have helped reduce the time and effort it takes to access services and conduct business with the County.	--	--	--	70%
<b>Data for Decision-Making</b>				
Customers responding to annual survey report they have access to a comprehensive repository of information for decision-making and tools that make it easy to interpret the data.	--	--	--	70%

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
Position Detail	Pos.	Pos.	Pos.	Pos.
<b>Applications</b>				
Project Manager	--	--	--	3.0
EDP Sys & Prog Analyst II	--	--	--	3.0
EDP Sys & Prog Analyst I	--	--	--	2.0
Mapping/GIS Analyst	--	--	--	1.0
Sub-Division Total	--	--	--	9.0
Division Total	--	--	--	9.0

## INFORMATION TECHNOLOGY

### Applications (cont'd)



Geographic Information System tools enabled real-time updates for the Fire crews battling the multi-County Zaca Fire, California's second largest wildfire in history.

**INFORMATION TECHNOLOGY**

**Network/Communications**

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Use of Funds Summary</b>				
<i>Operating Expenditures</i>				
Radio	\$ --	\$ --	\$ --	\$ 1,683,178
Telephone	--	--	--	2,547,742
Network	--	--	--	2,433,443
Operating Sub-Total	--	--	--	6,664,363
Less: Intra-County Revenues	--	--	--	(7,327,070)
Operating Total	--	--	--	(662,707)
<i>Non-Operating Expenditures</i>				
Capital Assets	--	--	--	565,001
Expenditure Total	--	--	--	(97,706)
<i>Other Financing Uses</i>				
Operating Transfers	--	--	--	30,000
Designated for Future Uses	--	--	--	1,097,015
Division Total	\$ --	\$ --	\$ --	\$ 1,029,309

**Character of Expenditures**

<i>Operating Expenditures</i>				
Regular Salaries	--	--	--	1,451,554
Overtime	--	--	--	27,694
Extra Help	--	--	--	8,745
Benefits	--	--	--	656,098
Salaries & Benefits Sub-Total	--	--	--	2,144,091
Services & Supplies	--	--	--	3,422,584
Depreciation Expense	--	--	--	1,094,030
Principal & Interest	--	--	--	3,658
Operating Sub-Total	--	--	--	6,664,363
Less: Intra-County Revenues	--	--	--	(7,327,070)
Operating Total	--	--	--	(662,707)
<i>Non-Operating Expenditures</i>				
Capital Assets	--	--	--	565,001
Expenditure Total	\$ --	\$ --	\$ --	(97,706)

**Source of Funds Summary**

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<i>Departmental Revenues</i>				
Interest	\$ --	\$ --	\$ --	\$ 420,250
Communication Services	--	--	--	3,274,126
ITS	--	--	--	3,784,003
Other Charges for Services	--	--	--	580,000
Miscellaneous Revenue	--	--	--	112,100
Revenue Sub-Total	--	--	--	8,170,479
Less: Intra-County Revenues	--	--	--	(7,327,070)
Revenue Total	--	--	--	843,409
<i>Other Financing Sources</i>				
Use of Prior Fund Balances	--	--	--	185,900
Division Total	\$ --	\$ --	\$ --	\$ 1,029,309

**Position Summary**

	Actual FY 06-07		Adopted FY 07-08		Est. Actual FY 07-08		Recommended FY 08-09	
	Pos.	FTE	Pos.	FTE	Pos.	FTE	Pos.	FTE
<i>Permanent</i>								
Radio	--	--	--	--	--	--	9.0	8.0
Telephone	--	--	--	--	--	--	2.0	2.0
Network	--	--	--	--	--	--	8.0	8.0
Total Positions	--	--	--	--	--	--	19.0	18.0

**SERVICE DESCRIPTION**

The Network/Communications Division delivers wide area and local area data networks, Internet services, telephone systems, 2-way radio and microwave communications systems, remote computing and telecommuting support.

**Significant Changes (FY 2007-08 Adopted to FY 2007-08 Estimated Actual)**

For a detailed explanation of changes from the FY 2007-08 Adopted Budget to the FY 2007-08 Estimated Actual Budget please reference General Services and General County Programs D pages.

**Significant Changes (FY 2007-08 Estimated Actual to FY 2008-09 Recommended)**

The following information is for comparison purposes only and is illustrative of FY 2007-08 Estimated Actual program financial data from decentralized IT functions in two departments and three funds that were combined into the recommended FY 2008-09 centralized IT Department.

The Recommended Budget's operating expenditures will increase by \$244,371 to \$6,664,363 from the prior year's Estimated Actual of \$6,419,992. This 4% increase is the result of:

- +\$166,796 - Increase due to retirement costs and being fully-staffed
- +\$100,000 - Increase in services and supplies
- +\$95,353 - Increase in depreciation expense
- -\$60,000 - Decrease in special departmental expense
- -\$58,240 - Increase in cost allocation expense
- +\$462 - Other miscellaneous increases

**INFORMATION TECHNOLOGY**

**Network/Communications (cont'd)**

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Recurring Performance Measures</b>				
<b>Radio</b>				
Complete radio new installations and repairs without changes or rework after initial completion.	--	--	--	90%
	--	--	--	1,800
	--	--	--	2,000
Ensure that the microwave communications backbone (voice, data, and radio networks) is available. Scheduled maintenance outages are excluded.	--	--	--	100%
	--	--	--	8,760
	--	--	--	8,760
Resolve repair service requests for communications and electronic security systems at County correctional facilities within 4 hours during normal business hours (and within 8 hours for after hours) of being reported.	--	--	--	100%
Customer satisfaction in the following services: email, network, support center, telephone, and radio.	--	--	--	90%
<b>Telephone</b>				
Complete telephone move, add, and change requests by the agreed due date.	--	--	--	100%
Resolve telephone service repair calls within one business day.	--	--	--	98%
Customer satisfaction in the following services: email, network, support center, telephone, and radio.	--	--	--	90%
<b>Network</b>				
Customer satisfaction in the following services: email, network, support center, telephone, and radio.	--	--	--	90%

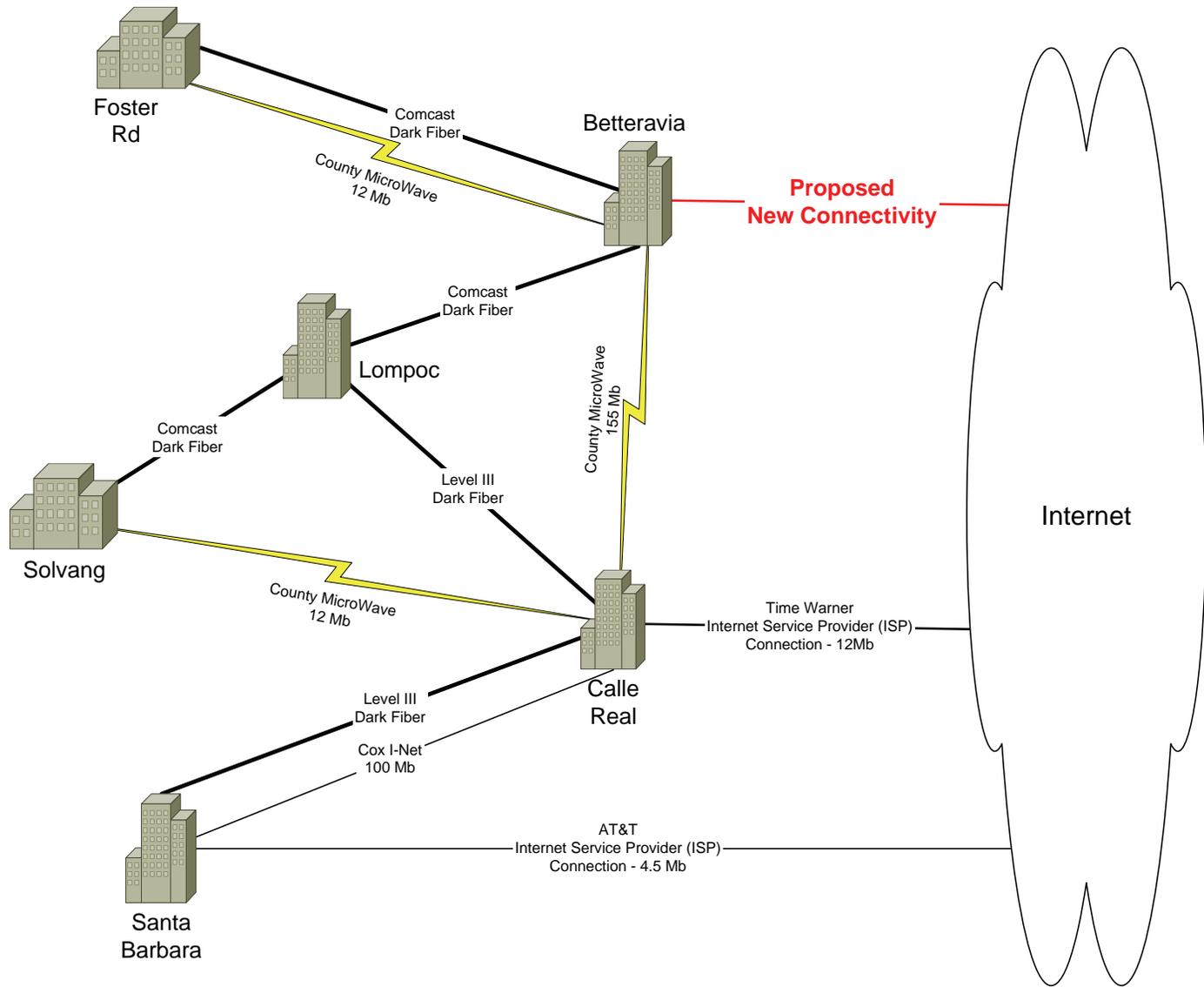
**INFORMATION TECHNOLOGY**  
**Network/Communications (cont'd)**

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
	Pos.	Pos.	Pos.	Pos.
<b>Position Detail</b>				
<b>Radio</b>				
EDP Technical Support Mngr	--	--	--	1.0
Comm Systems Supv	--	--	--	1.0
Comm Equip Tech Sr	--	--	--	3.0
Comm Equip Tech II	--	--	--	1.0
Electronic Systems Tech	--	--	--	1.0
Comm Equip Tech I	--	--	--	1.0
Sub-Division Total	--	--	--	8.0
<b>Telephone</b>				
Communications Mngr	--	--	--	1.0
EDP Office Automation Coordinator	--	--	--	1.0
Sub-Division Total	--	--	--	2.0
<b>Network</b>				
EDP Office Auto Spec II	--	--	--	1.0
EDP Network Tech III	--	--	--	3.0
EDP Network Tech II	--	--	--	3.0
EDP Network Tech I	--	--	--	1.0
Sub-Division Total	--	--	--	8.0
Division Total	--	--	--	18.0



Mobile Communications trailer takes connectivity where First Responders need it.

INFORMATION TECHNOLOGY  
Network/Communications (cont'd)



An additional communications path will provide increased bandwidth and redundancy between north and south campuses.

**INFORMATION TECHNOLOGY**

**Technical Support**

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Use of Funds Summary</b>				
<i>Operating Expenditures</i>				
Technical Support	\$ --	\$ --	\$ --	\$ 3,245,788
Operating Sub-Total	--	--	--	3,245,788
Less: Intra-County Revenues	--	--	--	(1,815,237)
Operating Total	--	--	--	1,430,551
<i>Non-Operating Expenditures</i>				
Capital Assets	--	--	--	174,400
Division Total	\$ --	\$ --	\$ --	\$ 1,604,951
<b>Character of Expenditures</b>				
<i>Operating Expenditures</i>				
Regular Salaries	--	--	--	1,485,852
Overtime	--	--	--	55,781
Extra Help	--	--	--	45,290
Benefits	--	--	--	551,015
Salaries & Benefits Sub-Total	--	--	--	2,137,938
Services & Supplies	--	--	--	937,125
Depreciation Expense	--	--	--	168,739
Principal & Interest	--	--	--	1,986
Operating Sub-Total	--	--	--	3,245,788
Less: Intra-County Revenues	--	--	--	(1,815,237)
Operating Total	--	--	--	1,430,551
<i>Non-Operating Expenditures</i>				
Capital Assets	--	--	--	174,400
Expenditure Total	\$ --	\$ --	\$ --	\$ 1,604,951
<b>Source of Funds Summary</b>				
<i>Departmental Revenues</i>				
Interest	\$ --	\$ --	\$ --	\$ 57,000
ITS	--	--	--	2,158,237
Revenue Sub-Total	--	--	--	2,215,237
Less: Intra-County Revenues	--	--	--	(1,815,237)
Revenue Total	--	--	--	400,000
<i>Other Financing Sources</i>				
Use of Prior Fund Balances	--	--	--	1,204,951
Division Total	\$ --	\$ --	\$ --	\$ 1,604,951

Actual FY 06-07		Adopted FY 07-08		Est. Actual FY 07-08		Recommended FY 08-09	
Pos.	FTE	Pos.	FTE	Pos.	FTE	Pos.	FTE
<b>Position Summary</b>							
<i>Permanent</i>							
Technical Support	--	--	--	--	--	15.0	15.0
Total Positions	--	--	--	--	--	15.0	15.0

**Significant Changes (FY 2007-08 Adopted to FY 2007-08 Estimated Actual)**

For a detailed explanation of changes from the FY 2007-08 Adopted Budget to the FY 2007-08 Estimated Actual Budget please reference General Services and General County Programs D pages.

**Significant Changes (FY 2007-08 Estimated Actual to FY 2008-09 Recommended)**

The following information is for comparison purposes only and is illustrative of FY 2007-08 Estimated Actual program financial data from decentralized IT functions in two departments and three funds that were combined into the recommended FY 2008-09 centralized IT Department.

The Recommended Budget's operating expenditures will increase by \$436,536 to \$3,245,788, from the prior year's Estimated Actual of \$2,809,252. This 16% increase is the result of:

- + \$438,606 - Increase due to retirement costs and being fully-staffed
- + \$57,265 - Increase in software maintenance fees
- + \$29,100 - Increase in utility costs
- - \$48,775 - Decreased training expense
- - \$42,635 - Decrease in cost allocation expense
- + \$2,975 - Other miscellaneous increases

## SERVICE DESCRIPTION

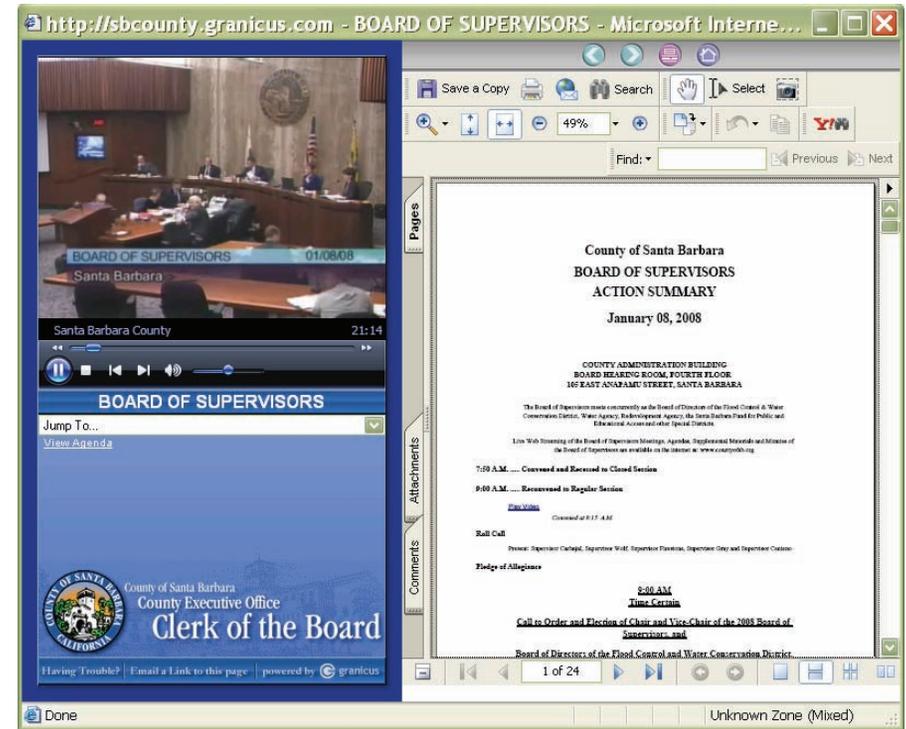
The Technical Support Division delivers Windows infrastructure and email services, web and SQL database hosting and network security services.

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Recurring Performance Measures</b>				
<b>Technical Support</b>				
Customer satisfaction in the following services: email, network, support center, telephone, and radio.	--	--	--	90%
Level 1 Help Desk service requests resolved at time of call will equal 90% by 2011.	--	--	--	70%

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
Pos.	Pos.	Pos.	Pos.	Pos.
<b>Position Detail</b>				
<b>Technical Support</b>				
EDP Technical Support Mngr	--	--	--	3.0
EDP Office Auto Spec II	--	--	--	8.0
EDP Office Auto Spec I	--	--	--	4.0
Sub-Division Total	--	--	--	15.0
Division Total	--	--	--	15.0

## INFORMATION TECHNOLOGY

### Technical Support (cont'd)

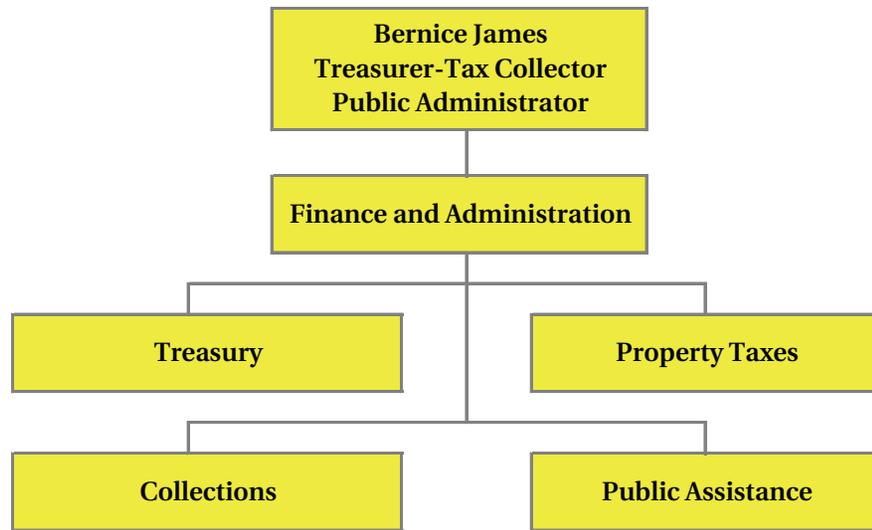


As an accessible, open and citizen-friendly government, the County of Santa Barbara Clerk of the Board website is supported by the Granicus web-streaming system, which broadcasts live and archived Board of Supervisor hearings linked to an agenda search engine for easy online research.

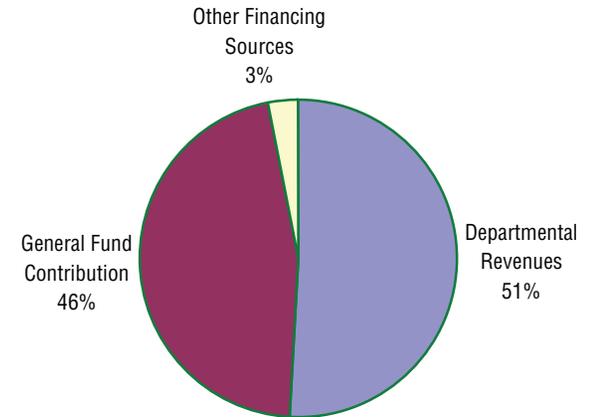
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# TREASURER-TAX COLLECTOR-PUBLIC ADMINISTRATOR

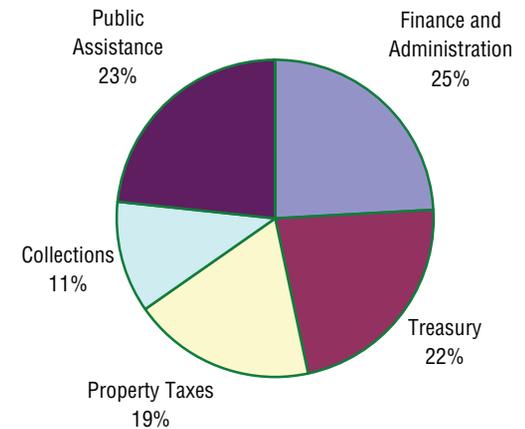
Budget & Positions (FTEs)	
Operating \$	6,136,906
Capital	-
Positions	49.5 FTEs



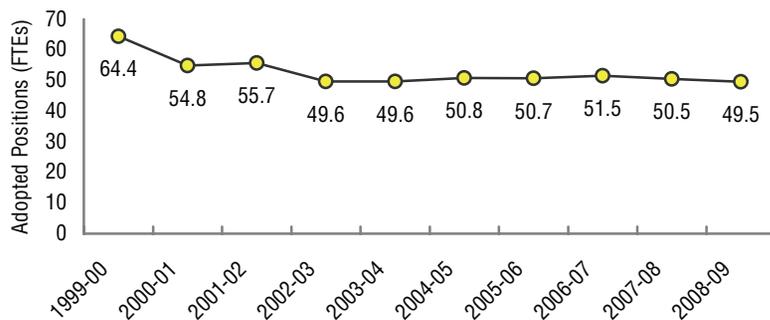
## SOURCE OF FUNDS



## USE OF FUNDS



## STAFFING TREND



**TREASURER-TAX COLLECTOR-PUBLIC ADM.**

**Department Summary**

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Use of Funds Summary</b>				
<i>Operating Expenditures</i>				
Finance and Administration	\$ 1,334,320	\$ 1,491,187	\$ 1,537,917	\$ 1,590,612
Treasury	1,293,685	1,523,396	1,404,321	1,474,352
Property Taxes	764,149	853,969	955,164	1,218,642
Collections	601,178	745,483	718,651	752,065
Public Assistance	1,335,810	1,583,093	1,449,493	1,528,118
Operating Sub-Total	5,329,142	6,197,128	6,065,546	6,563,789
Less: Intra-County Revenues	(670,776)	(276,400)	(276,400)	(426,883)
Operating Total	4,658,366	5,920,728	5,789,146	6,136,906
<i>Non-Operating Expenditures</i>				
Capital Assets	--	55,000	55,000	--
Expenditure Total	4,658,366	5,975,728	5,844,146	6,136,906
<i>Other Financing Uses</i>				
Operating Transfers	38,249	7,472	7,472	7,472
Designated for Future Uses	280,000	--	--	--
Department Total	\$ 4,976,615	\$ 5,983,200	\$ 5,851,618	\$ 6,144,378

**Character of Expenditures**

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<i>Operating Expenditures</i>				
Regular Salaries	\$ 3,008,243	\$ 3,259,232	\$ 3,249,342	\$ 3,446,773
Overtime	2,869	7,000	893	--
Extra Help	3,284	48,000	17,435	640
Benefits	1,009,935	1,264,298	1,161,245	1,445,794
Salaries & Benefits Sub-Total	4,024,331	4,578,530	4,428,915	4,893,207
Services & Supplies	1,304,811	1,618,598	1,636,631	1,670,582
Operating Sub-Total	5,329,142	6,197,128	6,065,546	6,563,789
Less: Intra-County Revenues	(670,776)	(276,400)	(276,400)	(426,883)
Operating Total	4,658,366	5,920,728	5,789,146	6,136,906
<i>Non-Operating Expenditures</i>				
Capital Assets	--	55,000	55,000	--
Expenditure Total	\$ 4,658,366	\$ 5,975,728	\$ 5,844,146	\$ 6,136,906

**Source of Funds Summary**

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<i>Departmental Revenues</i>				
Federal & State Revenues	\$ 77,838	\$ 45,000	\$ 51,500	\$ 46,500
Other Charges for Services	2,622,903	2,669,550	2,592,577	2,984,561
Miscellaneous Revenue	307,577	235,000	270,212	308,625
Revenue Sub-Total	3,008,318	2,949,550	2,914,289	3,339,686
Less: Intra-County Revenues	(670,776)	(276,400)	(276,400)	(426,883)
Revenue Total	2,337,542	2,673,150	2,637,889	2,912,803
<i>General Fund Contribution</i>				
	2,639,073	3,006,428	2,983,432	3,031,575
<i>Other Financing Sources</i>				
Operating Transfers	--	--	22,197	--
Sale of Property	--	--	1,000	--
Use of Prior Fund Balances	--	303,622	207,100	200,000
Department Total	\$ 4,976,615	\$ 5,983,200	\$ 5,851,618	\$ 6,144,378

**Position Summary**

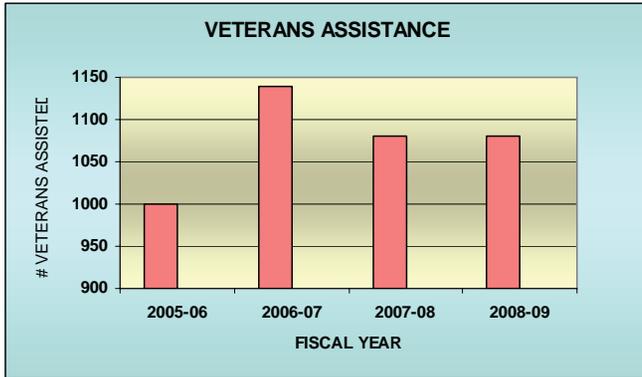
	Actual FY 06-07		Adopted FY 07-08		Est. Actual FY 07-08		Recommended FY 08-09	
	Pos.	FTE	Pos.	FTE	Pos.	FTE	Pos.	FTE
<i>Permanent</i>								
Finance and Administration	9.0	7.9	9.0	8.1	9.0	7.6	7.0	7.4
Treasury	9.0	8.1	11.0	9.6	11.0	6.2	9.0	7.9
Property Taxes	8.0	6.3	5.0	6.8	5.0	9.2	10.0	9.8
Collections	7.0	6.3	7.0	7.8	7.0	8.4	9.0	7.9
Public Assistance	18.0	17.6	19.0	18.3	19.0	18.0	18.0	16.4
Total Permanent	51.0	46.3	51.0	50.5	51.0	49.4	53.0	49.5
<i>Non-Permanent</i>								
Extra Help	--	0.0	--	--	--	0.0	--	--
Total Positions	51.0	46.3	51.0	50.5	51.0	49.4	53.0	49.5

**Budget Organization**

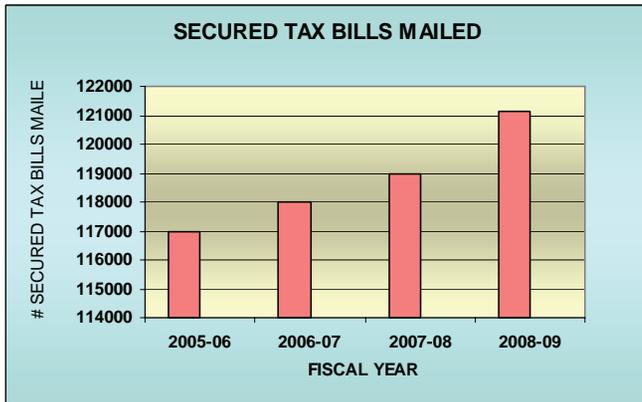
The divisions of the Treasurer-Tax Collector-Public Administrator Department are Finance and Administration, Treasury, Property Taxes, Collections, and Public Assistance. The Treasurer-Tax Collector-Public Administrator Department has 53 positions with operations in Santa Barbara and Santa Maria, as well as satellite Veterans offices at the Calle Real complex and in Lompoc. The staff count equates to 49.5 full time equivalents, net of budgeted salary savings.

The emphasis of the Treasurer-Tax Collector-Public Administrator Department is the continuation and enhancement of the following 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; collecting property taxes within the timeframes of the Government Code; collecting and processing payments collected on behalf of County departments, schools, and special districts; administering decedent estates and conservatorships; and administering State and Federal benefits for Veterans' programs. Within each of the basic services provided, the Treasurer-Tax Collector-Public Administrator delivers programs that specifically address the County's Strategic Plan through actions required by law or by routine business necessity.

**Activity Indicators**

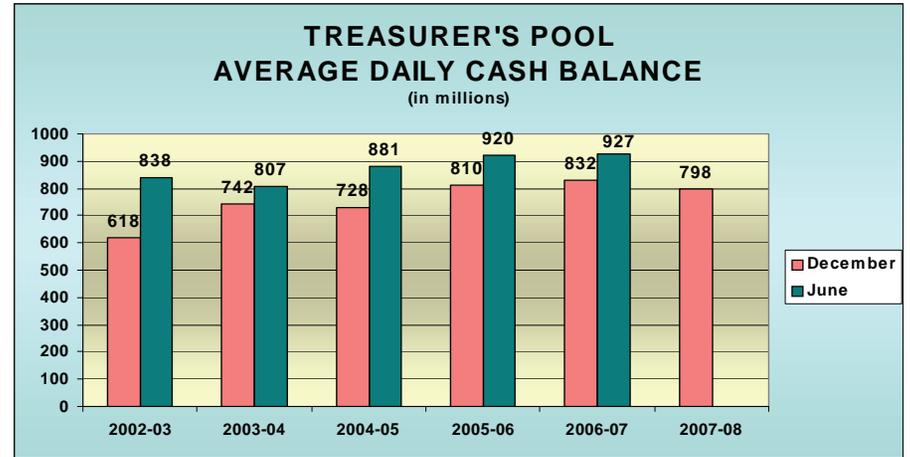


Santa Barbara, Lompoc and Santa Maria Veteran Services Offices assist the County's Veterans



The number of secured tax bills mailed has increased over time due to an increase in the number of homes in the county.

**TREASURER-TAX COLLECTOR-PUBLIC ADM.**  
**Department Summary (cont'd)**



The average daily cash and investments in the Treasurer's Pool have consistently increased over time due to increased secured and unsecured tax payments and other collection activity. The Dec. 2007-08 decrease is due to the separation of the Courts from the County.

**On-Line Property Tax Payment System:**

The Santa Barbara County Treasurer-Tax Collector would like to remind you of our on-line payment service. This service is available to individual taxpayers and tax service agencies. All unpaid property tax bills are available on-line for payment and five years of paid bills are available for viewing, with one exception. Secured property tax bills on payment-plans are not available on-line for payment at this time.

**How do I pay my taxes on-line?**

Visit the website at:

<https://mvtaxes.sbtaxes.org/proptax/>

If you have lost your bill and wish to send in your payment, print the related stub from the search page and send your payment to the Treasurer-Tax Collector's office in Santa Barbara. We also accept property tax payments by telephone. Please refer to the advertisement accompanying your tax bill for more information.

All tax bill installments are due by **5:00PM** on the delinquent date. This is true for on-line, in person or phone payments.

## TREASURER-TAX COLLECTOR-PUBLIC ADM.

### Department Summary (cont'd)

#### Significant Changes (FY 2007-08 Adopted to FY 2007-08 Estimated Actual)

The Fiscal Year 2007-08 Estimated Actual operating expenditures decreased \$131,000 to \$6,066,000 from the Fiscal Year 2007-08 Adopted Budget of \$6,197,000. This 2% decrease is primarily the result of:

- +\$100,000 - Expenditure for upgrading the remittance processing system
- -\$150,000 - Reductions in salaries and benefits due to position vacancies and staff utilization in lieu of extra help
- -\$40,000 - Reduction in office expense
- -\$20,000 - Decrease in cost of upgrading public guardian cash management system
- -\$19,000 - Reduction in travel expense
- -\$2,000 - Other miscellaneous expenses

The Fiscal Year 2007-08 Estimated Actual operating revenues decreased \$35,000 to \$2,914,000 from the Fiscal Year 2007-08 Adopted Budget of \$2,949,000. This 1% decrease is the result of:

- +\$60,000 - Estate fees
- +\$50,000 - Supplemental tax admin fee
- +\$45,000 - Increases in tax late payment penalties
- +\$24,000 - Other services
- +\$10,000 - Property tax admin fee
- -\$225,000 - Reimbursement of treasury expenditures

The Fiscal Year 2007-08 Estimated Actual operating revenues use of prior fund balances decreased \$96,522 to \$207,100 from the Fiscal Year 2007-08 Adopted Budget of \$303,622. This 32% decrease is due to:

- -\$96,522 - Reduced expenditures in the current year.

#### Significant Changes (FY 2007-08 Estimated Actual to FY 2008-09 Recommended)

The Fiscal Year 2008-09 Recommended Budget operating expenditures will increase \$498,000 to \$6,564,000 from the Fiscal Year 2007-08 Estimated Actual of \$6,066,000. This 8% increase is primarily due to:

- +\$464,000 - Increases in salaries and benefits resulting from position vacancies in the prior year
- +\$49,000 - Increase in liability insurance

- +\$20,000 - Office expense
- +\$18,000 - Charge from General Services for utilities
- -\$39,000 - Decrease in banking fees
- -\$14,000 - Decrease in miscellaneous services and supplies

The Fiscal Year 2008-09 Recommended Budget capital asset expenditures decreased \$55,000 to \$0 from the Fiscal Year 2007-08 Estimated Actual of \$55,000. This 100% decrease is the result of:

- -\$55,000 - A one time purchase of a scanner for the Remittance Processing System in the current year.

The Fiscal Year 2008-09 Recommended Budget operating revenues will increase \$425,000 to \$3,340,000 from the Fiscal Year 2007-08 Estimated Actual of \$2,914,000. This 14.6% increase is primarily the result of:

- +\$323,000 - Reimbursement of treasury expenditures
- +\$132,000 - Intrafund transfers for mainframe operations
- +\$38,000 - Increase in tax late penalties
- +\$23,000 - Increased cost allocation charge
- -\$35,000 - Decreases in supplemental tax administration fees
- -\$26,000 - Lower estate fees
- -\$25,000 - Decrease in miscellaneous other services
- -\$5,000 - Decrease in veterans aid

#### Fiscal Year 2008-09 constraints require the Department to implement certain service level reductions.

- Reduce a Financial Systems Analyst position assigned to designing the new property tax system. Collecting property taxes is a mandated function. Delaying this project has significant risks.
  - The current system is obsolete, on a mainframe platform and is written in an archaic language. All of the mainframe support team are at the end of their professional careers. Much undocumented knowledge that is difficult to replace would leave the County should any of the support team retire prior to shutting down the mainframe environment.
  - A number of the system software products running on the mainframe are no longer supported by their vendor. However, they are used considerably inside the Treasurer-Tax Collector's in-house built applications. Expert knowledge of these products is rapidly disappearing, leaving the Treasurer-Tax Collector department vulnerable should an unplanned emergency occur.

## TREASURER-TAX COLLECTOR-PUBLIC ADM.

### Department Summary (cont'd)

- Reduce a Public Guardian Investigator. This is a state mandated function. Level of service will be reduced to the elderly and mentally ill requiring conservatorship.
- Reduce an accounting assistant position in the Representative Payee Program. This program assists persons receiving federal entitlements (SSA, SSI and/or VA benefits). These clients receive mental health services from the County. The Social Security Administration has determined these clients are not capable of managing money on their own. Treasurer-Tax Collector staff receive their entitlements and pay their bills. This is a popular program with the community as it keeps the clients from becoming homeless, but it is not mandated. This service is currently provided to 300 clients by two staff. This will reduce the number to approximately 150 clients served.

#### Departmental Priorities and Their Alignment with County Goals

The County Treasurer-Tax Collector-Public Administrator's strategic actions align primarily with the following Board of Supervisor's adopted Goals:

**Goal 1: Efficient and Responsive Government: An Efficient, Professionally Managed Government Able to Anticipate and to Effectively Respond to the Needs of the Community; and**

**Goal 3: Economic Vitality: A Community that is Economically Vital and Sustainable.**

The department's divisions each provide certain core services reflected in the performance measures. The Treasurer-Tax Collector-Public Administrator's management strategy includes projects to improve service delivery, while curtailing costs. This is achieved by concentrating on three main focus areas: Enhancing Finance and Treasury Functions; Improving Property Tax System and Collection System Policies and Procedures; and Administering and Facilitating Public Assistance Programs.

#### Focus Area: Enhancement of Finance and Treasury Functions

Current Year (FY 07-08) Accomplishments:

- Deferred Compensation – Successfully completed a request for proposal to satisfy due diligence for the County's deferred compensation benefit options.
- Deferred Compensation – Completed the transition to a new provider of the County's deferred compensation resulting from the request for proposal project.
- Developed quarterly newsletter for Treasury Investment Pool participants.

Proposed Strategic Actions:

- Cashiering Operations – Implement Check-21 readiness upgrades on front-counter and back-office collection processing devices. This will allow electronic depositing of check-based collections resulting in a speedier banking recognition of deposits.
- Treasurer's Investment Pool – Establish policies and procedures for a debt issuance program to allow the Treasurer to work more effectively with school districts and other entities issuing General Obligation Bonds, Certificates of Participation, refunded issuances, and any other types of financings.

- Update County Transient Occupancy Tax ordinance.

#### Focus Area: Improving Property Tax System and Collection System Policies and Procedures

Current Year (FY 07-08) Accomplishments:

- Maintained a high secured tax collection ratio of 97.9% by the end of Fiscal Year 2006-07, a tie of ninth place for tax collection among all California counties. The unsecured tax collection ratio improved to 98.6%, an increase of .1% over Fiscal Year 2005-06.
- Collection System Automation
  - Designed and implemented a new process for the referral of collection accounts into the State Franchise Tax Board Court Ordered Debt (FTB – COD) program.
  - Reduced manual data entry by expanding the usage of automated integration services to incorporate collection information from other County of Santa Barbara departments into the centralized collections system.

Proposed Strategic Actions:

- Property Tax Management System – Achieve targeted milestones for migration of Property Tax System from mainframe environment to new generation system.
- Collection Systems - Establishment of a Collections Data Warehouse for greater collection analysis and reporting for our collection customer departments within the County of Santa Barbara.
- Property tax billing improvement: Continue to make enhancements to billing and mailing of tax bills for greater internal control.

#### Focus Area: Administering and Facilitating Public Assistance Programs

Current Year (FY 07-08) Accomplishments:

- Developed an implementation plan to use a web-based case and cash management system for the Public Administrator/Guardian functions and Representative Payee program.
- Revised and applied changes to Public Guardian policies and procedures per new legislation implementation, January 2008.
- Prepared approximately 300 additional income tax returns due to the Economic Stimulus Act.

Proposed Strategic Actions:

- Complete customization and implementation of web-based case and cash management system
- Implement cross-training among Public Guardian and Public Administrator staff, redistributing caseloads to fully utilize staff talent and maximize human resources.

**TREASURER-TAX COLLECTOR-PUBLIC ADM.**

**Finance and Administration**

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Use of Funds Summary</b>				
<i>Operating Expenditures</i>				
Finance and Administration	\$ 1,334,320	\$ 1,491,187	\$ 1,537,917	\$ 1,590,612
Operating Sub-Total	1,334,320	1,491,187	1,537,917	1,590,612
Less: Intra-County Revenues	(31,718)	(24,265)	(24,265)	(10,969)
Expenditure Total	1,302,602	1,466,922	1,513,652	1,579,643
<i>Other Financing Uses</i>				
Designated for Future Uses	255,000	--	--	--
Division Total	\$ 1,557,602	\$ 1,466,922	\$ 1,513,652	\$ 1,579,643

**Character of Expenditures**

<i>Operating Expenditures</i>				
Regular Salaries	871,996	825,477	833,965	811,791
Overtime	(436)	3,000	--	--
Extra Help	1,955	--	306	--
Benefits	359,243	400,103	373,335	393,988
Salaries & Benefits Sub-Total	1,232,758	1,228,580	1,207,606	1,205,779
Services & Supplies	101,562	262,607	330,311	384,833
Operating Sub-Total	1,334,320	1,491,187	1,537,917	1,590,612
Less: Intra-County Revenues	(31,718)	(24,265)	(24,265)	(10,969)
Expenditure Total	\$ 1,302,602	\$ 1,466,922	\$ 1,513,652	\$ 1,579,643

**Source of Funds Summary**

<i>Departmental Revenues</i>				
Other Charges for Services	\$ 31,720	\$ 23,073	\$ 23,073	\$ 8,750
Miscellaneous Revenue	8,475	--	--	--
Revenue Sub-Total	40,195	23,073	23,073	8,750
Less: Intra-County Revenues	(31,718)	(24,265)	(24,265)	(10,969)
Revenue Total	8,477	(1,192)	(1,192)	(2,219)
<i>General Fund Contribution</i>	1,549,125	1,219,492	1,400,375	1,381,862
<i>Other Financing Sources</i>				
Operating Transfers	--	--	9,469	--
Use of Prior Fund Balances	--	248,622	105,000	200,000
Division Total	\$ 1,557,602	\$ 1,466,922	\$ 1,513,652	\$ 1,579,643

Actual FY 06-07		Adopted FY 07-08		Est. Actual FY 07-08		Recommended FY 08-09		
Pos.	FTE	Pos.	FTE	Pos.	FTE	Pos.	FTE	
<b>Position Summary</b>								
<i>Permanent</i>								
Finance and Administration	9.0	7.9	9.0	8.1	9.0	7.6	7.0	7.4
Total Positions	9.0	7.9	9.0	8.1	9.0	7.6	7.0	7.4

**Significant Changes (FY 2007-08 Adopted to FY 2007-08 Estimated Actual)**

The Fiscal Year 2007-08 Estimated Actual operating expenditures will increase \$47,000 to \$1,538,000 from the Fiscal Year 2007-08 Adopted Budget of \$1,491,000. This 3.13% increase is the result of:

- +\$53,000 - Increase in data processing services
- +\$6,000 - Charges from General Services for utilities
- +\$4,200 - Increase in reprographic and telephone services
- +\$2,600 - Increase Motor Pool Charges
- -\$21,000 - Decrease in overall salaries and overtime
- -\$2,200 - Increase in miscellaneous supplies

**Significant Changes (FY 2007-08 Estimated Actual to FY 2008-09 Recommended)**

The Fiscal Year 2008-09 Recommended Budget operating expenditures will increase \$53,000 to \$1,591,000 from the Fiscal Year 2007-08 Estimated Actual of \$1,538,000. This 3.43% increase is due to:

- +\$49,000 - Increase of liability insurance
- +\$4,000 - Higher expenditures for miscellaneous services and supplies

The Fiscal Year 2008-09 Recommended Budget operating revenues will decrease \$14,000 to \$9,000 from the Fiscal Year 2007-08 Estimated actual of \$23,000. This 62% decrease is due to:

- -\$14,000 - Decrease in cost allocation revenue

**SERVICE DESCRIPTION**

Provide budgetary and administrative activities, general accounting, debt administration, deferred compensation plan administration, and automation. Plan, coordinate and implement all information system applications (both hardware and software) for all divisions. Administer bonded indebtedness issued by the County or districts for the purpose of funding or refunding needed revenue, temporary borrowing, and special improvement/assessment bonds.

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Recurring Performance Measures</b>				
<b>Finance and Administration</b>				
To ensure an efficient and responsive government, the County will maintain the rate of General Liability claims filed at no more than 90 - 100% of the previous year's actual claims filed.	66%	100%	100%	100%
	2	2	2	2
	3	2	2	2
As an efficient and responsive government, the County will maintain the cost of workers' compensation incident claims to \$1.17 per \$100 payroll (salaries and overtime).	\$0.54	\$0.46	\$0.39	\$0.37
	16,180	16,180	12,973	12,973
	29,618	34,619	32,715	34,474
To improve workers' safety, the County will conduct its operations in order to maintain the rate of Workers' Compensation incident claims to 12 or less per 100 FTE employees Countywide.	4.16	4.00	4.08	4.00
	2	2	2	2
	.48	.50	.49	.50
As an efficient and responsive government, the County will maintain the rate of Workers' Compensation claims filed between 90 - 100% of the previous year's actual claims filed.	100%	100%	100%	100%
	2	2	2	2
	2	2	2	2
As an efficient and responsive government, the County will maintain a productive workforce through a countywide Lost Time Rate of 5.9% or less.	5.3%	5.3%	4.7%	4.7%
	5,059	5,059	4,567	4,567
	95,640	95,640	96,823	96,823
As an efficient and responsive government, the County will maintain a quality workforce through completing 95% -100% of departmental Employee Performance Reviews (EPRs) by the Anniversary Due Date.	100%	100%	96%	100%
	47	51	48	50
	47	51	50	50

**TREASURER-TAX COLLECTOR-PUBLIC ADM.**

**Finance and Administration (cont'd)**

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Recurring Performance Measures</b>				
To promote the financial stability of the County, annually conduct 11 transient occupancy tax audits	9	11	11	11

	Actual FY 06-07 Pos.	Adopted FY 07-08 Pos.	Est. Actual FY 07-08 Pos.	Recommended FY 08-09 Pos.
<b>Position Detail</b>				
<b>Finance and Administration</b>				
Treas/Tax Col/Pub Admin	1.0	1.0	1.0	1.0
Assistant Treas/Tax Coll/Pub Adm	1.0	1.0	1.0	1.0
Treasury Finance Chief	1.0	1.0	1.0	1.0
Business Manager	1.0	1.0	1.0	1.0
DP Manager Dept	1.0	1.0	1.0	1.0
Financial Systems Analyst	1.0	1.0	1.0	--
Systems & Programming Analyst	1.0	1.0	1.0	--
Computer Systems Specialist	1.0	1.0	1.0	1.0
Executive Secretary	1.0	1.0	1.0	1.0
Sub-Division Total	9.0	9.0	9.0	7.0
Division Total	9.0	9.0	9.0	7.0

**TREASURER-TAX COLLECTOR-PUBLIC ADM.**

**Treasury**

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Use of Funds Summary</b>				
<i>Operating Expenditures</i>				
Operations	\$ 1,127,999	\$ 1,312,638	\$ 1,209,140	\$ 1,246,611
Investments	165,686	210,758	195,181	227,741
Operating Sub-Total	1,293,685	1,523,396	1,404,321	1,474,352
Less: Intra-County Revenues	(229,217)	(134,883)	(134,883)	(27,151)
Operating Total	1,064,468	1,388,513	1,269,438	1,447,201
<i>Non-Operating Expenditures</i>				
Capital Assets	--	55,000	55,000	--
Expenditure Total	1,064,468	1,443,513	1,324,438	1,447,201
<i>Other Financing Uses</i>				
Operating Transfers	16,017	1,716	1,716	1,716
Division Total	\$ 1,080,485	\$ 1,445,229	\$ 1,326,154	\$ 1,448,917

**Character of Expenditures**

<i>Operating Expenditures</i>				
Regular Salaries	462,831	586,256	452,306	566,100
Overtime	2,076	3,000	547	--
Benefits	138,609	205,998	140,492	221,093
Salaries & Benefits Sub-Total	603,516	795,254	593,345	787,193
Services & Supplies	690,169	728,142	810,976	687,159
Operating Sub-Total	1,293,685	1,523,396	1,404,321	1,474,352
Less: Intra-County Revenues	(229,217)	(134,883)	(134,883)	(27,151)
Operating Total	1,064,468	1,388,513	1,269,438	1,447,201
<i>Non-Operating Expenditures</i>				
Capital Assets	--	55,000	55,000	--
Expenditure Total	\$ 1,064,468	\$ 1,443,513	\$ 1,324,438	\$ 1,447,201

**Source of Funds Summary**

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<i>Departmental Revenues</i>				
Other Charges for Services	\$ 1,663,674	\$ 2,037,369	\$ 1,812,220	\$ 1,956,507
Revenue Sub-Total	1,663,674	2,037,369	1,812,220	1,956,507
Less: Intra-County Revenues	(229,217)	(134,883)	(134,883)	(27,151)
Revenue Total	1,434,457	1,902,486	1,677,337	1,929,356
<i>General Fund Contribution</i>	(353,972)	(512,257)	(406,183)	(480,439)
<i>Other Financing Sources</i>				
Use of Prior Fund Balances	--	55,000	55,000	--
Division Total	\$ 1,080,485	\$ 1,445,229	\$ 1,326,154	\$ 1,448,917

**Position Summary**

	Actual FY 06-07		Adopted FY 07-08		Est. Actual FY 07-08		Recommended FY 08-09	
	Pos.	FTE	Pos.	FTE	Pos.	FTE	Pos.	FTE
<i>Permanent</i>								
Operations	8.0	7.4	10.0	8.6	10.0	5.5	8.0	6.9
Investments	1.0	0.8	1.0	1.0	1.0	0.8	1.0	1.0
Total Positions	9.0	8.1	11.0	9.6	11.0	6.3	9.0	7.9

**SERVICE DESCRIPTION**

Receive and steward, apply and pay out all monies belonging to the County, Schools and Special Districts, and all other monies as directed by law. Invest County, schools and special district funds not required for immediate expenditure. The investment of public funds must comply with State statutes and other legal constraints, with goals of preservation of public agency funds, protection of capital, maintenance of sufficient cash flow to meet daily warrant demands, and earning a market rate of return at minimum risk.

**Significant Changes (FY 2007-08 Adopted to FY 2007-08 Estimated Actual)**

The Fiscal Year 2007-08 Estimated Actual operating expenditures will decrease \$119,000 to \$1,404,000 from the Fiscal Year 2007-08 Adopted Budget of \$1,523,000. This 7.8% decrease is primarily due to:

- +\$100,000 - Expenditures for upgrading the remittance processing system
- -\$202,000 - Decreased salaries and employee benefits
- -\$17,000 - Decrease in miscellaneous services and supplies

The Fiscal Year 2007-08 Estimated Actual operating revenues will decrease \$225,000 to \$1,812,000 from the Fiscal Year 2007-08 Adopted Budget of \$2,037,000. This 11% decrease is due to:

- -\$225,000 - Lowered administrative fee reimbursements as a result of decreased expenditures for the Treasury and Investment operations.

**Significant Changes (FY 2007-08 Estimated Actual to FY 2008-09 Recommended)**

The Fiscal Year 2008-09 Recommended Budget operating expenditures will increase \$70,000 to \$1,474,000 from the Fiscal Year 2007-08 Estimated Actual of \$1,404,000. This 5% increase is due to:

- +\$194,000 - Increased salaries and employee benefits due to the allocation of resources from other divisions as well as increased retirement costs
- -\$100,000 - Decrease due to system upgrades in the prior year
- -\$24,000 - Decrease in miscellaneous services and supplies

The Fiscal Year 2008-09 Recommended Budget operating revenues will increase \$144,000 to \$1,956,000 from the Fiscal Year 2007-08 Estimated Actual of \$1,812,000. This 8% increase is due to:

- +\$247,000 - Increase in administration fees
- -\$103,000 - Decreased cost allocation charge

**TREASURER-TAX COLLECTOR-PUBLIC ADM.**

Treasury (cont'd)

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Recurring Performance Measures</b>				
<b>Investments</b>				
To ensure the financial stability of the County and secure public agency funds, stay within compliance 100% of the time with the Government Code and the Treasurer's Investment Policy.	Yes	Yes	Yes	Yes
To ensure the financial stability of the County, achieve an investment pool yield equal to, or greater than LAIF's (Local Agency Investment Fund), on a five year moving average. (Quarterly Deviation)	N/A	0	0	0
To ensure the financial stability of the County, monitor and project liquidity requirements as evidenced by zero securities sold at a loss to meet cash flow needs of pool participants. (Monthly #)	0	0	0	0

	Actual FY 06-07 Pos.	Adopted FY 07-08 Pos.	Est. Actual FY 07-08 Pos.	Recommended FY 08-09 Pos.
<b>Position Detail</b>				
<b>Operations</b>				
Treas/Tax Coll Operations Mgr	--	1.0	1.0	1.0
TTC Ops Supervisor	1.0	1.0	1.0	1.0
Accountant	1.0	1.0	1.0	1.0
TTC Ops Specialist, Sr	2.0	2.0	2.0	2.0
TTC Ops Specialist	4.0	5.0	5.0	3.0
Sub-Division Total	8.0	10.0	10.0	8.0
<b>Investments</b>				
Assistant Treas/Tax Coll/Pub Adm	1.0	--	--	--
Investment Manager	--	1.0	1.0	1.0
Sub-Division Total	1.0	1.0	1.0	1.0
Division Total	9.0	11.0	11.0	9.0

**TREASURER-TAX COLLECTOR-PUBLIC ADM.**

**Property Taxes**

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Use of Funds Summary</b>				
<i>Operating Expenditures</i>				
Secured	\$ 413,608	\$ 459,267	\$ 569,355	\$ 810,358
Unsecured	173,469	157,622	192,763	221,788
Supplemental	154,491	205,822	155,428	148,579
Bankruptcy	22,581	31,258	37,618	37,917
Operating Sub-Total	764,149	853,969	955,164	1,218,642
Less: Intra-County Revenues	--	--	--	(131,500)
Division Total	<u>\$ 764,149</u>	<u>\$ 853,969</u>	<u>\$ 955,164</u>	<u>\$ 1,087,142</u>

**Character of Expenditures**

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<i>Operating Expenditures</i>				
Regular Salaries	390,904	425,617	579,350	672,628
Overtime	--	1,000	346	--
Benefits	119,141	146,228	183,855	261,551
Salaries & Benefits Sub-Total	510,045	572,845	763,551	934,179
Services & Supplies	254,104	281,124	191,613	284,463
Operating Sub-Total	764,149	853,969	955,164	1,218,642
Less: Intra-County Revenues	--	--	--	(131,500)
Expenditure Total	<u>\$ 764,149</u>	<u>\$ 853,969</u>	<u>\$ 955,164</u>	<u>\$ 1,087,142</u>

**Source of Funds Summary**

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<i>Departmental Revenues</i>				
Federal & State Revenues	\$ 9,487	\$ --	\$ --	\$ --
Other Charges for Services	341,186	310,000	397,776	469,276
Miscellaneous Revenue	209,951	150,000	195,000	233,625
Revenue Sub-Total	560,624	460,000	592,776	702,901
Less: Intra-County Revenues	--	--	--	(131,500)
Revenue Total	560,624	460,000	592,776	571,401
<i>General Fund Contribution</i>	203,525	393,969	349,660	515,741
<i>Other Financing Sources</i>				
Operating Transfers	--	--	12,728	--
Division Total	<u>\$ 764,149</u>	<u>\$ 853,969</u>	<u>\$ 955,164</u>	<u>\$ 1,087,142</u>

Actual FY 06-07		Adopted FY 07-08		Est. Actual FY 07-08		Recommended FY 08-09	
Pos.	FTE	Pos.	FTE	Pos.	FTE	Pos.	FTE
<b>Position Summary</b>							
<i>Permanent</i>							
Secured	2.0	2.5	2.0	2.6	2.0	4.8	7.0
Unsecured	2.0	2.1	2.0	1.9	2.0	2.5	2.0
Supplemental	3.0	1.5	--	2.0	--	1.6	--
Bankruptcy	1.0	0.3	1.0	0.3	1.0	0.4	1.0
Total Positions	<u>8.0</u>	<u>6.3</u>	<u>5.0</u>	<u>6.8</u>	<u>5.0</u>	<u>9.2</u>	<u>10.0</u>

**Significant Changes (FY 2007-08 Adopted to FY 2007-08 Estimated Actual)**

The Fiscal Year 2007-08 Estimated Actual operating expenditures increased \$101,000 to \$955,000 from the Fiscal Year 2007-08 Adopted Budget of \$854,000. This 11.9% increase is primarily due to:

- +\$191,000 - Increased salaries and employee benefits due to the allocation of resources from other divisions as well as increased retirement costs
- -\$52,000 - Decrease in data processing services cost
- -\$28,500 - Decrease in miscellaneous service and supply expenditures
- -\$9,500 - Decrease in legal notice expense

The Fiscal Year 2007-08 Estimated Actual operating revenues increased \$133,000 to \$593,000 from the Fiscal Year 2007-08 Adopted Budget of \$460,000. This 28.9% increase is the result of:

- +\$63,000 - Increase in property tax admin fee
- +\$45,000 - Increase in tax late payment fees
- +\$25,000 - Increase in other services

**Significant Changes (FY 2007-08 Estimated Actual to FY 2008-09 Recommended)**

The Fiscal Year 2008-09 Recommended Budget operating expenditures will increase \$263,000 to \$1,218,000 from Fiscal Year 2007-08 Estimated Actual of \$955,000. This 27.6% increase is due to:

- +\$171,000 - Increases in salaries due to filling an EDP Systems Programmer for the mainframe as well as increased retirement benefits
- +\$110,000 - Increase due to mainframe operations being transferred to the Treasurer's budget beginning in FY 08-09
- +\$19,500 - Higher expenditures for miscellaneous services and supplies

**SERVICE DESCRIPTION**

Provide billing, collection, and maintenance of accounting records for all secured, supplemental, and unsecured property taxes levied by the taxing agencies within the County, and the collection and redemption of prior year secured delinquent taxes. Mail notices of delinquent taxes, publish Notice of Impending Default, sell delinquent property after five years at a public auction, and process tax roll corrections, cancellations and refunds. Provide assistance and response to taxpayer inquiries.

- -\$37,500 - Decrease in intrafund transfers to Auditor-Controller due to mainframe operations being transferred to the Treasurer's budget beginning in FY 08-09.

The Fiscal Year 2008-09 Recommended Budget operating revenues will increase \$110,000 to \$703,000 from the Fiscal Year 2007-08 Estimated Actual of \$593,000. This 18.6% increase is due to:

- +\$131,500 - Intrafund transfers increasing due to mainframe operations being transferred to the Treasurer's budget beginning in FY 08-09
- +\$39,000 - Projected increase in tax late payment fees
- -\$35,000 - Decrease in administration services fee related to supplemental property taxes
- -\$25,000 - Decrease of microfiche data sales

	<u>Actual FY 06-07</u>	<u>Adopted FY 07-08</u>	<u>Est. Actual FY 07-08</u>	<u>Recommended FY 08-09</u>
<b>Recurring Performance Measures</b>				
<b>Unsecured</b>				
To ensure the financial stability of the County, each of three collector II shall prepare a minimum of 250 legal documents per fiscal year to effect payment of unsecured taxes. (Annual #)	N/A	750	1,400	750
To ensure the financial stability of the County, each of three collector II shall prepare a minimum of 90 field contacts (a contact will be defined as driving or walking to the debtor's address or the asset location to effect payment) each fiscal year. (Annual #)	N/A	270	318	270
<b>Supplemental</b>				
To promote an efficient and responsive government, respond to 95% of all supplemental inquiries from taxpayers (email or letter) received within 3 working days of receipt.	N/A	100%	100%	100%
	-	40	36	40

**TREASURER-TAX COLLECTOR-PUBLIC ADM.**

**Property Taxes (cont'd)**

	<u>Actual FY 06-07</u>	<u>Adopted FY 07-08</u>	<u>Est. Actual FY 07-08</u>	<u>Recommended FY 08-09</u>
<b>Recurring Performance Measures</b>				
<b>Bankruptcy</b>				
To ensure the financial stability of the County, annually complete 100% of proof of claim forms prior to the federal bankruptcy court's due date (Applies to approximately 50 proof of claim forms)	100% 48	100% 50	100% 50	100% 50

	<u>Actual FY 06-07</u>	<u>Adopted FY 07-08</u>	<u>Est. Actual FY 07-08</u>	<u>Recommended FY 08-09</u>
	<u>Pos.</u>	<u>Pos.</u>	<u>Pos.</u>	<u>Pos.</u>

**Position Detail**

**Secured**

EDP Sys Programmer III	--	--	--	1.0
Financial Systems Analyst	1.0	1.0	1.0	2.0
Systems & Programming Analyst	--	--	--	1.0
Accountant	1.0	1.0	1.0	1.0
TTC Ops Specialist	--	--	--	2.0
Sub-Division Total	<u>2.0</u>	<u>2.0</u>	<u>2.0</u>	<u>7.0</u>

**Unsecured**

Collections Officer	<u>2.0</u>	<u>2.0</u>	<u>2.0</u>	<u>2.0</u>
Sub-Division Total	2.0	2.0	2.0	2.0

**Supplemental**

Treas/Tax Coll Operations Mgr	1.0	--	--	--
Collections Officer	1.0	--	--	--
TTC Ops Specialist	<u>1.0</u>	--	--	--
Sub-Division Total	3.0	--	--	--

**Bankruptcy**

Accountant	<u>1.0</u>	<u>1.0</u>	<u>1.0</u>	<u>1.0</u>
Sub-Division Total	1.0	1.0	1.0	1.0
Division Total	<u>8.0</u>	<u>5.0</u>	<u>5.0</u>	<u>10.0</u>

**TREASURER-TAX COLLECTOR-PUBLIC ADM.**

**Collections**

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Use of Funds Summary</b>				
<i>Operating Expenditures</i>				
Business Licenses	\$ 42,512	\$ 29,213	\$ 50,661	\$ 63,619
General Collections	558,666	716,270	667,990	688,446
Operating Sub-Total	601,178	745,483	718,651	752,065
Less: Intra-County Revenues	(316,091)	(117,252)	(117,252)	(257,263)
Division Total	<u>\$ 285,087</u>	<u>\$ 628,231</u>	<u>\$ 601,399</u>	<u>\$ 494,802</u>

**Character of Expenditures**

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<i>Operating Expenditures</i>				
Regular Salaries	382,560	432,257	457,190	445,283
Extra Help	915	48,000	16,281	--
Benefits	111,678	153,383	152,307	181,537
Salaries & Benefits Sub-Total	495,153	633,640	625,778	626,820
Services & Supplies	106,025	111,843	92,873	125,245
Operating Sub-Total	601,178	745,483	718,651	752,065
Less: Intra-County Revenues	(316,091)	(117,252)	(117,252)	(257,263)
Expenditure Total	<u>\$ 285,087</u>	<u>\$ 628,231</u>	<u>\$ 601,399</u>	<u>\$ 494,802</u>

**Source of Funds Summary**

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<i>Departmental Revenues</i>				
Other Charges for Services	\$ 321,330	\$ 119,108	\$ 119,508	\$ 259,721
Miscellaneous Revenue	89,151	85,000	72,000	75,000
Revenue Sub-Total	410,481	204,108	191,508	334,721
Less: Intra-County Revenues	(316,091)	(117,252)	(117,252)	(257,263)
Revenue Total	94,390	86,856	74,256	77,458
<i>General Fund Contribution</i>	190,697	541,375	527,143	417,344
Division Total	<u>\$ 285,087</u>	<u>\$ 628,231</u>	<u>\$ 601,399</u>	<u>\$ 494,802</u>

Actual FY 06-07		Adopted FY 07-08		Est. Actual FY 07-08		Recommended FY 08-09	
Pos.	FTE	Pos.	FTE	Pos.	FTE	Pos.	FTE
<b>Position Summary</b>							
<i>Permanent</i>							
Business Licenses	--	0.6	1.0	0.3	1.0	0.7	1.0
General Collections	7.0	5.8	6.0	7.4	6.0	7.7	8.0
Total Positions	<u>7.0</u>	<u>6.3</u>	<u>7.0</u>	<u>7.8</u>	<u>7.0</u>	<u>8.3</u>	<u>7.9</u>

**Significant Changes (FY 2007-08 Adopted to FY 2007-08 Estimated Actual)**

The Fiscal Year 2007-08 Estimated Actual operating expenditures decreased \$27,000 to \$719,000 from the Fiscal Year 2007-08 Adopted Budget of \$746,000. This 4% decrease is the result of:

- -\$19,000 - Decrease in travel and miscellaneous services and supplies
- -\$8,000 - Reduction in salaries and benefits due to staff utilization in lieu of extra help.

**Significant Changes (FY 2007-08 Estimated Actual to FY 2008-09 Recommended)**

The Fiscal Year 2008-09 Recommended Budget operating expenditures will increase \$33,000 to \$752,000 from Fiscal Year 2007-08 Estimated Actual of \$719,000. This 5% increase is due to:

- +\$15,000 - Increase in technical support for collection system and other computer upgrades
- +\$9,000 - Increase in miscellaneous services and supplies
- +\$9,000 - Increase in travel and training expenses

The Fiscal Year 2008-09 Recommended Budget operating revenues will increase \$143,000 to \$335,000 from the Fiscal Year 2007-08 Estimated Actual of \$192,000. This 74.8% increase is due to:

- +\$140,000 - Increased cost allocation revenues
- +\$3,000 - Increase in business license revenue

**SERVICE DESCRIPTION**

Provide for the collection of unsecured and delinquent unsecured tax payments, Public Health Department patient accounts, Probation/Court fines and restitution payments, Public Defender Legal Services accounts, Department of Social Services accounts, franchise fees, transient occupancy taxes, and miscellaneous accounts.

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Recurring Performance Measures</b>				
<b>General Collections</b>				
To promote the financial stability of the County, each Collector II shall collect a minimum of \$420,000 each fiscal year, in addition to their unsecured tax collection and other related duties (adjusted for length of service during the fiscal year). (Unsecured and other duties represent 50% of duties) (Annual % collected of appropriate minimum)	N/A	100%	149%	100%
	-	1,260,000	1,880,000	1,260,000
	-	1,260,000	1,260,000	1,260,000
To promote the financial stability of the County, each Collector I (probationary) shall collect a minimum of \$420,000 by the end of the probationary period (1 yr) to ensure timely and accurate collection of tax payment. (Annual % collected of appropriate minimum)	N/A	100%	97%	N/A
	-	910,000	920,000	0
	-	910,000	945,000	0
To promote the financial stability of the County, each Collector I (non-probationary) shall collect a minimum of \$600,000 per fiscal year (adjusted for length of service during the fiscal year to ensure timely and accurate collection of tax payments). (Annual % collected of minimum \$600,000 per collector)	N/A	100%	97%	100%
	-	500,000	435,000	1,800,000
	-	500,000	450,000	1,800,000

**TREASURER-TAX COLLECTOR-PUBLIC ADM.**

**Collections (cont'd)**

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Recurring Performance Measures</b>				
<b>Business Licenses</b>				
To promote an efficient and responsive government, issue 100% of requested business license within 3 working days of satisfactory completion of the application process. (Annual %)	100%	100%	100%	100%
	928	1,000	1,000	1,000
In order to promote efficient and responsive government and to increase efficiency and revenue of collections, monthly prepare and mail 100% of license applications at least 30 days prior to the renewal date. (Applies to approximately 1,000 license applications annually)	100%	100%	100%	100%
	1,276	1,000	1,000	1,000

	Actual FY 06-07 Pos.	Adopted FY 07-08 Pos.	Est. Actual FY 07-08 Pos.	Recommended FY 08-09 Pos.
<b>Position Detail</b>				
<b>Business Licenses</b>				
TTC Ops Specialist	--	1.0	1.0	1.0
Sub-Division Total	--	1.0	1.0	1.0
<b>General Collections</b>				
Financial Systems Analyst	--	--	--	1.0
TTC Ops Supervisor	1.0	1.0	1.0	1.0
Accountant	--	--	--	1.0
TTC Ops Specialist, Sr	1.0	1.0	1.0	1.0
Collections Officer	3.0	4.0	4.0	4.0
TTC Ops Specialist	2.0	--	--	--
Sub-Division Total	7.0	6.0	6.0	8.0
Division Total	7.0	7.0	7.0	9.0

**TREASURER-TAX COLLECTOR-PUBLIC ADM.**

**Public Assistance**

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Use of Funds Summary</b>				
<i>Operating Expenditures</i>				
Veterans' Programs	\$ 253,343	\$ 280,435	\$ 283,036	\$ 307,359
Public Administrator	343,054	392,190	381,046	395,756
Public Guardian	739,413	910,468	785,411	825,003
Operating Sub-Total	1,335,810	1,583,093	1,449,493	1,528,118
Less: Intra-County Revenues	(93,750)	--	--	--
Expenditure Total	1,242,060	1,583,093	1,449,493	1,528,118
<i>Other Financing Uses</i>				
Operating Transfers	22,232	5,756	5,756	5,756
Designated for Future Uses	25,000	--	--	--
Division Total	\$ 1,289,292	\$ 1,588,849	\$ 1,455,249	\$ 1,533,874
<b>Character of Expenditures</b>				
<i>Operating Expenditures</i>				
Regular Salaries	899,952	989,625	930,032	950,971
Overtime	1,229	--	--	--
Extra Help	414	--	848	640
Benefits	281,264	358,586	307,755	387,625
Salaries & Benefits Sub-Total	1,182,859	1,348,211	1,238,635	1,339,236
Services & Supplies	152,951	234,882	210,858	188,882
Operating Sub-Total	1,335,810	1,583,093	1,449,493	1,528,118
Less: Intra-County Revenues	(93,750)	--	--	--
Expenditure Total	\$ 1,242,060	\$ 1,583,093	\$ 1,449,493	\$ 1,528,118
<b>Source of Funds Summary</b>				
<i>Departmental Revenues</i>				
Federal & State Revenues	\$ 68,351	\$ 45,000	\$ 51,500	\$ 46,500
Other Charges for Services	264,993	180,000	240,000	290,307
Miscellaneous Revenue	--	--	3,212	--
Revenue Sub-Total	333,344	225,000	294,712	336,807
Less: Intra-County Revenues	(93,750)	--	--	--
Revenue Total	239,594	225,000	294,712	336,807
<i>General Fund Contribution</i>	1,049,698	1,363,849	1,159,537	1,197,067
<i>Other Financing Sources</i>				
Sale of Property	--	--	1,000	--
Division Total	\$ 1,289,292	\$ 1,588,849	\$ 1,455,249	\$ 1,533,874

	Actual FY 06-07		Adopted FY 07-08		Est. Actual FY 07-08		Recommended FY 08-09	
	Pos.	FTE	Pos.	FTE	Pos.	FTE	Pos.	FTE
<b>Position Summary</b>								
<i>Permanent</i>								
Veterans' Programs	3.0	3.2	3.0	3.3	3.0	3.3	3.0	3.3
Public Administrator	3.0	3.9	4.0	3.9	4.0	4.0	3.0	3.9
Public Guardian	12.0	10.5	12.0	11.1	12.0	10.8	12.0	9.3
Total Permanent	18.0	17.6	19.0	18.3	19.0	18.0	18.0	16.4
<i>Non-Permanent</i>								
Extra Help	--	0.0	--	--	--	0.0	--	--
Total Positions	18.0	17.6	19.0	18.3	19.0	18.0	18.0	16.4

**Significant Changes (FY 2007-08 Adopted to FY 2007-08 Estimated Actual)**

The Fiscal Year 2007-08 Estimated Actual operating expenditures decreased \$134,000 to \$1,449,000 from the Fiscal Year 2007-08 Adopted Budget of \$1,583,000. This 8.4% decrease is primarily due to:

- -\$109,000 - Salary savings due to staff vacancies for much of the fiscal year
- -\$20,000 - Decrease in the cost of upgrading to a new cash management system
- -\$5,000 - Decrease in miscellaneous services and supplies

The Fiscal Year 2007-08 Estimated Actual operating revenues increased \$70,000 to \$295,000 from the Fiscal Year 2007-08 Adopted Budget of \$225,000. This 31% increase is the result of:

- +\$60,000 - Higher than anticipated estate fee revenues received for administration of decedent estates
- +\$10,000 - Increased state aid for veterans' affairs

**Significant Changes (FY 2007-08 Estimated Actual to FY 2008-09 Recommended)**

The Fiscal Year 2008-09 Recommended Budget operating expenditures will increase \$79,000 to \$1,528,000 from the Fiscal Year 2007-08 Estimated Actual of \$1,449,000. This 5.4% increase is primarily due to:

- +\$101,000 - Increase in salary and benefits mainly due to retirement rate increases
- +\$8,000 - Increase in miscellaneous services and supplies
- -\$30,000 - Decrease due to cash management system upgrade prior year

**SERVICE DESCRIPTION**

Provide administration of State and local veterans' programs and assist veterans and their dependents in filing claims for Veterans' Administration and other federal benefits. Act as administrator/executor of a decedent's estate, as required by Court appointment, provide services for the cremation of deceased indigents, and provide case management of conservatorships as appointed by the Courts for those physically or mentally unable to provide for their own personal needs of physical health, food, clothing, or shelter, or substantially unable to manage their own financial resources, resist fraud or undue influence.

The Fiscal Year 2008-09 Recommended Budget operating revenues will increase \$42,000 to \$337,000 from the Fiscal Year 2007-08 Estimated Actual of \$295,000. This 14.3% increase is the result of:

- +\$75,000 - Increase in public guardian administration monies
- -\$25,000 - Decreased estate fee revenue for administration of decedent estates
- -\$5,000 - Less estimated state aid for veterans
- -\$3,000 - Less miscellaneous revenue

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Recurring Performance Measures</b>				
<b>Veterans' Programs</b>				
To support an accessible, open and citizen friendly government, assist 100% of Santa Barbara County veterans seeking Veteran's benefits per quarter. (Applies to approximately 90 veterans per each of the three regional offices)	100% 1,139	100% 1,080	100% 1,080	100% 1,080
<b>Public Administrator</b>				
To promote efficient and responsive government, process and close all summary estates within one year, 100% of the time.	N/A -	100% 50	100% 56	100% 50
<b>Public Guardian</b>				
To promote efficient and responsive government and to provide efficient public administration services, conduct, complete and file Lanterman-Petris-Short (LPS) investigation report prior to the 30 day court hearing.	Yes	Yes	Yes	Yes

**TREASURER-TAX COLLECTOR-PUBLIC ADM.**

**Public Assistance (cont'd)**

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Recurring Performance Measures</b>				
In order to ensure a high quality of life for all residents, visit 100% of probate conservatees, including those out of the county, at their respective facilities every three months. (Applies to an average of 59 conservatees per year)	N/A -	100% 236	100% 236	100% 236
To promote an efficient and responsive government, open a probate investigation 100% of the time within 2 working days of each referral received.	N/A -	100% 10	100% 10	100% 10

	Actual FY 06-07 Pos.	Adopted FY 07-08 Pos.	Est. Actual FY 07-08 Pos.	Recommended FY 08-09 Pos.
<b>Position Detail</b>				
<b>Veterans' Programs</b>				
Veterans Services Rep.	3.0	3.0	3.0	3.0
Sub-Division Total	3.0	3.0	3.0	3.0
<b>Public Administrator</b>				
Public Adm/Cons/Vets Supervisor	1.0	1.0	1.0	1.0
Public Adm/Cons Rep.	2.0	2.0	2.0	2.0
Deputy Public Admin. Cons. Aide	--	1.0	1.0	--
Sub-Division Total	3.0	4.0	4.0	3.0
<b>Public Guardian</b>				
Public Adm/Cons/Vets Manager	1.0	1.0	1.0	1.0
Public Adm/Cons/Vets Supervisor	1.0	1.0	1.0	1.0
Accountant	--	1.0	1.0	--
Public Adm/Cons Rep.	6.0	6.0	6.0	6.0
Account Technician	1.0	1.0	1.0	1.0
Deputy Public Admin. Cons. Aide	1.0	--	--	1.0
Accounting Assistant, Sr	2.0	2.0	2.0	2.0
Sub-Division Total	12.0	12.0	12.0	12.0
Division Total	18.0	19.0	19.0	18.0

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# GENERAL COUNTY PROGRAMS

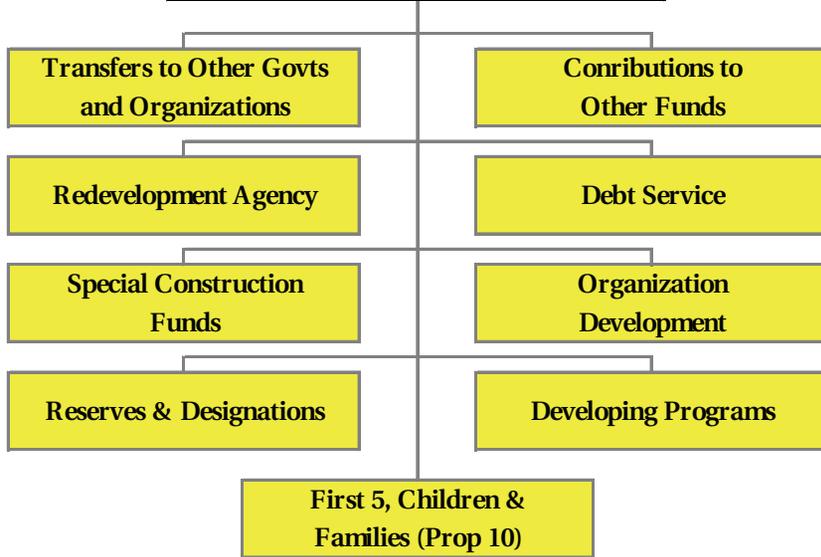
<b>Use of Funds</b>	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
Operating Expenditures	\$ 22,883,732	\$ 25,340,811	\$ 25,998,340	\$ 25,903,781
Capital Equipment & Improvements	494,336	304,000	93,172	347,000
Designated for Future Uses	29,933,944	17,744,820	20,802,876	8,349,647
Operating Transfers Out	10,827,661	6,088,176	12,942,214	5,624,669
<b>Total Use of Funds</b>	<b>\$ 64,139,673</b>	<b>\$ 49,477,807</b>	<b>\$ 59,836,602</b>	<b>\$ 40,225,097</b>

<b>Source of Funds</b>	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
Operating Expenditures	\$ 12,642,416	\$ 12,485,112	\$ 14,956,234	\$ 14,145,257
General Fund Contribution	30,128,893	24,384,169	25,440,677	15,050,887
Use of Designations/Prior Fund Balances	11,458,610	3,757,907	10,646,219	1,990,521
Operating Transfers In	9,909,754	8,850,619	8,793,472	9,038,432
<b>Total Source of Funds</b>	<b>\$ 64,139,673</b>	<b>\$ 49,477,807</b>	<b>\$ 59,836,602</b>	<b>\$ 40,225,097</b>

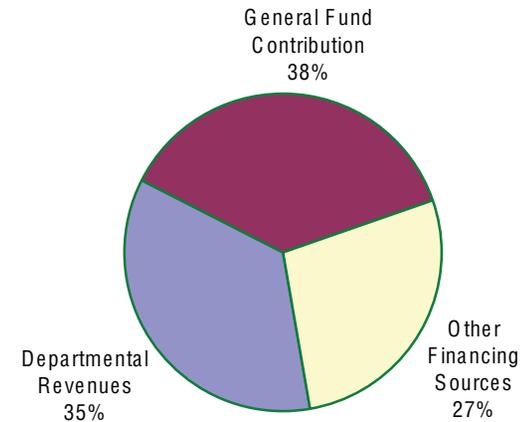
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# GENERAL COUNTY PROGRAMS

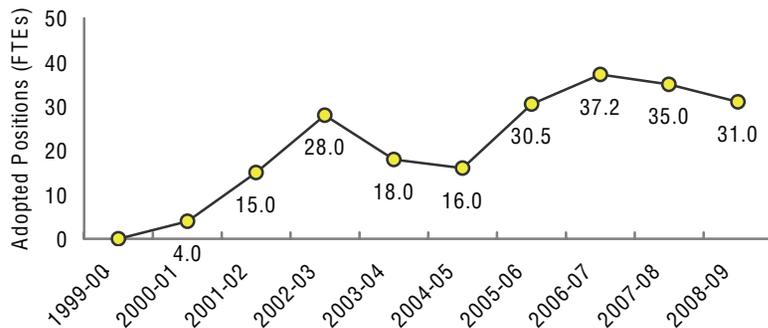
Budget & Positions (FTEs)	
Operating \$	25,903,781
Capital	347,000
Positions	31.0 FTEs



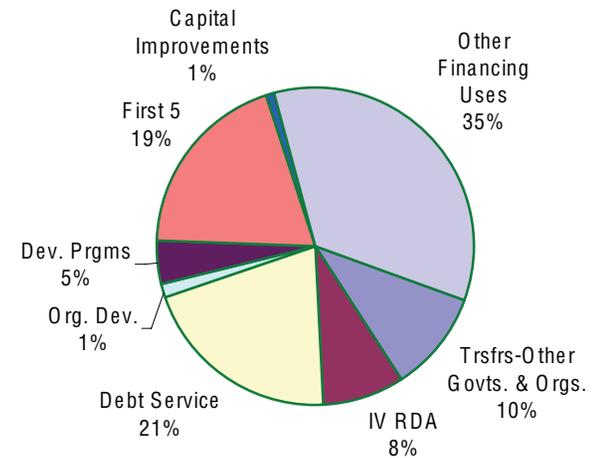
## SOURCE OF FUNDS



## STAFFING TREND



## USE OF FUNDS



**GENERAL COUNTY PROGRAMS**

**Department Summary**

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Use of Funds Summary</b>				
<i>Operating Expenditures</i>				
Debt Service	\$ 8,949,093	\$ 8,658,666	\$ 8,466,181	\$ 8,247,293
First 5, Children & Families	7,231,810	7,313,027	7,703,596	7,755,846
Transfers to Other Govts. & Orgs.	2,984,603	3,878,363	4,149,534	4,159,299
Redevelopment Agency	1,511,006	2,069,939	2,077,721	3,352,407
Developing Programs	1,107,420	2,340,235	2,605,069	1,861,912
Organization Development	758,635	1,090,581	1,003,652	527,024
Strategic & Comp. Planning	2,521,115	--	--	--
Operating Sub-Total	25,063,682	25,350,811	26,005,753	25,903,781
Less: Intra-County Revenues	(2,179,950)	(10,000)	(7,413)	--
Operating Total	22,883,732	25,340,811	25,998,340	25,903,781
<i>Non-Operating Expenditures</i>				
Capital Assets	494,336	304,000	93,172	347,000
Expenditure Total	23,378,068	25,644,811	26,091,512	26,250,781
<i>Other Financing Uses</i>				
Operating Transfers	10,827,661	6,088,176	12,942,214	5,624,669
Designated for Future Uses	29,933,944	17,744,820	20,802,876	8,349,647
Department Total	<u>\$ 64,139,673</u>	<u>\$ 49,477,807</u>	<u>\$ 59,836,602</u>	<u>\$ 40,225,097</u>

**Character of Expenditures**

<i>Operating Expenditures</i>				
Regular Salaries	\$ 2,704,129	\$ 2,749,028	\$ 2,748,302	\$ 2,408,224
Overtime	3,157	5,800	48,406	8,050
Extra Help	102,460	--	3,193	25,281
Benefits	789,225	935,572	866,899	943,187
Salaries & Benefits Sub-Total	3,598,971	3,690,400	3,666,800	3,384,742
Services & Supplies	11,637,246	12,297,612	13,175,867	13,463,471
Contributions	480,140	303,800	296,699	399,000
Principal & Interest	9,347,325	9,058,999	8,866,387	8,656,568
Operating Sub-Total	25,063,682	25,350,811	26,005,753	25,903,781
Less: Intra-County Revenues	(2,179,950)	(10,000)	(7,413)	--
Operating Total	22,883,732	25,340,811	25,998,340	25,903,781
<i>Non-Operating Expenditures</i>				
Capital Assets	494,336	304,000	93,172	347,000
Expenditure Total	<u>\$ 23,378,068</u>	<u>\$ 25,644,811</u>	<u>\$ 26,091,512</u>	<u>\$ 26,250,781</u>

Note: Presentation of the individual program amounts for fiscal years 2006-07 and 2007-08 have been adjusted to provide a consistent level of detail with the fiscal year 2008-09 budget, however, the totals for 2006-07 and 2007-08 have not been changed.

**Source of Funds Summary**

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<i>Departmental Revenues</i>				
Interest	\$ 869,219	\$ 570,000	\$ 819,238	\$ 705,000
Federal & State Revenues	5,929,396	5,558,566	5,743,360	5,216,860
Other Charges for Services	2,227,568	473,318	443,394	591,688
Miscellaneous Revenue	5,796,183	5,893,228	7,957,655	7,631,709
Revenue Sub-Total	14,822,366	12,495,112	14,963,647	14,145,257
Less: Intra-County Revenues	(2,179,950)	(10,000)	(7,413)	--
Revenue Total	12,642,416	12,485,112	14,956,234	14,145,257
General Fund Contribution	30,128,893	24,384,169	25,440,677	15,050,887
<i>Other Financing Sources</i>				
Operating Transfers	9,909,754	8,850,619	8,793,472	9,038,432
Use of Prior Fund Balances	11,458,610	3,757,907	10,646,219	1,990,521
Department Total	<u>\$ 64,139,673</u>	<u>\$ 49,477,807</u>	<u>\$ 59,836,602</u>	<u>\$ 40,225,097</u>

	Actual FY 06-07		Adopted FY 07-08		Est. Actual FY 07-08		Recommended FY 08-09	
	Pos.	FTE	Pos.	FTE	Pos.	FTE	Pos.	FTE
<b>Position Summary</b>								
<i>Permanent</i>								
Redevelopment Agency	3.0	2.6	3.0	3.2	3.0	3.1	4.0	4.1
Organization Development	2.0	2.6	4.0	2.9	4.0	3.9	1.0	0.9
Developing Programs	6.0	1.9	13.0	13.0	13.0	11.2	10.0	10.0
Children & Families First (Prop 10)	14.9	14.7	16.0	16.0	16.0	15.7	16.0	16.0
Strategic & Comprehensive Planning	17.1	15.5	--	--	--	--	--	--
Total Permanent	43.0	37.2	36.0	35.0	36.0	33.8	31.0	31.0
<i>Non-Permanent</i>								
Extra Help	--	0.0	--	--	--	--	--	--
Total Positions	<u>43.0</u>	<u>37.2</u>	<u>36.0</u>	<u>35.0</u>	<u>36.0</u>	<u>33.8</u>	<u>31.0</u>	<u>31.0</u>

Note: FTE and position totals may not sum correctly due to rounding.

## GENERAL COUNTY PROGRAMS

### Department Summary (cont'd)

#### Budget Organization

The General County Programs budget contains those programs and projects which are not directly associated with one specific department. These General County Programs are identified as Transfers to Other Governments and Organizations (LAFCO, Libraries), Contributions to Other Funds, Redevelopment Agency (Isla Vista RDA), Debt Service, Special Construction Funds, Organization Development (Board Support, General Expenditures, Performance Management and Reporting, General Administration), Reserves and Designations, Developing Programs (Public and Educational Access, Public Information Office, Geographical Information Systems, Information Technology, Emergency Operations), and First 5 Children and Families (Prop 10).

Geographic Information Systems and Information Technology will be moving out of General County Programs in FY 08-09 to be merged with the former General Services IT component to form a new department, Information Technology (see page D-415).

There are 31.0 positions in four of the ten Divisions within General County Programs.

#### Significant Changes (FY 2007-08 Adopted to FY 2007-08 Estimated Actual)

##### Expenditures

The Fiscal Year 2007-08 Estimated Actual operating expenditures increased \$655,000 to \$26,006,000 from the Fiscal Year 2007-08 Adopted Budget of \$25,351,000. This 2.6% increase is the result of:

- +\$395,000 – Increases to GIS and IT for several initiatives (Data for Decision Making, Geographic Information System Stabilization and Expansion, eGovernment and IT Governance);
- +\$390,000 – Increased spending in the First 5, Children and Families Commission, for professional services contracts and workforce development stipends and funding of a Downtown Childcare Survey;
- +\$278,000 – Increased contributions to libraries;
- -\$193,000 – Decreased debt service interest payments;
- -\$130,000 – Decreased spending in the Public Information Office and Emergency Operations;
- -\$54,000 – Minor miscellaneous reductions to services and supplies;
- -\$24,000 – Decreases to salaries and benefits for staffing vacancies;
- -\$7,000 – Decreased contribution to LAFCO.

The Fiscal Year 2007-08 Estimated Actual non-operating expenditures decreased \$211,000 to \$93,000 from the Fiscal Year 2007-08 Adopted Budget of \$304,000. This 69.4% decrease is the result of:

- +\$35,000 – Purchase of two servers for Information Technology and Geographical Information Systems;
- -\$245,000 – Slower pace of scheduled Redevelopment Agency infrastructure projects.

The Fiscal Year 2007-08 Estimated Actual other financing uses increased \$9,912,000 to \$33,745,000 from the Fiscal Year 2007-08 Adopted Budget of \$23,833,000. This 41.6% increase is the result of:

- +\$6,900,000 – Increased contributions to Alcohol, Drug and Mental Health Services from the Strategic Reserve to fund revenue shortfalls;
- +\$2,093,000 – Increase to the Redevelopment Agency designation for increased property tax;
- +\$425,000 – Increases to the Teeter Tax Losses Reserve;
- +\$311,000 – Increases to the Audit Exceptions designation for fund balance carryover;
- +\$138,000 – Increases to First 5, Children and Families Commission for interest income and fund balance designations;
- +\$45,000 – Increases to Developing Programs for interest income and ending balance;
- +\$42,000 – Increases to the Debt Service designation for interest income on investments;
- +\$23,000 – Other miscellaneous increases;
- +\$10,000 – One time transfer to First 5, Children and Families Commission to fund a Downtown childcare survey;
- -\$45,000 – Decreases to Special Construction Funds for collection of Fines, Forfeitures and Penalties;
- -\$30,000 – Decreased Debt Service COP interest payments.

#### Operating Transfers Detail

Operating Transfers move monies from the fund receiving revenue to the fund where the expenditure will be made. Operating Transfers from this department, as shown in the Use of Funds Summary on the previous page, are also shown in the table below:

Amount	From/To	For
\$ 2,543,911	General Fund to Debt Service Fund	General Fund Debt
\$ 5,457	All Funds to Debt Service Fund	Photocopier Debt
\$ 433,590	Redevelopment Fund (Isla Vista RDA) to Debt Service Fund	Isla Vista Bluff Top Property
\$ 1,369,951	Criminal Justice Facilities Fund to General, Capital, and Debt Funds	Jail Maintenance, design and construction costs
\$ 1,213,760	Courthouse Construction Fund to Capital and Debt Service Funds	Santa Maria Courthouse and Court Parking Debt
<u>\$ 58,000</u>	General Fund to Roads Fund	Roads Projects
<b>\$ 5,624,669</b>	<b>Total All Funds</b>	

## GENERAL COUNTY PROGRAMS

### Department Summary (cont'd)

#### Revenues

The Fiscal Year 2007-08 Estimated Actual operating revenues increased \$2,469,000 to \$14,964,000 from the Fiscal Year 2007-08 Adopted Budget of \$12,495,000. This 19.8% increase is the result of:

- +\$1,764,000 – Increased property tax revenue for the Redevelopment Agency;
- +\$408,000 – Increased State and Federal revenue to fund First 5 projects;
- +\$249,000 – Increased interest income on investments;
- +\$163,000 – Increased First 5 grants from local foundations to fund work force development and accreditation;
- +\$48,000 – Other minor increases and decreases to operating revenue.

The Fiscal Year 2007-08 Estimated Actual other financing sources increased \$6,831,000 to \$19,440,000 from the Fiscal Year 2007-08 Adopted Budget of \$12,609,000. This 54.2% increase is the result of:

- +\$6,900,000 – Increased contributions to Alcohol, Drug and Mental Health Services from the Strategic Reserve to fund revenue shortfalls;
- +\$156,000 – Other minor releases of designation to fund County operations;
- -\$225,000 – Reduced transfers and use of designation to fund Debt Service COPs.

#### Significant Changes (FY 2007-08 Estimated Actual to FY 2008-09 Recommended)

#### Expenditures

The Fiscal Year 2008-09 Recommended Budget operating expenditures will decrease \$102,000 to \$25,904,000 from the Fiscal Year 2007-08 Estimated Actual of \$26,006,000. This 0.41% decrease is the result of:

- +\$288,000 – The shifting of professional services contracts and computer purchases to the new IT department, increases to IV RDA contracts, and minor decreases to services and supplies;
- +\$102,000 – Increases to the LAFCO contribution and the South Coast Community Media Center draw on the capital designation;
- -\$282,000 – Transfer out of five IT staff positions to a new IT department, transfer in of three CSBTV staff from General Services, the addition of one, new Redevelopment Specialist position, two staffing vacancies and other, minor changes to salaries and benefits;
- -\$210,000 – Decreases to the principal and interest debt service COP payments.

The Fiscal Year 2008-09 Recommended Budget non-operating expenditures will increase \$254,000 to \$347,000 from the Fiscal Year 2007-08 Estimated Actual of \$93,000. This 272.4% increase is the result of:

- +\$200,000 – Increases to the Redevelopment Agency to fund the Façade program and other minor improvement projects in Isla Vista;

- +\$54,000 – Increase to the Office of Emergency Services for the purchase of portable field tents for use as the Emergency Operations Center (EOC).

The Fiscal Year 2008-09 Recommended Budget other financing uses will decrease \$19,771,000 to \$13,974,000 from the Fiscal Year 2007-08 Estimated Actual of \$33,745,000. This 58.6% decrease is the result of:

- -\$9,615,000 – No new contribution to the Strategic Reserve;
- -\$6,900,000 – Reflects the absence of the one-time contribution to Alcohol, Drug and Mental Health Services which took place in FY 2007-08;
- -\$2,082,000 – Decreased increases to designation for the Redevelopment Agency for ending fund balance;
- -\$918,000 – No increase to First 5 designations for FY 07-08 ending fund balance;
- -\$497,000 – Decreased Debt Service principal and interest COP payments;
- -\$119,000 – Minor reductions to various increases to designation;
- +\$360,000 – Other minor increases to designation in the General Fund.

#### Revenues

The Fiscal Year 2008-09 Recommended Budget operating revenues will decrease \$818,000 to \$14,145,000 from the Fiscal Year 2007-08 Estimated Actual of \$14,963,000. This 5.5% decrease is the result of:

- -\$526,000 – Decreases to State and Federal funding for debt service COPs (City of Goleta, Santa Barbara Shores), First 5 Children and Families Commission and other minor reductions;
- -\$178,000 – Miscellaneous decreases to other revenues including collection of Court fines, forfeitures and penalties and First 5 Children and Families Commission grant funding;
- -\$114,000 – Decreases to interest income on investments.

The Fiscal Year 2008-09 Recommended Budget other financing sources will decrease \$8,411,000 to \$11,029,000 from the Fiscal Year 2007-08 Estimated Actual of \$19,440,000. This 43.3% reduction is the result of:

- +\$245,000 – Increases to operating transfers for the North County Lighting District, libraries, CSBTV, and various other minor programs;
- -\$6,900,000 – Reflects the absence of the one-time contribution to Alcohol, Drug and Mental Health Services for revenue shortfall in FY 2007-08;
- -\$607,000 – Decreased release of designation to fund Redevelopment Agency operations;
- -\$546,000 – Decreased release of designation to fund First 5 Children and Families Commission program expenses;
- -\$442,000 – Decreased release of designation to fund Roads projects;
- -\$161,000 – Other minor reductions to release of designation.

**SERVICE DESCRIPTION**

Transfers of funds to cities for library services in the unincorporated and incorporated areas, reimbursement to the Montecito Fire District related to the Westmont Housing Annexation, and County contributions to LAFCO (Local Agency Formation Commis-

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Use of Funds Summary</b>				
<i>Operating Expenditures</i>				
Libraries	\$ 2,699,463	\$ 2,799,563	\$ 3,077,835	\$ 3,080,299
Other Transfers	285,140	1,078,800	1,071,699	1,079,000
Operating Sub-Total	2,984,603	3,878,363	4,149,534	4,159,299
Less: Intra-County Revenues	(975,000)	--	--	--
Expenditure Total	2,009,603	3,878,363	4,149,534	4,159,299
<i>Other Financing Uses</i>				
Operating Transfers	455,000	--	10,000	--
Division Total	\$ 2,464,603	\$ 3,878,363	\$ 4,159,534	\$ 4,159,299

**Character of Expenditures**

<i>Operating Expenditures</i>				
Services & Supplies	2,849,463	3,799,563	4,077,835	4,080,299
Contributions	135,140	78,800	71,699	79,000
Operating Sub-Total	2,984,603	3,878,363	4,149,534	4,159,299
Less: Intra-County Revenues	(975,000)	--	--	--
Expenditure Total	\$ 2,009,603	\$ 3,878,363	\$ 4,149,534	\$ 4,159,299

**Source of Funds Summary**

<i>Departmental Revenues</i>				
Other Charges for Services	\$ 975,000	\$ --	\$ --	\$ --
Revenue Sub-Total	975,000	--	--	--
Less: Intra-County Revenues	(975,000)	--	--	--
Revenue Total	--	--	--	--
<i>General Fund Contribution</i>	2,237,100	3,721,797	4,002,968	3,824,173
<i>Other Financing Sources</i>				
Operating Transfers	227,503	156,566	156,566	335,126
Division Total	\$ 2,464,603	\$ 3,878,363	\$ 4,159,534	\$ 4,159,299

**GENERAL COUNTY PROGRAMS**

Transfers to Other Govts. & Orgs.

**Significant Changes (FY 2007-08 Adopted to FY 2007-08 Estimated Actual)**

Expenditures

The Fiscal Year 2007-08 Estimated Actual operating expenditures increased \$271,000 to \$4,149,000 from the Fiscal Year 2007-08 Adopted Budget of \$3,878,000. This 7.0% increase is the result of:

- +\$200,000 – One time payment to the libraries;
- +\$78,000 – An additional 3.5% contribution to the libraries to increase the per capita amount;
- -\$7,000 – LAFCO transfer was lower than anticipated.

The Fiscal Year 2007-08 Estimated Actual other financing uses increased \$10,000 to \$10,000 from the Fiscal Year 2007-08 Adopted Budget of \$0. This increase is the result of:

- +\$10,000 – One time transfer to First 5, Children and Families Commission to fund a Downtown Childcare survey.

Revenues

The Fiscal Year 2007-08 Estimated Actual general fund contribution increased \$281,000 to \$4,003,000 from the Fiscal Year 2007-08 Adopted Budget of \$3,722,000. This 7.6% increase is the result of:

- +\$278,000 – Increased contributions to the libraries;
- +\$10,000 – One time transfer to First 5, Children and Families Commission for a Downtown Childcare survey.

The Fiscal Year 2007-08 Estimated Actual other financing sources showed no change from the Fiscal Year 2007-08 Adopted Budget of \$157,000.

**Significant Changes (FY 2007-08 Estimated Actual to FY 2008-09 Recommended)**

Expenditures

The Fiscal Year 2008-09 Recommended Budget operating expenditures will increase \$10,000 to \$4,159,000 from the Fiscal Year 2007-08 Estimated Actual of \$4,149,000. This 0.2% increase is the result of:

- +\$203,000 – A 7.0% cost of living increase to the per capita rate for the libraries;
- +\$7,000 – An increase to LAFCO funding by the County;
- -\$200,000 – Elimination of the one time payment to the libraries.

The Fiscal Year 2008-09 Recommended Budget other financing uses will decrease \$10,000 to \$0 from the Fiscal Year 2007-08 Estimated Actual of \$10,000. This 100.0% decrease is the result of:

- -\$10,000 – Not having to fund a Downtown Childcare survey.

**GENERAL COUNTY PROGRAMS**

**Transfers to Other Govts. & Orgs. (cont'd)**

**Revenues**

The Fiscal Year 2008-09 Recommended Budget general fund contribution will decrease \$179,000 to \$3,824,000 from the Fiscal Year 2007-08 Estimated Actual of \$4,003,000. This 4.5% decrease is the result of:

- -\$200,000 – Elimination of the special one-time funding to the libraries;
- -\$174,000 – One-time funding from the North County Lighting District;
- -\$10,000 – Elimination of the one-time funding for the Downtown Childcare survey;
- +\$197,000 – 7% COLA to the libraries;
- +\$7,000 – Increase to the LAFCO contribution.

SANTA BARBARA COUNTY	F U N D I N G
<u>FY 08-09 Library Budget</u>	
Lompoc	494,997.00
Santa Maria	815,292.00
Santa Barbara	1,601,469.00
CSA#3 (Goleta Area)	<u>161,576.00</u>
<b>Sub-Total Libraries</b>	<b>\$3,075,334.00</b>
<u>FY 08-09 Other</u>	
LAFCO	75,000.00
Children's Health Initiative	1,000,000.00
Montecito Fire Westmont Annexation	<u>4,000.00</u>
<b>Sub-Total Other Transfers</b>	<b>\$1,079,000.00</b>

The above indicates the funding provided to outside agencies by General County Programs.

**Rent Subsidies**

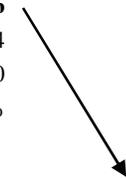
In addition to appropriations to various outside agencies, the County also provides subsidies in the form of free or lower than market value rent. It is important for the reader to understand this in the context of other expenditures or possible budgetary requests from outside agencies and organizations providing a service or program. The amounts presented in the chart to the side represent the estimated annual in-use rental value for County-owned properties and/or office space currently leased or occupied by these agencies and organizations.

Description	Current Rent Per Year	Estimated In-Use Value Per Year
<u>Recreation/Cultural Enrichment</u>		
Land-Hearts Adaptive Riding	-0-	\$ 40,000
Santa Barbara Art Museum	-0-	\$300,000
SB Historical Society Museum	\$ 1	\$ 75,000
SB Art for Scrap at Arroyo Burro Beach	-0-	\$ 36,000
Santa Barbara County Bowl*	-0-	\$500,000
Carpinteria Historical Society Museum	-0-	\$ 60,000
Land-Goleta Youth Sports Center	-0-	\$100,000
Land-Little League at Vandenberg	-0-	\$ 30,000
Land-Cachuma-United Boys Club	-0-	\$ 50,000
Cachuma Ranch House Nature Center	-0-	\$ 12,000
Land-Cachuma Resource Conserv. District	\$ 1	\$ 33,000
Land-Cachuma UCSB Rowing Team	-0-	\$ 2,500
Land-Orcutt Babe Ruth League	<u>-0-</u>	<u>\$ 15,000</u>
	\$ 2	\$1,253,500
<u>Education</u>		
SB County Educational Service Center	-0-	\$1,300,000
<u>Environmental</u>		
Land-U.S. Forest Service, New Cuyama	-0-	\$ 12,000
<u>Health &amp; Human Services</u>		
Shelter Services for Women	-0-	\$ 14,400
Casa Omega	\$ 300	\$ 36,000
Casa at Santa Barbara	-0-	\$ 18,000
New Beginnings Safe Parking	-0-	\$ 8,000
Fire Station 11 Duplex Rental	\$ 2,880	\$ 42,000
Fire Station 11 Duplex Rental	\$ 3,000	\$ 42,000
Land-Alpha Resource Center	-0-	\$400,000
Stepping Stones Child Center, SM	-0-	\$ 36,000
Land-Food Bank of SB	-0-	\$ 65,000
Land-Transition Farms, SM	-0-	\$ 60,000
Land-Food Bank of SM	<u>-0-</u>	<u>\$ 55,000</u>
	\$6,180	\$776,400
<u>Community Organizations</u>		
Montecito Association	\$8,400	\$ 36,000
AIA Archive Plans at Calle Real	-0-	\$ 15,600
Community Action Commission	\$ 1	\$ 12,000
Lompoc American Legion 125	-0-	\$ 1,200
Lompoc American GI Forum	-0-	\$ 4,000
Santa Ynez Senior Citizens	-0-	\$ 12,000
Land-Solvang Senior Center (CAC)	-0-	\$ 3,600
Carp-Vet's Memorial Building	-0-	\$ 75,000
Land-DAWG Finear Kennel Building	-0-	\$ 29,000
Land-Growing Solutions	-0-	\$ 10,000
Land-Santa Maria YMCA	\$ 25	\$ 50,000
Santa Barbara Veteran's Council	<u>-0-</u>	<u>\$ 68,000</u>
	\$8,426	\$316,400
<b>Total Rent Subsidies</b>	<b>\$14,608</b>	<b>\$3,658,300</b>

**County Contribution to Redevelopment Agencies (RDAs)**

Another form of subsidy occurs through the loss of property tax increments to redevelopment agencies. Six of the seven RDAs in the County are within incorporated cities. When a redevelopment agency is created, the new incremental taxes generated in the redevelopment area remain within the agency, to be plowed back into the projects for a stipulated period of years to help jump start economic activities and thereby generate future tax growth. Once the RDA expires, the new tax increment reverts to the taxing jurisdictions per the normal apportionment formula. One problem is that RDAs extend the length of their redevelopment projects, and other taxing jurisdictions do not receive any benefit for decades. In effect, this is a subsidy by the other taxing jurisdictions to the RDAs. In the past ten years, the County has forgone over \$45 million in property taxes attributable to the various City RDAs. The largest amount is related to the Santa Barbara City RDA. The distribution for FY 2007-08 is described below.

	07-08	07-08	07-08	07-08
	<u>Santa Barbara</u>	<u>Isla Vista</u>	<u>Goleta</u>	<u>Sum of South County RDAs</u>
General Fund	4,614,895	876,602	398,641	5,890,138
Flood Control Districts	298,067	64,958	34,498	397,523
Water Agency	68,957	15,705	8,398	93,060
Fire District	0	535,338	287,797	823,135
Lighting District	0	0	0	0
Sub-Total County	4,981,919	1,492,603	729,334	<b>7,203,856</b>
Non-county Agencies	12,139,983	3,775,926	1,779,355	17,695,264
Total RDA	17,121,902	5,268,529	2,508,689	24,899,120
% of County Contribution	29.1%	28.3%	29.1%	28.9%

  
 Total County Contribution  
 to RDAs for 2007-2008  
**\$8,540,457**  
**28.2%**

	07-08	07-08	07-08	07-08	07-08
	<u>Santa Maria III/IV</u>	<u>Lompoc I/II/III</u>	<u>Guadalupe</u>	<u>Buellton</u>	<u>Sum of North County RDAs</u>
General Fund	275,996	616,350	170,787	70,356	1,133,489
Flood Control Districts	22,402	45,541	10,806	4,140	82,889
Water Agency	3,708	10,675	2,656	1,865	18,904
Fire District	0	0	205	63,834	64,039
Lighting District	0	0	37,280	0	37,280
Sub-Total County	302,106	672,566	221,734	140,195	<b>1,336,601</b>
Non-County Agencies	725,300	2,163,844	742,632	447,908	4,079,684
Total RDA	1,027,406	2,836,410	964,366	588,103	5,416,285
% of County Contribution	29.4%	23.7%	23.0%	23.8%	24.7%



Note: Examples of the City of Santa Barbara's Redevelopment Agency's current projects can be found at [www.santabarbaraca.gov/Resident/Home/Redevelopment/current.htm](http://www.santabarbaraca.gov/Resident/Home/Redevelopment/current.htm)

**GENERAL COUNTY PROGRAMS**

**Contributions to Other Funds**

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Use of Funds Summary</b>				
<i>Operating Expenditures</i>				
Expenditure Total	\$ --	\$ --	\$ --	\$ --
<i>Other Financing Uses</i>				
Operating Transfers	4,792,224	3,070,275	9,962,011	2,601,911
Designated for Future Uses	1,050	--	--	--
Division Total	<u>\$ 4,793,274</u>	<u>\$ 3,070,275</u>	<u>\$ 9,962,011</u>	<u>\$ 2,601,911</u>

**Character of Expenditures**

<i>Operating Expenditures</i>				
Regular Salaries	766	--	--	--
Overtime	(968)	--	--	--
Benefits	202	--	--	--
Salaries & Benefits Sub-Total	--	--	--	--
Expenditure Total	<u>\$ --</u>	<u>\$ --</u>	<u>\$ --</u>	<u>\$ --</u>

**Source of Funds Summary**

<i>Departmental Revenues</i>				
Revenue Total	\$ --	\$ --	\$ --	\$ --
<i>General Fund Contribution</i>	4,745,024	3,018,375	9,910,111	2,550,565
<i>Other Financing Sources</i>				
Operating Transfers	47,200	51,900	51,900	51,346
Use of Prior Fund Balances	1,050	--	--	--
Division Total	<u>\$ 4,793,274</u>	<u>\$ 3,070,275</u>	<u>\$ 9,962,011</u>	<u>\$ 2,601,911</u>

**SERVICE DESCRIPTION**

Transfers of funds to non-General Fund departments for operating expenses.

**Significant Changes (FY 2007-08 Adopted to FY 2007-08 Estimated Actual)**

Expenditures

The Fiscal Year 2007-08 Estimated Actual other financing uses increased \$6,892,000 to \$9,962,000 from the Fiscal Year 2007-08 Adopted Budget of \$3,070,000. This 224.5% increase is the result of:

- +\$6,900,000 – Increased contributions to Alcohol, Drug and Mental Health Services from the Strategic Reserve to fund revenue shortfalls;
- -\$8,000 – Decreased Debt Service COP interest payments.

Revenues

The Fiscal Year 2007-08 Estimated Actual general fund contribution increased \$6,892,000 to \$9,910,000 from the Fiscal Year 2007-08 Adopted Budget of \$3,018,000. This 228.3% increase is the result of:

- +\$6,900,000 – Increased contributions to Alcohol, Drug and Mental Health Services from the Strategic Reserve to fund revenue shortfalls;
- -\$8,000 – Decreased Debt Service COP interest payments.

**Significant Changes (FY 2007-08 Estimated Actual to FY 2008-09 Recommended)**

Expenditures

The Fiscal Year 2008-09 Recommended Budget other financing uses will decrease \$7,360,000 to \$2,602,000 from the Fiscal Year 2007-08 Estimated Actual of \$9,962,000. This 73.9% decrease is the result of:

- -\$6,900,000 – Decreased contributions to Alcohol, Drug and Mental Health Services;
- -\$442,000 – Decreased contributions to Public Works, Roads from the Roads designation;
- -\$18,000 – Decreased Debt Service COP interest payments.

Revenues

The Fiscal Year 2008-09 Recommended Budget general fund contribution will decrease \$7,360,000 to \$2,550,000 from the Fiscal Year 2007-08 Estimated Actual of \$9,910,000. This 74.3% decrease is the result of:

- -\$6,900,000 – Decreased contributions to Alcohol, Drug and Mental Health Services;
- -\$442,000 – Decreased contributions to Public Works, Roads for Road projects;
- -\$18,000 – Decreased Debt Service COP interest payments.

**SERVICE DESCRIPTION**

The Santa Barbara County Redevelopment Agency manages redevelopment activities within the 423 acre Isla Vista Redevelopment Project Area. The Project Area, formed by the Board of Supervisors in 1990, is bounded on three sides by the University of California, Santa Barbara (UCSB) campus, the City of Goleta to the north, and the Pacific Ocean to the south. The Isla Vista Redevelopment Plan objectives are to eliminate blight, encourage housing rehabilitation, develop public infrastructure improvements, address parking issues, acquire environmentally sensitive property, construct a com-

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Use of Funds Summary</b>				
<i>Operating Expenditures</i>				
Isla Vista Redevelopment Agency	\$ 1,511,006	\$ 2,069,939	\$ 2,077,721	\$ 3,352,407
Operating Sub-Total	1,511,006	2,069,939	2,077,721	3,352,407
Less: Intra-County Revenues	(1,106,834)	--	--	--
Operating Total	404,172	2,069,939	2,077,721	3,352,407
<i>Non-Operating Expenditures</i>				
Capital Assets	250,000	295,000	50,000	250,000
Expenditure Total	654,172	2,364,939	2,127,721	3,602,407
<i>Other Financing Uses</i>				
Operating Transfers	392,337	424,287	420,900	433,756
Designated for Future Uses	1,926,374	1,469,634	3,565,691	1,483,696
Division Total	\$ 2,972,883	\$ 4,258,860	\$ 6,114,312	\$ 5,519,859

**Character of Expenditures**

<i>Operating Expenditures</i>				
Regular Salaries	163,565	246,539	263,842	349,641
Overtime	184	--	--	--
Extra Help	26,041	--	--	--
Benefits	48,321	85,219	92,497	134,443
Salaries & Benefits Sub-Total	238,111	331,758	356,339	484,084
Services & Supplies	857,529	1,312,003	1,295,206	2,432,677
Principal & Interest	415,366	426,178	426,176	435,646
Operating Sub-Total	1,511,006	2,069,939	2,077,721	3,352,407
Less: Intra-County Revenues	(1,106,834)	--	--	--
Operating Total	404,172	2,069,939	2,077,721	3,352,407
<i>Non-Operating Expenditures</i>				
Capital Assets	250,000	295,000	50,000	250,000
Expenditure Total	\$ 654,172	\$ 2,364,939	\$ 2,127,721	\$ 3,602,407

**GENERAL COUNTY PROGRAMS**

**Redevelopment Agency**

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Source of Funds Summary</b>				
<i>Departmental Revenues</i>				
Interest	\$ 92,157	\$ 70,000	\$ 140,800	\$ 140,000
Other Charges for Services	1,188,096	332,638	357,219	485,688
Miscellaneous Revenue	2,398,258	2,561,991	4,345,297	4,217,441
Revenue Sub-Total	3,678,511	2,964,629	4,843,316	4,843,129
Less: Intra-County Revenues	(1,106,834)	--	--	--
Revenue Total	2,571,677	2,964,629	4,843,316	4,843,129
<i>General Fund Contribution</i>	(7,624)	--	--	--
<i>Other Financing Sources</i>				
Operating Transfers	392,161	424,121	421,236	433,590
Use of Prior Fund Balances	16,669	870,110	849,760	243,140
Division Total	\$ 2,972,883	\$ 4,258,860	\$ 6,114,312	\$ 5,519,859

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
	Pos.	FTE	Pos.	FTE
Operating Transfers	392,161	424,121	421,236	433,590
Use of Prior Fund Balances	16,669	870,110	849,760	243,140
Division Total	\$ 2,972,883	\$ 4,258,860	\$ 6,114,312	\$ 5,519,859

**Position Summary**

<i>Permanent</i>								
Isla Vista Redevelopment Agency	3.0	2.6	3.0	3.2	3.0	3.1	4.0	4.1
Total Positions	3.0	2.6	3.0	3.2	3.0	3.1	4.0	4.1



Trigo Road Perspective Rendering

## GENERAL COUNTY PROGRAMS

### Redevelopment Agency (cont'd)

The Santa Barbara County Redevelopment Agency manages efforts to rehabilitate and revitalize Isla Vista. The Agency is a separate political entity from the County although its Board of Directors is comprised of the same five elected officials as the Board of Supervisors. The Agency's objectives in Isla Vista include:

- Develop a balanced, robust and economically viable commercial core
- Create attractive housing to meet the needs of residents and appeal to a range of housing sizes and income levels
- Improve deficient public infrastructure
- Eliminate blight

The Agency's proposed budget is entirely funded with existing tax-increment revenue and reserves, with no impact on the County General Fund<sup>(1)</sup>. The Agency is responsible for the expenditure of two funds; the General Redevelopment Fund, and the Low and Moderate Income Housing Fund (L/M Fund). The General Redevelopment Fund is used for physical improvements in Isla Vista and the L/M Fund is used to help develop new, and rehabilitate existing, affordable housing.

#### Current Year (FY 2007-08) Accomplishments

- Isla Vista Master Plan adopted and submitted to Coastal Commission
- \$18 million bond issued to fund Agency infrastructure projects and acquisitions
- Planning permits obtained for public/private partnership at 909 Embarcadero Del Mar
- First Façade Program store front improvement project completed at 6530 Pardall Road
- Completed acquisition of key sites in Downtown Isla Vista for redevelopment
- Pardall Road streetscape design completed – construction scheduled for Summer 2008
- 20 affordable housing units at Parkview Apartments purchased and rehabilitated with tax credits and Agency funds obtained in partnership with the County Housing Authority

If approved, the budget authorizes the expenditure of \$2,354,203 out of a total available revenue source of \$6,326,279 in the General Redevelopment Fund, and \$759,542 out of a total available revenue source of \$4,078,323 in the L/M Fund. These funds will be used to implement the proposed work program.

#### Proposed Key Projects

- Complete the Isla Vista Master Plan certification with the Coastal Commission
- Construct Pardall Road improvements including wider sidewalks, new landscaping, and improved bicycle/pedestrian facilities

(1) It should be noted that a portion of the new property tax generated which would otherwise go to the County remained in the project area. This was \$1.5 million in 2007-08.

- Build public parking lot improvements
- Install parking meters in downtown Isla Vista
- Complete additional Façade Program projects
- Continue public/private partnerships to redevelop key sites in downtown Isla Vista



Pardall Road Streetscape Design

#### Significant Changes (FY 2007-08 Adopted to FY 2007-08 Estimated Actual)

##### Expenditures

The Fiscal Year 2007-08 Estimated Actual operating expenditures increased \$8,000 to \$2,078,000 from the Fiscal Year 2007-08 Adopted Budget of \$2,070,000. This 0.4% increase is the result of:

- +\$25,000 – Increases to salaries and benefits for cost of living and merit increases;
- -\$17,000 – Miscellaneous decreases to services and supplies.

The Fiscal Year 2007-08 Estimated Actual non-operating expenditures decreased \$245,000 to \$50,000 from the Fiscal Year 2007-08 Adopted Budget of \$295,000. This 83.1% decrease is the result of:

- -\$245,000 – Non-completion of infrastructure projects.

The Fiscal Year 2007-08 Estimated Actual other financing uses increased \$2,093,000 to \$3,987,000 from the Fiscal Year 2007-08 Adopted Budget of \$1,894,000. This 110.5% increase is the result of:

- +\$2,096,000 – Increases to designation for increased property tax revenues;
- -\$3,000 – Decreased interest payments on the IV Bluff Top Debt Service COP.

**GENERAL COUNTY PROGRAMS**  
**Redevelopment Agency (cont'd)**

**Revenues**

The Fiscal Year 2007-08 Estimated Actual operating revenues increased \$1,879,000 to \$4,843,000 from the Fiscal Year 2007-08 Adopted Budget of \$2,965,000. This 63.4% increase is the result of:

- +\$1,764,000 – Increased property tax revenue;
- +\$90,000 – Increased interest income on investments;
- +\$25,000 – Increased reimbursements to the General Fund from the RDA Operating Fund for salaries and benefits costs of RDA staff.

The Fiscal Year 2007-08 Estimated Actual Other Financing Sources decreased \$23,000 to \$1,294,000 from the Fiscal Year 2007-08 Adopted Budget of \$1,271,000. This 1.8% decrease is the result of:

- -\$20,000 – Reduced use of designation to pay for the Embarcadero sidewalk project.
- -\$3,000 – Reduction to the interest payment transfer for the IV Bluff Top Debt Service COP.

**Significant Changes (FY 2007-08 Estimated Actual to FY 2008-09 Recommended)**

**Expenditures**

The Fiscal Year 2008-09 Recommended Budget operating expenditures will increase \$1,275,000 to \$3,352,000 from the Fiscal Year 2007-08 Estimated Actual of \$2,077,000. This 61.4% increase is the result of:

- +\$1,107,000 – Increases to professional services contracts for redevelopment projects;
- +\$128,000 – Increases to salaries and benefits for one new Redevelopment Specialist, and cost of living and merit increases;
- +\$30,000 – Increase to the Cost Allocation;
- +\$10,000 – Miscellaneous increases to services and supplies.

The Fiscal Year 2008-09 Recommended Budget non-operating expenditures will increase \$200,000 to \$250,000 from the Fiscal Year 2007-08 Estimated Actual of \$50,000. This 400.0% increase is the result of:

- +\$200,000 – Increased funding of Infrastructure projects in Isla Vista.

The Fiscal Year 2008-09 Recommended Budget other financing uses will decrease \$2,069,000 to \$1,917,000 from the Fiscal Year 2007-08 Estimated Actual of \$3,986,000. This 51.9% decrease is the result of:

- +\$13,000 – Increased principal and interest payments for the IV Bluff tops Debt Service COP;
- -\$2,082,000 – Decreased use of designation to fund projects.

**Revenues**

The Fiscal Year 2008-09 Recommended Budget operating revenues shows no change from the Fiscal Year 2007-08 Estimated Actual of \$4,843,000.

The Fiscal Year 2008-09 Recommended Budget other financing sources will decrease \$594,000 to \$677,000 from the Fiscal Year 2007-08 Estimated Actual of \$1,271,000. This 46.8% decrease is the result of:

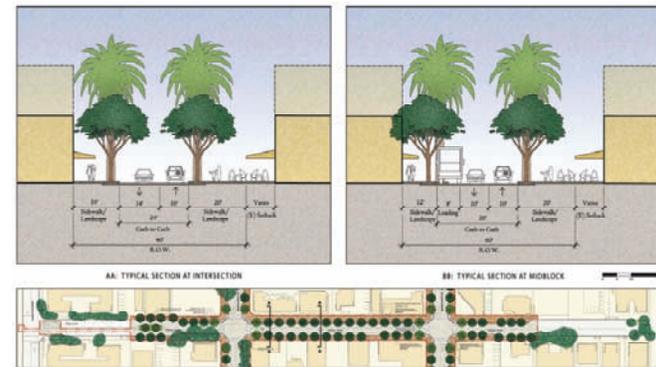
- +\$13,000 – Increased transfers for the principal and interest payments for the IV Bluff Top Debt Service COP;
- -\$607,000 – Reduced use of designation to pay for Isla Vista project costs.

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
	Pos.	Pos.	Pos.	Pos.

**Position Detail**

**Isla Vista Redevelopment Agency**

Redevelopment Project Manager	1.0	1.0	1.0	1.0
Redevelopment Specialist	1.0	2.0	2.0	3.0
Department Analyst	1.0	--	--	--
Sub-Division Total	3.0	3.0	3.0	4.0
Division Total	3.0	3.0	3.0	4.0



**Pardall Road Preliminary Streetscape Design Plan**

## GENERAL COUNTY PROGRAMS

### Debt Service

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Use of Funds Summary</b>				
<i>Operating Expenditures</i>				
Short Term Debt Svc. - Int. & Costs	\$ 130,556	\$ --	\$ --	\$ --
Long Term Debt Svc. - Principal	6,135,442	6,067,505	6,066,295	5,827,229
Long Term Debt Svc. - Interest	2,665,836	2,565,316	2,373,916	2,393,693
Long Term Debt Svc. - Costs & Fees	17,259	25,845	25,970	26,371
Expenditure Total	<u>8,949,093</u>	<u>8,658,666</u>	<u>8,466,181</u>	<u>8,247,293</u>
<i>Other Financing Uses</i>				
Operating Transfers	160,251	--	--	--
Designated for Future Uses	103,282	205,843	248,070	150,000
Division Total	<u>\$ 9,212,626</u>	<u>\$ 8,864,509</u>	<u>\$ 8,714,251</u>	<u>\$ 8,397,293</u>

### Character of Expenditures

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<i>Operating Expenditures</i>				
Services & Supplies	17,134	25,845	25,970	26,371
Principal & Interest	8,931,959	8,632,821	8,440,211	8,220,922
Expenditure Total	<u>\$ 8,949,093</u>	<u>\$ 8,658,666</u>	<u>\$ 8,466,181</u>	<u>\$ 8,247,293</u>

### Source of Funds Summary

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<i>Departmental Revenues</i>				
Interest	\$ 173,524	\$ 150,000	\$ 224,595	\$ 150,000
Federal & State Revenues	441,000	382,500	382,500	--
Miscellaneous Revenue	2,133	--	496	--
Revenue Total	<u>616,657</u>	<u>532,500</u>	<u>607,591</u>	<u>150,000</u>
<i>General Fund Contribution</i>	130,556	--	--	--
<i>Other Financing Sources</i>				
Operating Transfers	8,140,390	8,215,532	8,083,321	8,185,870
Use of Prior Fund Balances	325,023	116,477	23,339	61,423
Division Total	<u>\$ 9,212,626</u>	<u>\$ 8,864,509</u>	<u>\$ 8,714,251</u>	<u>\$ 8,397,293</u>

### Significant Changes (FY 2007-08 Adopted to FY 2007-08 Estimated Actual)

#### Expenditures

The Fiscal Year 2007-08 Estimated Actual operating expenditures decreased \$192,000 to \$8,466,000 from the Fiscal Year 2007-08 Adopted Budget of \$8,658,000. This 2.2% decrease is the result of:

- -\$192,000 – Decreased interest payments for ongoing and photocopier loans.

The Fiscal Year 2007-08 Estimated Actual other financing uses increased \$42,000 to \$248,000 from the Fiscal Year 2007-08 Adopted Budget of \$206,000. This 20.5% increase is the result of:

- +\$42,000 – Increases to designation for interest income.

#### Revenues

The Fiscal Year 2007-08 Estimated Actual operating revenues increased \$75,000 to \$608,000 from the Fiscal Year 2007-08 Adopted Budget of \$532,000. This 14.1% increase is the result of:

- +\$75,000 – Increased interest income on investments.

The Fiscal Year 2007-08 Estimated Actual other financing sources decreased \$225,000 to \$8,107,000 from the Fiscal Year 2007-08 Adopted Budget of \$8,332,000. This 2.7% decrease is the result of:

- -\$132,000 – Decreased debt service transfers due to lower COP interest costs;
- -\$93,000 – Decreased release of designation for revenue shortfalls.

### Significant Changes (FY 2007-08 Estimated Actual to FY 2008-09 Recommended)

#### Expenditures

The Fiscal Year 2008-09 Recommended Budget operating expenditures will decrease \$219,000 to \$8,247,000 from the Fiscal Year 2007-08 Estimated Actual of \$8,466,000. This 2.6% decrease is the result of:

- +\$163,000 – Increased principal and interest payments for ongoing and photocopier debt service COPs;
- -\$382,000 – Elimination of the City of Goleta payment for the SB Shores COP.

The Fiscal Year 2008-09 Recommended Budget other financing uses will decrease \$98,000 to \$150,000 from the Fiscal Year 2007-08 Estimated actual of \$248,000. This 39.5% decrease is the result of:

- -\$59,000 – No increase to designation for prior year fund balance;
- -\$39,000 – Decreased increase to designation for interest income.

#### Revenues

The Fiscal Year 2007-08 Recommended Budget operating revenues will decrease \$458,000 to \$150,000 from the Fiscal Year 2007-08 Estimated Actual of \$608,000. This 75.3% decrease is the result of:

- -\$382,000 – Elimination of revenue from the City of Goleta for the SB Shores COP payment;
- -\$76,000 – Decreased interest income on investments.

## SERVICE 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's Office. Internal Service Funds, Enterprise Funds, and the County Redevelopment Agency are separate accounting entities that pay their debt directly. The budget also

The Fiscal Year 2008-09 Recommended Budget other financing sources will increase \$141,000 to \$8,247,000 from the Fiscal Year 2007-08 Estimated Actual of \$8,106,000. This 1.7% increase is the result of:

- +\$103,000 – Increases to operating transfers for increased COP principal and interest payments
- +\$38,000 – Increased use of designation to cover operating expenses.

### Long Term Debt Financial Reconciliation

The following table provides a reconciliation of budget page expenditure summary amounts and amounts shown in the Long Term Debt Payment Schedule, in the column labeled "FY 08/09", line entitled "Subtotal General and Operating Funds", which appears on the following page.

Total Division Expenditures	\$8,397,293
Less LTD Cost & Fees	- 26,371
Less Related Interest Earnings	- 271,849
Less Photocopier and ADMHS Building Loans	- 707,902
Net Government Funds Principal and Interest Payments	\$7,391,171

### Long Term Debt

#### Certificates of Participation

The County of Santa Barbara has used Certificates of Participation (COPs) as one means of financing its capital needs. Created in conjunction with lease agreements that encumber County-owned property, COPs are paid with various types of funding sources; (i.e., retail sales tax, Measure D funds, State gas tax, State and Federal grants). COPs are securities issued and marketed to investors in a manner similar to tax-exempt bonds.

In a COP transaction, the County enters into an agreement with a third party, the Santa Barbara County Finance Corporation, to lease an asset (normally a building or building complex) over a specific period of time at a predetermined total cost. The asset, owned by the County and leased to the Finance Corporation, is then subleased back to the County. In this transaction the Finance Corporation sells certificates in order to make its total lease payment to the County at the beginning of the lease period. With that lump sum (advance) lease payment the County then makes capital expenditures (building, buying or remodeling property).

The Finance Corporation was created as a public benefit, non-profit corporation, to issue certificates and to lease back various assets. The COPs are secured by the annual sublease payments, paid by the County for use of the facilities. The sublease payments are used by the Finance Corporation to pay interest and principal on the certificates.

## GENERAL COUNTY PROGRAMS

### Debt Service (cont'd)

The COPs contain certain covenants, which are deemed by the County to be duties imposed by law. The County must include the applicable sublease payments due each year in its annual budget and make the necessary appropriations. This annual appropriation distinguishes certificates of participation from general obligation bonds. The County is also required to maintain certain levels of liability, property damage, casualty, rental interruption and earthquake insurance in connection with each lease agreement.

#### Policy on Issuing Debt

In 1991, the Board of Supervisors established a Debt Advisory Committee to provide advice on the issuance and management of the County's debt. Members of the Committee include the County Executive Officer, Auditor-Controller, Treasurer-Tax Collector, County Counsel and one member of the Board of Supervisors. In its review of proposals to issue new debt, the Committee considers the following four factors:

<b>Debt Management</b>	Total outstanding and per capita debt, future borrowing plans and sources of revenue
<b>Financial</b>	Trends to past operations and current conditions, budget analysis, and fund balance projections
<b>Administrative</b>	Management policies and adequate provision of mandated services
<b>Economic</b>	Assessment of the strength and diversity of the local economy

#### Legal Debt Limit

Government Code Section 29909 prescribes the bonded debt limit for general law counties at 1.25% of "the taxable property of the county as shown on the last equalized assessment roll." Santa Barbara County's gross assessed value for Fiscal Year 2006-2007 is approximately \$55.47 billion, making the debt limit approximately \$730.9 million. As of June 30, 2007, total long-term debt is \$93.1 million, making the debt to assessed value ratio 0.16%.

The County's long term debt has declined over the past three years and with a pending new COP issuance of \$25.4 million, the ratio of debt to assessed value is estimated to be 0.16%, and per capita debt will increase from \$180 in 2007 to \$219 in 2008.

#### Refinancing COP Debt

In order to take advantage of lower interest rates, the County has periodically defeased (refinanced) various issues of certificates of participation by creating a separate irrevocable trust fund. To accomplish this defeasance, new COPs were issued and the proceeds used to purchase U.S. government securities, which were deposited into the trust fund held by an escrow agent to provide payments until the certificates of participation are called or mature. These older certificates are no longer considered obligations of the County and are not included in the figures above.

SANTA BARBARA COUNTY  
 CERTIFICATES OF PARTICIPATION (COP) PAYMENT SCHEDULE BY PROJECT/FUND  
 JUNE 30, 2008

DESCRIPTION	FUND	DEPT	TOTAL OUTSTANDING	INTEREST & RESERVE CR	NET RENTAL PAYMENTS	FY 08/09	FY 09/10	FY 10/11	FY 11/12	FY 12/13	REMAINING DEBT SERVICE
<b><u>GENERAL AND OPERATING FUNDS</u></b>											
<b><u>1998 REFUNDING COP</u></b>											
SANTA MARIA MUNICIPAL COURTS	0071	990	2,470,330	696,420	1,773,910	793,675	792,655	187,580	0	0	0
<b><u>2005 COP</u></b>											
HALL OF RECORDS - CLERK-RECORDER	0001	062	654,544	0	654,544	93,741	93,521	93,241	93,706	92,871	187,464
ELECTIONS STORAGE - CLERK-RECORDER	0001	062	745,351	0	745,351	106,479	106,959	106,349	106,456	106,236	212,872
LOMPOC SUBSTATION - FIRE	0001	031	4,661,638	0	4,661,638	273,918	274,658	274,248	274,340	273,880	3,290,594
LOMPOC SUBSTATION - SHERIFF	0001	032	2,910,307	0	2,910,307	171,354	170,684	170,954	170,899	171,504	2,054,913
ISLA VISTA FOOT PATROL - SHERIFF	0001	032	6,244,161	0	6,244,161	366,701	368,001	368,091	367,493	367,178	4,406,697
TECHNICAL BUILDING - SHERIFF	0001	032	5,605,269	0	5,605,269	329,619	329,489	330,209	329,294	329,749	3,956,912
CHILDREN'S SERVICES BLDG - MENTAL HEALTH	0044	043	2,120,464	0	2,120,464	125,042	124,092	124,112	126,902	126,347	1,493,969
SUBTOTAL			22,941,734	0	22,941,734	1,466,853	1,467,403	1,467,203	1,469,090	1,467,765	15,603,420
<b><u>2004 REFUNDING COP</u></b>											
SANTA MARIA PUBLIC WORKS	0015	054	194,038	0	194,038	194,038	0	0	0	0	0
HALL OF RECORDS - CLERK-RECORDER	0001	062	572,190	0	572,190	190,690	190,950	190,550	0	0	0
SHERIFF TRANSIT BUS	0001	032	178,710	0	178,710	60,580	58,390	59,740	0	0	0
SANTA BARBARA SOCIAL SERVICES	0001	990	2,639,723	0	2,639,723	863,213	856,463	920,048	0	0	0
SANTA MARIA NON SOCIAL SERVICE	0001	990	2,687,323	0	2,687,323	887,638	879,638	920,048	0	0	0
SANTA MARIA SOCIAL SERVICES	0001	990	1,853,385	0	1,853,385	633,510	606,510	613,365	0	0	0
SUBTOTAL			8,125,368	0	8,125,368	2,829,668	2,591,950	2,703,750	0	0	0
<b><u>2001 COP</u></b>											
CLERK RECORDER	0001	062	1,408,275	203,275	1,205,000	95,054	95,409	94,951	95,351	95,258	728,977
CASA NUEVA - GENERAL SERVICES	0001	063	5,426,784	727,651	4,699,133	367,993	368,163	367,989	367,676	368,330	2,858,982
CASA NUEVA - SOCIAL SERVICES	0001	990	2,200,460	295,049	1,905,411	149,214	149,283	149,213	149,086	149,351	1,159,264
MENTAL HEALTH	0044	043	2,555,003	368,449	2,186,554	172,424	173,148	172,375	172,215	173,155	1,323,237
JUVENILE HALL	0070	990	6,499,894	847,352	5,652,542	442,253	441,623	441,735	441,520	441,370	3,444,041
JUVENILE COURT - EXPANSION	0071	990	1,919,873	276,847	1,643,026	129,186	129,737	129,902	129,762	129,957	994,482
JUVENILE COURT - ATTORNIES	0070	990	1,396,275	180,061	1,216,214	94,886	95,096	95,031	94,751	94,990	741,460
DISTRICT ATTORNEY	0070	990	8,195,093	1,098,904	7,096,189	555,571	556,085	555,995	555,615	555,423	4,317,500
SHERIFF - HVAC	0070	990	268,649	38,781	229,868	18,262	18,213	18,114	18,268	18,035	138,976
SB1732 - COURTHOUSE CONSTRUCTION	0071	990	5,603,580	635,610	4,967,970	276,132	272,040	447,132	648,152	848,057	2,476,457
SUBTOTAL			35,473,886	4,671,979	30,801,907	2,300,975	2,298,797	2,472,437	2,672,396	2,873,926	18,183,376
<b>SUBTOTAL GENERAL AND OPERATING FUNDS</b>			<b>69,011,317</b>	<b>5,368,399</b>	<b>63,642,918</b>	<b>7,391,171</b>	<b>7,150,805</b>	<b>6,830,970</b>	<b>4,141,486</b>	<b>4,341,691</b>	<b>33,786,796</b>
<b><u>2004 REFUNDING COP ENTERPRISE FUND</u></b>											
LAGUNA MICRO TURBINE	2870	054	171,570	0	171,570	171,570	0	0	0	0	0
<b><u>2001 COP ENTERPRISE FUND</u></b>											
SOLID WASTE PUBLIC WORKS	1930	054	1,199,641	173,160	1,026,481	80,972	81,274	80,884	81,225	81,145	620,981
<b><u>1998 REFUNDING COP ENTERPRISE FUND</u></b>											
RANCHO BARON ACQUISITION	1930	054	2,431,680	678,400	1,753,280	782,430	786,850	184,000	0	0	0
<b><u>1998 REFUNDING COP REDEVELOPMENT AGENCY FUND</u></b>											
IV BLUFF TOP PROPERTY	3100	990	1,350,270	332,840	1,017,430	429,365	437,645	150,420	0	0	0
<b>TOTAL COP DEBT</b>			<b>\$74,164,478</b>	<b>\$6,552,799</b>	<b>\$67,611,679</b>	<b>\$8,855,508</b>	<b>\$8,456,574</b>	<b>\$7,246,274</b>	<b>\$4,222,711</b>	<b>\$4,422,836</b>	<b>\$34,407,777</b>

**SERVICE DESCRIPTION**

The Criminal Justice Facility Construction Fund provides funds to purchase, lease, construct, rehabilitate or maintain criminal justice and court facilities and criminal justice information systems. The Courthouse Construction Fund provides funds to purchase, construct, or rehabilitate court facilities.

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Criminal Justice Facility Fund</b>				
<b>Use of Funds Summary</b>				
<i>Other Financing Uses</i>				
District Attorney Building, Santa Barbara	\$ 558,313	\$ 573,208	\$ 565,808	\$ 572,813
Jail HVAC - SB	14,080	19,409	17,408	18,873
Juvenile Court Attorneys, Santa Maria	95,254	98,321	96,621	97,712
Juvenile Hall Expansion, Santa Maria	443,492	455,324	447,319	455,553
Jail Maintenance and Operations	225,000	225,000	225,000	225,000
Designated for Future Uses	12,912	12,912	14,060	--
Sub-Division Total	<u>\$ 1,349,051</u>	<u>\$ 1,384,174</u>	<u>\$ 1,366,216</u>	<u>\$ 1,369,951</u>
<b>Source of Funds Summary</b>				
<i>Departmental Revenues</i>				
Fines, Forfeitures, and Penalties	\$ 1,090,413	\$ 1,279,116	\$ 1,234,355	\$ 1,193,760
Use of Money and Property	51,476	40,000	38,889	40,000
Revenue Total	<u>1,141,889</u>	<u>1,319,116</u>	<u>1,273,244</u>	<u>1,233,760</u>
<i>Other Financing Sources</i>				
Use of Prior Fund Balances	207,162	65,058	92,972	136,191
Sub-Division Total	<u>\$ 1,349,051</u>	<u>\$ 1,384,174</u>	<u>\$ 1,366,216</u>	<u>\$ 1,369,951</u>

Revenues for the Criminal Justice Facility Construction Fund and the Courthouse Construction Fund are generated by collections of fines, penalties, and forfeitures for criminal offenses and traffic violations. For example, each fund receives \$1.00 for each traffic school enrollment, \$1.50 for each parking violation and \$3.50 for each moving violation. The Superior Court, Cities, County Sheriff and County Probation Department collect the payments and deposit the revenue with the County Treasurer-Tax Collector.

The Board of Supervisors has established an advisory committee to the County Executive Officer, called the Courthouse Construction and Criminal Justice Facilities Construction Advisory Committee, to assess needs and recommended priorities among the various eligible uses of these funds. The Board of Supervisors ultimately approves all appropriations.

**GENERAL COUNTY PROGRAMS**

**Special Construction Funds**

**Criminal Justice Facility Construction Fund**

**Significant Changes** (FY 2007-08 Adopted to FY 2007-08 Estimated Actual)

Expenditures

The Fiscal Year 2007-08 Estimated Actual other financing uses decreased \$18,000 to \$1,366,000 from the Fiscal Year 2007-08 Adopted Budget of \$1,384,000. This 1.3% decrease is the result of:

- -\$19,000 – Decreased interest payments for the SB District Attorney Building, Juvenile Court Attorneys and the Juvenile Hall Expansion projects;
- +\$1,000 – Increase to designation for Unrealized Gains on Investments.

Revenues

The Fiscal Year 2007-08 Estimated Actual operating revenues decreased \$46,000 to \$1,273,000 from the Fiscal Year 2007-08 Adopted Budget of \$1,319,000. This 3.5% decrease is the result of:

- -\$45,000 – Decreased collection of Fines, Forfeitures, and Penalties revenue;
- -\$1,000 – Decreased interest income on Investments.

The Fiscal Year 2007-08 Estimated Actual other financing sources increased \$28,000 to \$93,000 from the Fiscal Year 2007-08 Adopted Budget of \$65,000. This 42.9% increase is the result of:

- +\$28,000 – Increased release of designation to cover revenue shortfalls.

**Significant Changes** (FY 2007-08 Estimated Actual to FY 2008-09 Recommended)

Expenditures

The Fiscal Year 2008-09 Recommended Budget other financing uses will increase \$4,000 to \$1,370,000 for the Fiscal Year 2007-08 Estimated Actual of \$1,366,000. This 0.3% increase is not material.

Revenues

The Fiscal 2008-09 Recommended Budget operating revenues will decrease \$39,000 to \$1,234,000 from the Fiscal Year 2007-08 Estimated Actual of \$1,273,000. This 3.1% decrease is the result of:

- -\$40,000 – Decreased collection of Fines, Forfeitures and Penalties revenue;
- +\$1,000 – Increase to interest income.

The Fiscal Year 2008-09 Recommended Budget other financing sources will increase \$43,000 to \$136,000 from the Fiscal Year 2007-08 Estimated Actual of \$93,000. This 46.5% increase is the result of:

- +\$43,000 – Increased use of designation to cover expenses.

**GENERAL COUNTY PROGRAMS**  
**Special Construction Funds (cont'd)**

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Courthouse Construction Fund</b>				
<b>Use of Funds Summary</b>				
<i>Other Financing Uses</i>				
Courthouse COP, Santa Maria	\$ 755,713	\$ 807,223	\$ 795,943	\$ 802,473
Juvenile Court Expansion, Santa Maria	129,821	133,720	131,104	133,532
SB 1732 Court Facilities Deficiencies Program	265,564	274,649	264,840	277,755
Designated for Future Uses	44,960	4,409	1,810	--
Sub-Division Total	<u>\$ 1,196,058</u>	<u>\$ 1,220,001</u>	<u>\$ 1,193,697</u>	<u>\$ 1,213,760</u>
<b>Source of Funds Summary</b>				
<i>Departmental Revenues</i>				
Fines, Forfeitures, and Penalties	\$ 1,090,413	\$ 1,200,000	\$ 1,168,135	\$ 1,193,760
Use of Money and Property	14,404	20,000	25,561	20,000
Revenue Total	1,104,817	1,220,000	1,193,696	1,213,760
<i>Other Financing Sources</i>				
Use of Prior Fund Balances	91,241	1	1	--
Sub-Division Total	<u>\$ 1,196,058</u>	<u>\$ 1,220,001</u>	<u>\$ 1,193,697</u>	<u>\$ 1,213,760</u>

**Courthouse Construction Fund**

**Significant Changes (FY 2007-08 Adopted to FY 2007-08 Estimated Actual)**

Expenditures

The Fiscal Year 2007-08 Estimated Actual other financing uses decreased \$26,000 to \$1,194,000 from the Fiscal Year 2007-08 Adopted Budget of \$1,220,000. This 2.2% decrease is the result of:

- -\$24,000 – Decreased interest payments for the SM Courthouse, Juvenile Court Expansion and Court Facilities Program projects;
- -\$2,000 – Reduced increase to designation.

Revenues

The Fiscal Year 2007-08 Estimated Actual operating revenues decreased \$26,000 to \$1,194,000 from the Fiscal Year 2007-08 Adopted Budget of \$1,220,000. This 2.2% decrease is the result of:

- -\$32,000 – Decreased collection of Fines, Forfeitures and Penalties revenue;
- +\$6,000 – Increased interest income.

**Significant Changes (FY 2007-08 Estimated Actual to FY 2008-09 Recommended)**

Expenditures

The Fiscal Year 2008-09 Recommended Budget other financing uses will increase \$20,000 to \$1,214,000 from the Fiscal Year 2007-08 Estimated Actual of \$1,194,000. This 1.7% increase is the result of:

- +\$22,000 – Increased principal and interest debt service payments for the SM Courthouse, Juvenile Court Expansion and Court Facilities Program projects;
- -\$2,000 – Reduced increase to designation.

Revenues

The Fiscal Year 2008-09 Recommended Budget operating revenues will increase \$20,000 to \$1,214,000 from the Fiscal Year 2007-08 Estimated Actual of \$1,194,000. This 1.7% increase is the result of:

- i+\$26,000 – Increased collection of Fines, Forfeitures and Penalties revenue;
- -\$6,000 – Decreased interest income.

**SERVICE DESCRIPTION**

Appropriations established to support special programs and projects directed by the Board of Supervisors that have no direct relationship to one individual department.

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Use of Funds Summary</b>				
<i>Operating Expenditures</i>				
Board Support	\$ 113,356	\$ 189,528	\$ 165,918	\$ 190,698
General Expenditures	93,445	147,317	158,287	117,338
Project Management Tracking	429,105	453,119	496,897	197,367
General Administration	122,729	300,617	182,550	21,621
Operating Sub-Total	758,635	1,090,581	1,003,652	527,024
Less: Intra-County Revenues	(12,325)	(10,000)	(7,413)	--
Operating Total	746,310	1,080,581	996,239	527,024
<i>Non-Operating Expenditures</i>				
Capital Assets	16,213	9,000	8,000	5,000
Expenditure Total	762,523	1,089,581	1,004,239	532,024
<i>Other Financing Uses</i>				
Operating Transfers	15,058	435	435	436
Designated for Future Uses	4,753	--	--	--
Division Total	\$ 782,334	\$ 1,090,016	\$ 1,004,674	\$ 532,460

**Character of Expenditures**

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<i>Operating Expenditures</i>				
Regular Salaries	230,216	279,563	359,814	60,754
Extra Help	1,913	--	3,193	--
Benefits	68,183	90,047	94,667	25,447
Salaries & Benefits Sub-Total	300,312	369,610	457,674	86,201
Services & Supplies	458,323	720,971	545,978	440,823
Operating Sub-Total	758,635	1,090,581	1,003,652	527,024
Less: Intra-County Revenues	(12,325)	(10,000)	(7,413)	--
Operating Total	746,310	1,080,581	996,239	527,024
<i>Non-Operating Expenditures</i>				
Capital Assets	16,213	9,000	8,000	5,000
Expenditure Total	\$ 762,523	\$ 1,089,581	\$ 1,004,239	\$ 532,024

**GENERAL COUNTY PROGRAMS**

**Organization Development**

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Source of Funds Summary</b>				
<i>Departmental Revenues</i>				
Federal & State Revenues	\$ 27,724	\$ --	\$ --	\$ --
Other Charges for Services	12,325	10,000	7,413	--
Revenue Sub-Total	40,049	10,000	7,413	--
Less: Intra-County Revenues	(12,325)	(10,000)	(7,413)	--
Revenue Total	27,724	--	--	--
<i>General Fund Contribution</i>	752,110	1,087,516	1,001,147	529,960
<i>Other Financing Sources</i>				
Operating Transfers	2,500	2,500	3,527	2,500
Division Total	\$ 782,334	\$ 1,090,016	\$ 1,004,674	\$ 532,460

	Actual FY 06-07		Adopted FY 07-08		Est. Actual FY 07-08		Recommended FY 08-09	
	Pos.	FTE	Pos.	FTE	Pos.	FTE	Pos.	FTE
<b>Position Summary</b>								
<i>Permanent</i>								
Board Support	--	0.1	--	--	--	0.3	--	--
General Expenditures	--	0.6	1.0	0.9	1.0	0.9	1.0	0.9
Project Management Tracking	1.0	1.0	2.0	1.0	2.0	1.8	--	0.0
General Administration	1.0	0.9	1.0	1.0	1.0	0.9	--	--
Total Permanent	2.0	2.6	4.0	2.9	4.0	3.8	1.0	0.9
<i>Non-Permanent</i>								
Extra Help	--	0.0	--	--	--	--	--	--
Total Positions	2.0	2.6	4.0	2.9	4.0	3.8	1.0	0.9

Note: FTE and position totals may not sum correctly due to rounding.

**GENERAL COUNTY PROGRAMS**  
**Organization Development (cont'd)**

**Significant Changes (FY 2007-08 Adopted to FY 2007-08 Estimated Actual)**

**Expenditures**

The Fiscal Year 2007-08 Estimated Actual operating expenditures decreased \$87,000 to \$1,004,000 from the Fiscal Year 2007-08 Adopted Budget of \$1,091,000. This 8.0% decrease is the result of:

- +\$50,000 – Unanticipated AB1600 Orcutt Fee Study;
- +\$42,000 – Increased cost to fund staffing on the Advanced Management Performance & Projects (AMPP) project;
- -\$155,000 – Decreased cost of Information Technology (IT) staff and IT support;
- -\$24,000 – Reduced Board Support project expenditures.

The Fiscal Year 2007-08 Estimated Actual non-operating expenditures decreased \$1,000 to \$8,000 from the Fiscal Year 2007-08 Adopted Budget of \$9,000. This 11.1% decrease is the result of:

- -\$1,000 – Decreased cost of equipment for the AMPP system.

**Revenue**

The Fiscal Year 2007-08 Estimated Actual operating revenues decreased \$3,000 to \$7,000 from the Fiscal Year 2007-08 Adopted Budget of \$10,000. This 25.9% decrease is the result of:

- -\$3,000 – Reduced transfer from the Auditor-Controller for the Simpler Systems (Property Tax/Financial Information Network) contracts.

The Fiscal Year 2007-08 Estimated Actual general fund contribution decreased \$86,000 to \$1,001,000 from the Fiscal Year 2007-08 Adopted Budget of \$1,088,000. This 7.9% decrease is the result of:

- -\$86,000 – Decreased costs of the Organization Development programs.

**Significant Changes (FY 2007-08 Estimated Actual to FY 2008-09 Recommended)**

**Expenditures**

The Fiscal Year 2008-09 Recommended Budget operating expenditures will decrease \$477,000 to \$527,000 from the Fiscal Year 2007-08 Estimated Actual of \$1,004,000. This 47.5% decrease is the result of:

- +\$25,000 – Increases to Board Support for discretionary, special projects;
- -\$260,000 – Moving two IT support positions to the newly created IT Department;
- -\$170,000 – Unfunding a project manager position in the Performance Management and Reporting program;

- -\$38,000 – Decreased level of IT support from the new IT Department (formerly in General Services);
- -\$34,000 – The shifting of General Liability costs to General Services, Risk Management.

The Fiscal Year 2008-09 Recommended Budget non-operating expenditures will decrease \$3,000 to \$5,000 from the Fiscal Year 2007-08 Estimated Actual of \$8,000. This 37.5% decrease is the result of:

- -\$3,000 - Purchasing less computer equipment for the AMPP system.

**Revenue**

The Fiscal Year 2008-09 Recommended Budget operating revenues will decrease \$7,000 to \$0 from the Fiscal Year 2007-08 Estimated Actual of \$7,000. This 100.0% decrease is the result of:

- -\$7,000 – Moving the Simpler Systems contracts to the Auditor-Controller.

The Fiscal Year 2008-09 Recommended Budget general fund contribution will decrease \$471,000 to \$530,000 from the Fiscal Year 2007-08 Estimated Actual of \$1,001,000. This 47.1% decrease is the result of:

- -\$471,000 – Decreased costs of the Organization Development programs.

**Board Support**

Board Support was established to fund unanticipated Board of Supervisors costs that are not normally directly related to the specific district or day-to-day operation of any individual supervisor's office.

**General Expenditures**

General Expenditures was developed to capture costs not associated with one office or department. A Departmental Analyst, who supports the County Executive Office, the Board of Supervisors, Redevelopment Agency and the Office of Emergency Services is funded here. Also funded here is the County's contract with the consultant who provides assistance to all County departments for the SB 90 State Mandate reimbursement process.

**Performance Management and Reporting**

Performance Management and Reporting is a single position program under the auspices of the County Executive Office. The program involves managing high profile, complex projects often countywide in nature. Examples of recent projects include: working with the vendor and departmental staff to implement the new Advanced Management of Performance and Projects (AMPP) software and hardware, implementation of the Blue Ribbon Budget Task Force's recommendations, and working with staff and outside consultants to develop a new countywide IT Business Plan. A future task will be to implement a Project Reporting System component to the AMPP System.

**GENERAL COUNTY PROGRAMS**  
**Organization Development (cont'd)**

To meet budget constraints, this position has been left vacant, unfunded for Fiscal Year 2008-09. The duties will be assumed by other County Executive Office staff.

- Advanced Management of Performance and Projects (AMPP):** The County Executive Office, in order to support the County's strategic goal to be: *An Efficient Professionally Managed Government Able to Anticipate and to Effectively Respond to the Needs of the Community* and enhance operational efficiencies, has completed an upgrade to its performance measurement system. This upgrade was phased over a period of 18 months beginning in August, 2007. The new system provides "scorecards" of performance data and, in addition, allows managers to evaluate and report data through graphs and in relation to adopted goals and objectives.
- Project Reporting System:** Upgrading the County's Project Reporting System as a component of AMPP will enable department executives and managers and CEO staff to monitor the completion progress of capital and other one-time projects undertaken in the County. The system provides a means of receiving information about the schedule and expenditures relating to a project and an opportunity to apprise key staff members of any anomalies or unanticipated issues early in the project completion phase and prior to the point of large cost overruns.
- ICMA Performance Measures:** Santa Barbara County has been awarded the 2006 Certificate of Distinction from the ICMA Center for Performance Measurement. This is the County's 10<sup>th</sup> consecutive award from the ICMA Center for Performance Measurement with 25 Data Coordinators reporting from 14 Departments. The County is one of 22 jurisdictions to receive the highest Center for Performance Measurement (CPM) award out of 220 CPM participants.
- Blue Ribbon Budget Task Force:** The Blue Ribbon Budget Task Force was created by the Board of Supervisors in 2005 to examine the County's budget and processes. The Task Force presented its recommendations to the Board of Supervisors in May 2006 and the Board prioritized the recommendations and directed the County Executive Officer to begin implementing certain recommendations. The County Executive Office has been working with departments to implement the recommendations and periodically reports to the Board on the status of the implementation process.
- Information Technology Business Plan:** The County Executive Office examined the enterprise-wide information technology systems and practices with the goal of identifying opportunities for enhancing information technology as well as the County's use of Geographic Information Systems (GIS). Two programs were set up in FY 2006-07 in Developing Programs to begin implementation of the Information Technology Business Plan and are being moved into a new department, Information Technology, in FY 2008-09.

**General Administration**

General Administration was developed to separate support costs associated with General County Programs. The Electronic Data Processing Systems & Programming Analyst, who provides support to the Board of Supervisors, the County Executive Office and thirty-five staff within the General County Programs Department, is being moved to the new IT Department in FY 2008-09 to meet the County's goal of a centralized IT function. This position will continue to provide support to the above named customers.

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
	Pos.	Pos.	Pos.	Pos.
<b>Position Detail</b>				
<b>General Expenditures</b>				
Department Analyst	--	1.0	1.0	1.0
Sub-Division Total	--	1.0	1.0	1.0
<b>Project Management Tracking</b>				
Project Manager	1.0	1.0	1.0	--
EDP Sys & Prog Anlst Sr	--	1.0	1.0	--
Sub-Division Total	1.0	2.0	2.0	--
<b>General Administration</b>				
EDP Sys & Prog Analyst	1.0	1.0	1.0	--
Sub-Division Total	1.0	1.0	1.0	--
Division Total	2.0	4.0	4.0	1.0

**GENERAL COUNTY PROGRAMS**

**Developing Programs**

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Use of Funds Summary</b>				
<i>Operating Expenditures</i>				
Emergency Operations	74,816	928,577	847,286	811,580
Public Information Officer	134,042	278,442	229,091	265,569
County Santa Barbara TV(CSBTV).	--	--	--	464,713
Public and Educational Access	\$ 330,025	\$ 225,050	\$ 225,000	\$ 320,050
Information Systems	568,235	908,166	1,303,692	--
Management Studies	246	--	--	--
Blue Ribbon Commission	56	--	--	--
Operating Total	<u>1,107,420</u>	<u>2,340,235</u>	<u>2,605,069</u>	<u>1,861,912</u>
<i>Non-Operating Expenditures</i>				
Capital Assets	<u>228,123</u>	--	<u>35,172</u>	<u>92,000</u>
Expenditure Total	<u>1,335,543</u>	<u>2,340,235</u>	<u>2,640,241</u>	<u>1,953,912</u>
<i>Other Financing Uses</i>				
Operating Transfers	1,428	2,976	1,476	1,476
Designated for Future Uses	200,371	37,829	84,476	--
Division Total	<u>\$ 1,537,342</u>	<u>\$ 2,381,040</u>	<u>\$ 2,726,193</u>	<u>\$ 1,955,388</u>

**Character of Expenditures**

<i>Operating Expenditures</i>				
Regular Salaries	252,267	1,154,606	1,026,226	798,585
Overtime	--	5,800	45,106	5,750
Extra Help	--	--	--	25,252
Benefits	64,217	379,888	319,119	312,460
Salaries & Benefits Sub-Total	<u>316,484</u>	<u>1,540,294</u>	<u>1,390,451</u>	<u>1,142,047</u>
Services & Supplies	460,936	574,941	989,618	399,865
Contributions	330,000	225,000	225,000	320,000
Operating Total	<u>1,107,420</u>	<u>2,340,235</u>	<u>2,605,069</u>	<u>1,861,912</u>
<i>Non-Operating Expenditures</i>				
Capital Assets	<u>228,123</u>	--	<u>35,172</u>	<u>92,000</u>
Expenditure Total	<u>\$ 1,335,543</u>	<u>\$ 2,340,235</u>	<u>\$ 2,640,241</u>	<u>\$ 1,953,912</u>

**Source of Funds Summary**

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<i>Departmental Revenues</i>				
Interest	\$ 96,082	\$ 40,000	\$ 64,000	\$ 30,000
Federal & State Revenues	--	95,000	50,000	40,000
Other Charges for Services	--	130,680	78,762	106,000
Miscellaneous Revenue	48,195	1,500	12,000	2,100
Revenue Total	<u>144,277</u>	<u>267,180</u>	<u>204,762</u>	<u>178,100</u>
<i>General Fund Contribution</i>	766,787	1,790,981	2,209,573	1,457,238
<i>Other Financing Sources</i>				
Operating Transfers	--	--	64,248	30,000
Use of Prior Fund Balances	626,278	322,879	247,610	290,050
Division Total	<u>\$ 1,537,342</u>	<u>\$ 2,381,040</u>	<u>\$ 2,726,193</u>	<u>\$ 1,955,388</u>

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
Pos.	Pos.	Pos.	Pos.	Pos.
<b>Position Detail</b>				
<i>Permanent</i>				
Public Information Officer	1.0	0.7	1.0	1.0
Information Systems	5.0	0.8	5.0	3.2
Emergency Operations	--	0.4	7.0	7.0
County Santa Barbara TV(CSBTV).	--	--	--	3.0
Total Positions	<u>6.0</u>	<u>1.9</u>	<u>13.0</u>	<u>11.2</u>

Note: FTE and position totals may not sum correctly due to rounding.

## SERVICE DESCRIPTION

New programs to the County that are in the developing state of their life-cycle. When fully developed and stabilized they may transition to a department for management.

### Significant Changes (FY 2007-08 Adopted to FY 2007-08 Estimated Actual)

#### Expenditures

The Fiscal Year 2007-08 Estimated Actual operating expenditures increased \$265,000 to \$2,605,000 from the Fiscal Year 2007-08 Adopted Budget of \$2,340,000. This 11.3% increase is the result of:

- +\$395,000 – Increases to GIS and IT for several initiatives (Data for Decision Making, Geographic Information System Stabilization and Expansion, eGovernment and IT Governance);
- -\$81,000 – Vacancy in Emergency Operations and decreased spending on Services and Supplies;
- -\$49,000 – Decreased spending in the Public Information Office.

The Fiscal Year 2007-08 Estimated Actual non-operating expenditures increased \$35,000 to \$35,000 from the Fiscal Year 2007-08 Adopted Budget of \$0. This 100.0% increase is the result of:

- +\$35,000 – Purchase of two servers for IT/GIS.

The Fiscal Year 2007-08 Estimated Actual other financing uses increased \$45,000 to \$86,000 from the Fiscal Year 2007-08 Adopted Budget of \$41,000. This 110.6% increase is the result of:

- +\$37,000 – Increases to designation for Public and Educational Access interest income;
- +\$10,000 – Designating the IT ending balance for carryover to next fiscal year;
- -\$2,000 – Decreased transfers to General Services due to a photocopier not being purchased for IT/GIS.

#### Revenue

The Fiscal Year 2007-08 Estimated Actual operating revenues decreased \$62,000 to \$205,000 from the Fiscal Year 2007-08 Adopted Budget of \$267,000. This 23.4% decrease is the result of:

- +\$37,000 – Increased interest income on investments for Public and Educational Access;
- -\$83,000 – Revenue shortfalls for the Office of Emergency Services due to staffing vacancies;
- -\$16,000 – GIS services to County departments and outside agencies were not billed.

The Fiscal Year 2007-08 Estimated Actual other financing sources decreased \$11,000 to \$312,000 from the Fiscal Year 2007-08 Adopted Budget of \$323,000. This 3.4% decrease is the result of:

- +\$61,000 – Transfer to IT by Public Health for the purpose of funding the Data for Decision Marking project;
- +\$3,000 – Transfer from General Services to refund overpayment of IT services;
- -\$75,000 – Not needing to release as much designation to pay for operating expenses.

## GENERAL COUNTY PROGRAMS

### Developing Programs (cont'd)

### Significant Changes (FY 2007-08 Estimated Actual to FY 2008-09 Recommended)

#### Expenditures

The Fiscal Year 2008-09 Recommended Budget operating expenditures will decrease \$743,000 to \$1,862,000 from the Fiscal Year 2007-08 Estimated Actual of \$2,605,000. This 28.5% decrease is the result of:

- +\$465,000 – Moving the County of Santa Barbara TV (CSBTV) program and three staff from General Services to General County Programs (under the direction of the Public Information Office);
- +\$95,000 – An increase to the Public & Educational Access program for Capital expenditures;
- +\$36,000 – Increased salary and benefits costs for the Public Information Office;
- -\$1,304,000 – Moving the Information Technology (IT) and Geographical Information Systems (GIS) programs and five staff from General County Programs into a newly created department, Information Technology;
- -\$35,000 – Unfunding and not filling a vacant position in the Office of Emergency Services as well as other salary and benefits increases.

The Fiscal Year 2008-09 Recommended Budget non-operating expenditures will increase \$57,000 to \$92,000 from the Fiscal Year 2007-08 Estimated Actual of \$35,000. This 161.6% increase is the result of:

- +\$54,000 – Increase to OES for the purchase of a redundant Emergency Operations Center (EOC);
- +\$30,000 – Purchase of television equipment;
- -\$27,000 – Not purchasing IT equipment due to their moving to a new department.

The Fiscal Year 2008-09 Recommended Budget other financing uses will decrease \$85,000 to \$1,000 from the Fiscal Year 2007-08 Estimated Actual of \$86,000. This 98.3% decrease is the result of:

- -\$85,000 – Fully expending all funds so that there is nothing to designate at the end of the year.

#### Revenue

The Fiscal Year 2008-09 Recommended Budget operating revenues will decrease \$27,000 to \$178,000 from the Fiscal Year 2007-08 Estimated Actual of \$205,000. This 13.0% decrease is the result of:

- +\$27,000 – Increased revenue from increased OES billings and video duplication services;
- -\$44,000 – Interest income estimated to be lower than FY 07-08;
- -\$10,000 – Decreased revenue from State due to OES staffing vacancy.

**GENERAL COUNTY PROGRAMS**

**Developing Programs (cont'd)**

The Fiscal Year 2008-09 Recommended Budget Other Financing Sources will increase \$8,000 to \$320,000 from the Fiscal Year 2007-08 Estimated Actual of \$312,000. This 2.6% increase is the result of:

- +\$66,000 – Increased use of designation to fund Public and Educational Access operations;
- +\$30,000 – Comcast transfer for new CSBTV program;
- -\$85,000 – IT/GIS forming a new department and not needing to release designation to fund operations;
- -\$3,000 – One-time reimbursement from General Services in FY 07-08 for an IT refund.

**Office of Emergency Services**

In accordance with the California Emergency Services Act, the Office of Emergency Services (OES) serves as the lead management agency for the Santa Barbara County Operational Area. The operational area includes all cities and other political subdivisions located within the County of Santa Barbara. In working with the various jurisdictions, non-profits and interested members of the community, the OES provides leadership in coordinating disaster response and preparation. In an effort to better respond, the OES conducts planning, risk and threat mitigation, and provides information to the general public on how they can be better prepared. When disasters occur within the county, the OES works with the affected jurisdiction in recovery efforts by serving as the conduit with state and federal disaster agencies.

**Focus Area: Effective Leadership as measured by:**

**Current Year (FY 2007-08) Accomplishments**

- Provided an Operational Area response to the Zaca and Sedgwick Fires
  - Provided assistance and coordinated multiple evacuations involving multiple agencies and jurisdictions
  - Worked with the County’s Director of Communications, other jurisdictional and agency Information Officers to ensure the timely and continual flow of information to the general public
  - Worked with the State Office of Emergency Services to coordinate claims regarding the impacts associated with the Zaca Fire
- Working with General Services and a private engineering firm, completed an assessment of various emergency operations center (EOC) potential locations and provided a recommendation to the Board of Supervisors
  - Continued dialogue with potential partnering jurisdictions regarding co-utilization of EOC facilities
- Administered the Homeland Security Grant Program for the Operational Area
  - Purchased a Records Management System to better share law enforcement data between jurisdictions
  - Increased mobile disaster and emergency communication systems to provide expanded coverage

- Partnered with the Public Health Department to purchase a fax broadcast system to continue to provide timely notifications and press releases
- Expanded training for first responders to improve response and safety
- Working with other Operational Area jurisdictions, conducted a Business Continuity Forum with the Assistant Secretary of the US Department of Homeland Security
- Completed an updated Emergency Operations Plan for the Operational Area

**Proposed Strategic Action**

- Strengthen the County’s ability to provide disaster management by initiating the construction of a dedicated County EOC
- Improve the County’s ability to respond to disasters by having a well-trained workforce
- Continue to strengthen communication resources amongst Operational Area jurisdictions

**Proposed Key Projects**

- Initiate the construction of an emergency operations center (EOC)
- Continue to use Homeland Security funding to strengthen the Operational Area readiness
  - Determine the feasibility of interoperable communications within the Operational Area
  - Strengthen city EOCs by providing equipment to improve their operational readiness
  - Enhance training for first responders
- Expand County-specific OES training to all Operational Area jurisdictions to ensure consistency and the ability to share staff during emergencies
- Strengthen OES’ response abilities by developing redundant systems including communications and a back-up to the interim EOC (due to its vulnerability)

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Recurring Performance Measures</b>				
<b>Emergency Operations</b>				
Conduct 100% of 5 Basic Standardized EMS training segments for EU "Business of Local Government" new employee orientation courses.	0%	100%	100%	100%
	--	5	5	5
	--	5	5	5
Offer 2 combined SEMS/NIMS trainings for 8 operational area cities.	0%	100%	150%	100%
	--	2	3	2
	--	2	2	2
Offer NIMS/SEMS training for 100% of the 60 county staff assigned to Emergency Operations Center functions.	0%	90%	100%	100%
	--	54	60	60
	--	60	60	60

## GENERAL COUNTY PROGRAMS

### Developing Programs (cont'd)

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Recurring Performance Measures</b>				
<b>Emergency Operations (Cont'd)</b>				
Conduct 100% of emergency response plan exercises for conditioned oil and gas energy facilities.	No	Yes	Yes	Yes
Conduct 1 tabletop disaster exercise for the Diablo Canyon Nuclear Preparedness Plan.	No	Yes	Yes	Yes
Conduct 12 monthly set-ups of the Emergency Operations Center (EOC) to ensure readiness.	66% 8 12	100% 12 12	83% 10 12	100% 12 12
Conduct 12 monthly tests of the Emergency Alert System (EAS) to ensure readiness.	100% 12 12	100% 12 12	100% 12 12	100% 12 12
Promote disaster preparedness within the community through attendance at 10 public events and forums.	0% -- --	100% 10 10	120% 12 10	100% 10 10
Guide 100% of 8 operational area cities through their Emergency Operations Plan development to ensure that city emergency plans are in coordination with the County's Emergency Plan.	0%	100% 8 8	100% 8 8	100% 8 8
Conduct 1 Emergency Operations Center exercise that addresses a contemporary emergency management scenario.	No	Yes	Yes	Yes

#### **Communications and Public Information Office (CPIO)**

The Communications and Public Information Office completed its first full year of operations as part of a dynamic new addition to the County Executive Office during the 2007-08 fiscal year. The 2008-09 fiscal year represents the CPIO's second year of funded activities.

Working directly with the CEO and the Board of Supervisors, the County's Communications Director acts as the primary media spokesperson for the County and is the Chief Public Information Officer for the County during countywide emergencies involving activation of the County Emergency Operations Center or for other large-scale incidents requiring the coordination of emergency public information from multiple departments or other government agencies in the County.

The primary day-to-day objective of the CPIO is to help the County Board of Supervisors, the CEO and other County departments provide accurate and timely public information on a wide range of programs, services and other issues; respond to the news media's inquiries and to direct the distribution of County public information through official press releases; broadcast on the County's government cable access TV station, channel 20, and via the County's website.

The CPIO and the Communications Director helps provide content direction and oversight for the County's website and for the County's government cable television station in conjunction with advertising and marketing efforts to foster cross-departmental public education and outreach efforts by leveraging resources and creating a "single voice" message for use in a variety of print, broadcast and electronic mediums.

The proposed 2008-09 budget for the CPIO is approximately \$266,000. The money will be used to fund the ongoing operations of the office that were established during its first year of operations in the 2007-08 fiscal year and to continue developing baseline professional standards for countywide use.

#### **Current Year (FY 2007-08) Accomplishments**

- Complete (and exercise the use of) a Memorandum of Understanding with local radio broadcasters for distribution of emergency public information
- Coordinate comprehensive, bilingual countywide emergency public information during the Zaca Fire emergency from July through October, 2007, including televised briefings, staffing a Call Enter, bilingual press releases, assisting in Community Town Hall meetings, support a Joint Information Center effort with federal, state and local agencies
- Design and create the first-ever countywide employee electronic newsletter, *SBC E-Times*
- Direct operations for emergency public information for County's Pandemic Flu training exercise, "Operation Kung Flu"
- Initiate a coordinated network of County Public Information Officers for improved public communications
- Create standardized templates for press releases and media advisories for use by departments
- Write and distribute approximately 30 press releases or media advisories from the County Executive Office during 2007
- Edit and oversee distribution of approximately 30 other press releases from other departments during 2007
- Produce Rhoads Park and Children's Art Tile Ribbon Cutting/Dedication
- Organize Media Day Tour for proposed North Hills project
- Produce Ribbon Cutting for Montecito Pedestrian Bridge
- Produce Grand Opening Celebration for La Morada Transition Housing Center
- Partnered with the Office of Emergency Services to update emergency public information protocols and integrate Communications Director position with EOC organizational structure
- Secure "Cover Art" position for County Courthouse in United Airlines' international travel magazine *Horizons*

**GENERAL COUNTY PROGRAMS**

**Developing Programs (cont'd)**

- Design and produce the FY 2007-08 *Budget Facts & Figures* companion booklet to annual budget document

**Proposed Key Projects**

- Produce *SBC E-Times* as electronic “e-zine” for all employees on quarterly basis (Spring, Summer, Fall & Winter editions)”
- Expand, update and test the Memorandum of Understanding with local radio broadcasters in conjunction with the County’s Office of Emergency Services plans for emergency responses and activation of its Emergency Operations Center
- Continue to expand countywide “dollar volume” contracts for print advertising purposes that can leverage buying power of County, set standardized discount rates for all departments and help reduce costs
- Conduct “media training” program for County Executives and key staff
- Expand County-based original programming for broadcast via CSBTV Channel 20
- Develop additional Public Service Announcement (PSAs) opportunities for County departments with mainstream media outlets
- Expand network of PIOs to cities and other county-based agencies
- Develop briefing schedules or regular interview opportunities for news media with Board of Supervisors Chair, County Executive Officer and key county staff

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Recurring Performance Measures Public Information Office</b>				
To share pertinent information with County residents, work with Office of Emergency Services (OES) to test County of Santa Barbara TV (CSBTV) and radio Memorandum of Understanding (MOU) quarterly emergency operations exercises to compliment OES operations.	100%	100%	100%	100%
	4	4	4	4
	4	4	4	4
To create a more professional and effective government, establish an annual media training program that includes countywide staff development opportunity.	--	Yes	Yes	Yes
To create a more professional and effective government, establish a joint information operations center through coordination with the Emergency Operations Center by the end of FY 2007-08.	--	Yes	Yes	--

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Recurring Performance Measures Public Information Office (Cont'd)</b>				
To share pertinent information with County employees, distribute a quarterly e-newsletter so that employees stay well informed.	No	Yes	No	Yes
To bring countywide consistency to press release standards and templates, ensure 100% of 18 departments use standard press release template during FY 2008-09.	94%	100%	94%	100%
	17	23	17	18
	18	23	18	18

**County of Santa Barbara TV (CSBTV)**

In fiscal year 2007-08, the County of Santa Barbara TV (CSBTV formerly GATV) was placed under the direction of the Communications Director. In fiscal year 2008-09, CSBTV will move from General Services to General County Programs. It makes sense to move this program to the Public Information Office as these two offices work hand-in-hand to produce local media announcements and distribute information to the citizens of Santa Barbara County.

**Public and Educational Access (Community Media Access)**

Community Media Access is a South Coast program initiated by the County’s Franchise Agreement with Cox Communications. A non-profit entity, the Community Media Access Center (CMAC), manages the Public Access channel utilizing funding provided by South Coast cities, the County and Cox as provided in the Franchise Agreement.

**Information Technology Strategic Plan:** On June 9, 2006, the Board of Supervisors received a report from the Blue Ribbon Budget Task Force outlining key recommendations for improving overall accountability, customer focus, and efficiencies throughout County government. An integral component of the recommendations involved information technology structure and services. Specifically, the Task Force recommended that the County clarify and strengthen its information technology governance to allow projects and processes to be implemented in a coordinated fashion and expand the use of technology to provide improved services both within the organization and to external customers. On February 12, 2008, the Board adopted the FY 2008-11 Information Technology Strategic Plan developed in response to the Blue Ribbon Task Force recommendations. The County is now in the implementation phase of the Plan with several key initiatives underway:

- Data for Decision-Making
- Geographic Information System Stabilization and Expansion
- eGovernment
- IT Governance

The County also continues to provide the services that are critical in day-to-day operations for all agencies and departments within the County in terms of their use of telephones, computer networking, radio communications, GIS and web-based applications.

In order to focus on the Strategic Plan initiatives and enhance the County's overall IT capability, in FY 2008-09 and Information Technology Department is being created by merging the IT program from the CEO's office and key components of the Technical Services Division of General Services. Previously, the Technical Services Division consisted of Information Technology Services, Communications, Reprographics and Government Access Television (CSBTv formerly GATV). Reprographics (print shop) will remain in General Services and CSBTv is now part of the County's Public Information Office where it can be utilized as more of a classic public relations function than it is today. The new IT department will focus on:

- Enterprise-wide application development and support
- Development of data analysis and reporting capabilities for enhanced decision-making
- IT infrastructure management
- Implementation of the IT Strategic Plan

In preparation for the merger, in FY 2007-08, the ITS Division reorganized to consolidate five units into two units, thereby redirecting three senior positions to Strategic Plan initiatives. The result is a stronger, full-service, centralized IT unit capable of infrastructure support, application development and database management.

### County Enterprise Geographic Information Systems (GIS) Program

A Geographic Information Officer was hired in 2006 to lead a multi-agency effort to establish, promote, and coordinate the use of GIS Technology among Santa Barbara County departments and agencies to improve overall efficiency and effectiveness in government decision-making. An Enterprise GIS Program will lead a multi-agency effort to establish, promote, and coordinate the use of Geographic Information technology among Santa Barbara County, to improve the overall efficiency and effectiveness in our government decision making process. The Santa Barbara County Geographic Information Systems Section will be service-oriented and can provide a wide range of GIS support activities to County departments and external customers. In Fiscal Year 2007-08, a GIS Mapping Technician was hired.

#### Current Year (FY 2007-08) Accomplishments

- Implemented the first 70 layers of the new countywide geographic database
- Provided GIS mapping support to the Emergency Operations Center during the Zaca Fire
- Provided ongoing mapping support for the County's 911 Dispatch Center GIS information
- Implemented the County's first spatial data repository
- Established Employees' University classes on Photomapper mapping software
- Developing an online interactive map for public access to property information
- Completed the LUCA (Local Update of Census Addresses) program for Santa Barbara County

## GENERAL COUNTY PROGRAMS

### Developing Programs (cont'd)

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Recurring Performance Measures</b>				
<b>Geographical Information Systems</b>				
Number of visitor sessions to County GIS website. Service will be available after website completion in May 2008.	0%	100%	33%	
	--	1,200	400	
	--	1,200	1,200	N/A
Number of sector/stakeholder groups using Web Mapping Services. Service will be available after website completion May 2008.	0%	100%	100%	
	--	5	5	
	--	5	5	N/A
Number of datasets and metadata records available on the County GIS website.	0%	100%	100%	
	--	20	20	
	--	20	20	N/A
Number of whole or partial datasets downloaded through County GIS website. Service will be available after website completion May 2008.	0%	100%	100%	
	--	5	5	
	--	5	5	N/A

### E-Government:

An e-Government program was established to provide the highest level of services to customers through innovative information technology solutions. e-Government employs electronic commerce technologies and strategies to improve the way government serves their constituents. This includes applying online for: permits and licenses, paying fines and tickets, getting a county map through a GIS interface, using a registration system for a reservation or a class, responding to a bid or RFP, or online-procurement. The scope of this project includes preparing the core information systems of the county to handle these requests. The project commenced in Fiscal Year 2006-2007 with the hiring a project manager. In Fiscal Year 2007-2008, a County Webmaster was hired.

#### Current Year (FY 2007-08) Accomplishments

- Web streaming of Board of Supervisors Hearings
  - Completed the integration of the Board Agenda Tracking system with the web streaming system
  - Expanded adoption of the pre-Board Letter Tracking System to four more departments
    - Implemented new features including email notification workflow/late submittal tracking
- Countyofsb.org website enhancements
  - Implemented a new Information Architecture based on life events, "Living, Working, Visiting"
  - Implemented the Google search engine
  - Debuted a new online service interface to help constituents easily find how to request online services and complete online transactions

# GENERAL COUNTY PROGRAMS

## Developing Programs (cont'd)

- Established a Countywide online payment processing task force to research vendors, costs, and industry best practices
- Countywide Web Content Management System
  - Purchased the Ektron Web Content management system
  - Purchased and installed a development and production Web server platform
  - Trained countywide IT staff on administration, development and procedures through three hands-on courses
  - Established an Ektron Content Editor Employees' University class to teach line staff to update Countyofsb.org web site content

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
--	--------------------	---------------------	-------------------------	-------------------------

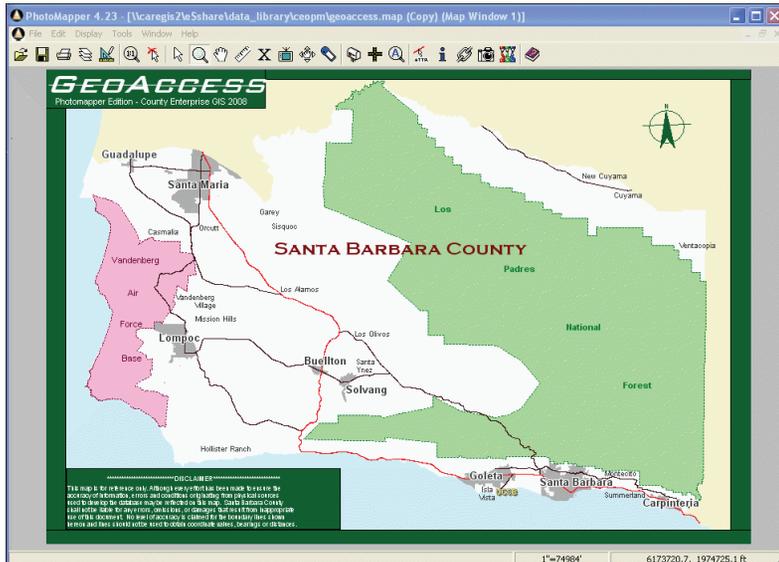
### Recurring Performance Measures Information Technology

To ensure a high level of customer satisfaction with the County internet site, website users responding to online Customer Satisfaction survey, evaluate the County website as satisfactory or better.

	0%	70%	0%	N/A
--	----	-----	----	-----

To promote an accessible, open and citizen friendly government, ensure that County departments use the standard County "look and feel" template by the end of FY 2008-09.

	0%	52%	108%	
	--	12	13	
	--	23	12	N/A



A map produced using the new GIS Photo-Mapper software.

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
	Pos.	Pos.	Pos.	Pos.

### Position Detail

#### Public Information Officer

Communications Director	1.0	1.0	1.0	1.0
Sub-Division Total	1.0	1.0	1.0	1.0

#### Information Systems

Project Manager	4.0	2.0	2.0	--
EDP Sys & Prog Analyst	--	2.0	1.0	--
Mapping/GIS Analyst	--	1.0	1.0	--
Administrative Secretary	1.0	--	--	--
Sub-Division Total	5.0	5.0	4.0	--

#### Emergency Operations

Emergency Operations Chief	--	1.0	1.0	1.0
Emergency Services Mgr	--	1.0	1.0	--
Emergency Svcs Planner Spvsr	--	1.0	1.0	1.0
Emergency Svcs Planner	--	3.0	3.0	3.0
Office Assistant	--	1.0	1.0	1.0
Sub-Division Total	--	7.0	7.0	6.0

#### County Santa Barbara TV(CSBTV).

GATV/Public Info Mgr	--	--	--	1.0
Electronics Systems Tech	--	--	--	1.0
Cable TV Staff Assistant	--	--	--	1.0
Sub-Division Total	--	--	--	3.0
Division Total	6.0	13.0	13.0	10.0



County of Santa Barbara Internet Site developed by eGovernment.

**Mission Statement:** The First 5, Children and Families Commission of Santa Barbara County is committed to working with families and communities to improve the lives of young children and their families through a countywide comprehensive, integrated and sustainable system of support and services that promotes optimal childhood development.

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Use of Funds Summary</b>				
<i>Operating Expenditures</i>				
Administration	\$ 709,073	\$ 766,702	\$ 809,995	\$ 746,136
Prop 10 Programs	2,586,098	2,642,971	2,652,102	2,893,537
State Initiatives	994,747	873,919	1,027,542	1,007,127
Foundation Programs	2,038,270	2,075,207	2,098,027	2,075,607
Early Care and Education	903,622	954,228	1,115,930	1,033,439
Expenditure Total	<u>7,231,810</u>	<u>7,313,027</u>	<u>7,703,596</u>	<u>7,755,846</u>
<i>Other Financing Uses</i>				
Operating Transfers	(156,885)	3,349	3,349	3,379
Designated for Future Uses	1,860,769	779,693	917,726	--
Division Total	<u>\$ 8,935,694</u>	<u>\$ 8,096,069</u>	<u>\$ 8,624,671</u>	<u>\$ 7,759,225</u>

**Character of Expenditures**

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<i>Operating Expenditures</i>				
Regular Salaries	855,132	1,068,320	1,098,420	1,199,244
Overtime	712	--	3,300	2,300
Extra Help	43,047	--	--	29
Benefits	267,368	380,418	360,616	470,837
Salaries & Benefits Sub-Total	1,166,259	1,448,738	1,462,336	1,672,410
Services & Supplies	6,065,551	5,864,289	6,241,260	6,083,436
Expenditure Total	<u>\$ 7,231,810</u>	<u>\$ 7,313,027</u>	<u>\$ 7,703,596</u>	<u>\$ 7,755,846</u>

**GENERAL COUNTY PROGRAMS**

**Children & Families First (Prop 10)**

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Source of Funds Summary</b>				
<i>Departmental Revenues</i>				
Interest	\$ 453,698	\$ 250,000	\$ 330,843	\$ 325,000
Federal & State Revenues	5,395,634	5,081,066	5,310,860	5,176,860
Miscellaneous Revenue	1,055,336	850,621	1,191,922	1,024,648
Revenue Total	<u>6,904,668</u>	<u>6,181,687</u>	<u>6,833,625</u>	<u>6,526,508</u>
<i>General Fund Contribution</i>	31,000	31,000	31,000	31,000
<i>Other Financing Sources</i>				
Operating Transfers	--	--	12,674	--
Use of Prior Fund Balances	2,000,026	1,883,382	1,747,372	1,201,717
Division Total	<u>\$ 8,935,694</u>	<u>\$ 8,096,069</u>	<u>\$ 8,624,671</u>	<u>\$ 7,759,225</u>

	Actual FY 06-07		Adopted FY 07-08		Est. Actual FY 07-08		Recommended FY 08-09	
	Pos.	FTE	Pos.	FTE	Pos.	FTE	Pos.	FTE
<b>Position Summary</b>								
<i>Permanent</i>								
Administration	5.0	4.5	4.0	4.0	4.0	5.5	4.0	3.6
Prop 10 Programs	4.0	1.2	4.0	4.5	4.0	2.5	4.0	5.1
State Initiatives	1.0	2.8	2.0	2.0	2.0	1.8	2.0	2.0
Foundation Programs	--	1.0	--	--	--	0.5	--	--
Early Care and Education	4.9	5.3	6.0	5.5	6.0	5.3	6.0	5.3
Total Positions	<u>14.9</u>	<u>14.7</u>	<u>16.0</u>	<u>16.0</u>	<u>16.0</u>	<u>15.7</u>	<u>16.0</u>	<u>16.0</u>

Note: FTE and position totals may not sum correctly due to rounding.

## GENERAL COUNTY PROGRAMS

### Children & Families First (Prop 10) (cont'd)

#### Significant Changes (FY 2007-08 Adopted to FY 2007-08 Estimated Actual)

##### Expenditures

The Fiscal Year 2007-08 Estimated Actual operating expenditures increased \$391,000 to \$7,704,000 from the Fiscal Year 2007-08 Adopted Budget of \$7,313,000. This 5.3% increase is the result of

- +\$162,000 – Increase within the Office of Early Care and Education for professional services for the Downtown Childcare Survey, contract services for specific key project and increases to training fees and supplies for community events and training;
- +\$154,000 – Increase within the State Initiatives program for increased services and supplies to fund workforce development stipends, accreditation facilitation, and grants;
- +\$43,000 – Increase to the Administration program for increased salaries and benefits, contribution toward a Downtown Childcare Survey, data processing services, and office expenses and computers to support new staff;
- +\$32,000 – Increases to the Proposition 10 and Foundation programs for increased funding of professional and special services to support the transition of the Newborn Home Visitation program.

The Fiscal Year 2007-08 Estimated Actual other financing uses increased \$138,000 to \$921,000 from the Fiscal Year 2007-08 Adopted Budget of \$783,000. This 17.6% increase is the result of:

- +\$107,000 – Designating fund balances;
- +\$31,000 – Increase to designation for additional interest income.

##### Revenues

The Fiscal Year 2007-08 Estimated Actual operating revenues increased \$652,000 to \$6,834,000 from the Fiscal Year 2007-08 Adopted Budget of \$6,182,000. This 10.5% increase is the result of:

- +\$222,000 – Increased revenue from other State and Federal agencies to fund miscellaneous projects;
- +\$186,000 – Increases to the State revenue allocation;
- +\$163,000 – Increased grants from local foundations to fund work force development and accreditation;
- +\$81,000 – Increased interest income on investments.

The Fiscal Year 2007-08 Estimated Actual other financing sources decreased \$123,000 to \$1,760,000 from the Fiscal Year 2007-08 Adopted Budget of \$1,883,000. This 6.5% decrease is the result of:

- +\$81,000 – Increased release of designation to fund the Preschool for All and the Health Kids programs;

## SERVICE DESCRIPTION

To support children, prenatal up through age 5, and their families by creating a comprehensive and integrated system of information and services to promote early

- +\$13,000 – Unanticipated refund from General Services for prior year data processing overpayments;
- -\$217,000 – Decreased release of Endowment designation to fund operations.

#### Significant Changes (FY 2007-08 Estimated Actual to FY 2008-09 Recommended)

##### Expenditures

The Fiscal Year 2008-09 Recommended Budget operating expenditures will increase \$52,000 to \$7,756,000 from the Fiscal Year 2007-08 Estimated Actual of \$7,704,000. This 0.7% increase is the result of:

- +\$127,000 – Increases to salaries and benefits for cost of living and merit increases;
- +\$95,000 – Increase to cost allocation;
- +\$83,000 – Increases to retirement costs due to countywide rate increase;
- -\$253,000 – Minor decreases to services and supplies (including decreases to contracted services).

The Fiscal Year 2008-09 Recommended Budget other financing uses will decrease \$918,000 to \$3,000 from the Fiscal Year 2007-08 Estimated Actual of \$921,000. This 99.6% decrease is the result of:

- -\$918,000 – No anticipated increase to designation for FY 07-08 fund balance.

##### Revenue

The Fiscal Year 2008-09 Recommended Budget operating revenues will decrease \$307,000 to \$6,527,000 from the Fiscal Year 2007-08 Estimated Actual of \$6,834,000. This 4.5% decrease is the result of:

- -\$123,000 – Decreases to interest income;
- -\$108,000 – Decreases to private donations and grants;
- -\$76,000 – Projected decreases to State reimbursements and revenue.

The Fiscal Year 2008-09 Recommended Budget other financing sources will decrease \$558,000 to \$1,202,000 from the Fiscal Year 2007-08 Estimated Actual of \$1,760,000. This 31.7% decrease is the result of:

- -\$545,000 – Not having to release as much designation to cover operating expenses;
- -\$13,000 – No operating transfer from General Services for data processing overpayment.

## GENERAL COUNTY PROGRAMS

### Children & Families First (Prop 10) (cont'd)

#### Budget Organization

The First 5, Children and Families Commission, is a division within General County Programs organized into seven sub-divisions: Administration, Proposition 10 Programs, State Initiatives, Foundation Programs, Sustaining Reserve, Leveraging, and Early Care and Education, with a staff of sixteen.

#### Departmental Priorities and Their Alignment With County Goals

In November 1998, California voters passed Proposition 10 – The California Children and Families Act, to help make sure that the County’s youngest children get the best possible start in life. The Children and Families Commission, which was established in February 1999 to plan, oversee and serve as a grant-maker responsible for allocating Proposition 10 resources in Santa Barbara County, 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 Families and Children.”*

The 13-member Commission (9 commissioners and 4 alternates) along with its Advisory Board has established a role as a community partner, catalyst and a convener to bring together families, individuals, local community-based organizations, public agencies and the community-at-large to set local priorities that support the optimal development of Santa Barbara County’s young children and their families.

The Commission, through its three year contracts, continues to focus on strategies that they believe will have the greatest impact on achieving the desired results for the children of Santa Barbara County through the following Core Initiatives: New Born Home Visiting, Early Childhood Oral Health, Early Childhood Mental Health and Other Special Needs, Family Support, School Readiness and Early Childhood Care and Education Infrastructure. The Commission continues to provide funding through one-year grants for emerging needs and capacity building. In addition to the funding received directly through the Proposition 10 allocation, the Commission partners with public and private funders to further common goals addressing the needs of young children and the people who care for them. During Summer 2008, the Commission will go through a Fiscal Strategic Planning Process to review and update the fiscal structure for future funding.

The Commission adopted and implemented their Communication Plan to promote the Commission’s vision and priorities. Public awareness and education is important for the Commission as it works towards achieving its mission for young children. The Commission will support public awareness of services and education on key issues impacting young children and families aimed at connecting families to services, generating community support, and providing educational messages that promote healthy child development. The staff of First 5 is active throughout the communities of Santa Barbara County in order to enhance coordination and collaboration of services to young children and increasing the awareness of the vital importance of the early years.

An ongoing partnership exists with the University of California, Santa Barbara for evaluation and tracking of the long-term results of Proposition 10 funding in Santa Barbara County. The evalua-

tion team has worked closely with funded partners to develop an evaluation framework that can be monitored at the agency level utilizing evaluation tools appropriate for each initiative. The evaluation team focuses on capacity building of agencies so that each program can utilize outcome data generated not just for First 5 but also for program improvement and sustainability. 2007 marked the beginning of an extensive longitudinal study on school readiness in coordination with the Santa Maria Bonita School District. The annual Evaluation Report can be located on the First 5 website: [www.Firat5SantaBarbaraCounty.org](http://www.Firat5SantaBarbaraCounty.org)

The First 5 Office of Early Care and Education serves as a clearing house for early care and education, data information and resources and provides technical assistance and training throughout the County. The Program Quality Improvement component focuses on program quality by increasing the number of accredited programs in the County and furthering the training and retention of providers of early care and education (ECE). The office also works extensively with planning departments, businesses and other key stakeholders to increase access to ECE facilities. One of the major projects of the year included the initiation of a partnership with six colleges and universities to expand opportunities for degrees in early childhood development and education.

#### Focus Area: Safety and Well-Being of Families and Children

##### Current Year (FY 07-08) Accomplishments

- Continued the administration of three-year contracts to address the comprehensive needs of young children and their families
- Received School Board approval for development of Community Center at Main School in Carpinteria
- Complete reorganization of the Welcome Every Baby Program
- Initiated a childcare survey with public and private entities in the City of Santa Barbara
- Provided extensive support to funded initiatives through evaluation, technical assistance and community engagement and outreach
- Adopted Communication Plan
- Actively participated in the development of a Children’s Health Initiative in Santa Barbara
- Partnered with local foundations to offer the First Annual Preschool Parent & caregiver Expo (featuring KCET’s “A Place of Our Own”)
- Through the Office of Early Care and Education:
  - 271 stipends awarded to early care and education (ECE) providers who continued their professional growth
  - 22 ECE programs progressed towards accreditation
  - 20 trainings and over 250 hours of technical assistance were provided to ECE programs, business groups, government and the community
  - 6 local colleges were engaged in efforts to create more opportunities for ECE workforce development
  - 15 presentations were delivered to community groups on Early Care and Education
  - Engaged over 40 individuals from government, business and community agencies to simplify the process for creating more child care centers

**GENERAL COUNTY PROGRAMS**  
**Children & Families First (Prop 10) (cont'd)**

**Proposed Strategic Actions**

- Continue to work actively to support Children’s Health Initiative
- Continue providing technical support to funded programs through Technical Assistance Plan
- Continue implementing strategies of the Communication Plan
- Continue administration and support of funded programs to enhance outcomes and accountability
- Continue working with agencies and municipalities to increase childcare facilities
- Continue to provide stipends to childcare providers working towards degrees
- Continue workforce development efforts with six institutions of higher learning
- Continue, and expand, support for accessible, quality early care and education
- Continue ongoing tracking of longitudinal outcomes for School Readiness in Santa Maria
- Create organizational structure and program implementation for a Community Wellness in Carpinteria
- Continue the study and implementation of partnered childcare facility in the city of Santa Barbara

**Proposed Key Projects**

- Host 2<sup>nd</sup> Annual “Champion for Children’s Conference”
- Host Results Based Accountability Training for our funded partners
- Re-design the First 5 Website to better serve parents and the community
- Update the Fiscal Strategic Plan for future funding

**Programmatic Cost Center and Ongoing Responsibilities:**

Administration

The Administration Program was established to identify the general administration and operation costs of the First 5, Santa Barbara Children and Families Commission. Administrative functions have been allocated to this cost center.

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Recurring Performance Measures First 5 Administration</b>				
As an efficient and responsive government, the County will maintain a productive workforce through a countywide Lost Time Rate of 5.9% or less with a departmental rate of 3.0% or less.	5.9%	3.5%	2.6%	3.5%
As an efficient and responsive government, the County will maintain a quality workforce through completing 100% of departmental Employee Performance Reviews (EPRs) by the Anniversary Due Date.	27.3%	100%	28.6%	100%
	3	16	4	16
	11	16	14	16

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Recurring Performance Measures First 5 Administration (Cont'd)</b>				
Provide technical assistance opportunities annually to all First 5 funded agencies, organized by 6 topic specific initiatives such as evaluation, sustainability, community outreach and service integration.	100%	100%	100%	100%
	10	10	10	10
	10	10	10	10
Prepare a chart to monitor services provided for children ages 0-5 within our 7 geographical areas that receive First 5 funds proportionate to the 0-5 age group population in Santa Barbara County.	No	Yes	Yes	Yes
Prepare and publish an Annual Report.	Yes	Yes	Yes	Yes
Prepare and publish an Evaluation Report.	Yes	Yes	Yes	Yes
Complete 100% of site visits to contracted agencies to ensure program and fiscal accountability.	100%	100%	100%	100%
	22	22	22	22
	22	22	22	22

Prop 10 Programs

The Prop 10 Program was established to identify contracts awarded to the community as well as the provision of program support. These programs include community outreach and education, early care and education, health care, service integration, family services, program planning and evaluation.

State Initiatives

The State Initiatives Program was established to identify programs approved by the State under the Children and Families Commission. These funds include School Readiness and Quality Improvement for Child Care funding. First 5 Santa Barbara County was identified as one of 10 counties in the State to actively plan for Preschool for All.

Foundation Programs

The Commission funded Initiative Program was established to identify primary initiatives and projects established by the Commission. These include “New Born Home Visitation”, Family Support, Early Care & Education (including “Spruce Up For Kids”), Early Oral Health Initiative, and the Early Mental Health and Other Special Needs Initiative.

Sustaining Reserves

This cost center was established to monitor and track the Prop 10 Endowment funds.

Leveraging

The Leveraging Program was established to track Commission-sponsored leveraging to draw down qualifying federal dollars for direct and administrative dollars.

Early Care and Education

This program merged with First 5, Children and Families Commission in July 2004 and provides the leadership and continuity needed to attain the goal of quality, affordable and accessible child care for all children in Santa Barbara County.

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Recurring Performance Measures</b>				
<b>First 5 Early Care and Education</b>				
Inform the community about High Quality Early Care and Education.	100%	100%	100%	100%
	15	15	15	15
	15	15	15	15
Support individuals in the early care and education (ECE) workforce to receive provider accreditation.	100%	100%	100%	100%
	18	18	18	18
	18	18	18	18
Work to enhance programs for ECE Workforce in local institutions of higher learning.	100%	100%	100%	100%
	6	6	6	6
	6	6	6	6
Support individuals in the early care and education (ECE) workforce to continue their professional development.	100%	100%	98%	100%
	291	275	271	275
	291	275	275	275

**GENERAL COUNTY PROGRAMS**  
**Children & Families First (Prop 10) (cont'd)**

	Actual FY 06-07 <u>Pos.</u>	Adopted FY 07-08 <u>Pos.</u>	Est. Actual FY 07-08 <u>Pos.</u>	Recommended FY 08-09 <u>Pos.</u>
<b>Position Detail</b>				
<b>Administration</b>				
Children & Family Svcs Director	1.0	1.0	1.0	1.0
Business Manager II	1.0	1.0	1.0	1.0
Department Assistant	1.0	1.0	1.0	2.0
Administrative Secretary	2.0	1.0	1.0	--
Sub-Division Total	5.0	4.0	4.0	4.0
<b>Prop 10 Programs</b>				
Project Manager	--	1.0	1.0	1.0
First 5 Program Specialist	2.0	1.0	1.0	1.0
Department Analyst	1.0	1.0	1.0	1.0
Administrative Secretary	--	1.0	1.0	1.0
Office Assistant	1.0	--	--	--
Sub-Division Total	4.0	4.0	4.0	4.0
<b>State Initiatives</b>				
Early Care & Education Prgm Mgr	1.0	--	--	--
First 5 Program Specialist	--	1.0	1.0	1.0
Department Assistant	--	1.0	1.0	1.0
Sub-Division Total	1.0	2.0	2.0	2.0
<b>Early Care and Education</b>				
Early Care & Education Prgm Mgr	1.0	1.0	1.0	1.0
First 5 Program Specialist	1.0	1.0	1.0	1.0
Department Assistant	1.9	3.0	3.0	3.0
Administrative Secretary	--	--	--	1.0
Office Assistant	1.0	1.0	1.0	--
Sub-Division Total	4.9	6.0	6.0	6.0
Division Total	14.9	16.0	16.0	16.0

**GENERAL COUNTY PROGRAMS**  
**Strategic & Comprehensive Planning**

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Use of Funds Summary</b>				
<i>Operating Expenditures</i>				
Administration	\$ 180,906	\$ --	\$ --	\$ --
Strategic Planning	328,456	--	--	--
Rural Lands	209,476	--	--	--
General Plan Amendments	735,143	--	--	--
Community Plans North	633,330	--	--	--
Community Plans South	280,228	--	--	--
Special Projects	153,576	--	--	--
Operating Sub-Total	2,521,115	--	--	--
Less: Intra-County Revenues	(85,791)	--	--	--
Expenditure Total	2,435,324	--	--	--
<i>Other Financing Uses</i>				
Operating Transfers	1,996	--	--	--
Designated for Future Uses	475,000	--	--	--
Division Total	\$ 2,912,320	\$ --	\$ --	\$ --

**Character of Expenditures**

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<i>Operating Expenditures</i>				
Regular Salaries	1,202,183	--	--	--
Overtime	3,229	--	--	--
Extra Help	31,459	--	--	--
Benefits	340,934	--	--	--
Salaries & Benefits Sub-Total	1,577,805	--	--	--
Services & Supplies	928,310	--	--	--
Contributions	15,000	--	--	--
Operating Sub-Total	2,521,115	--	--	--
Less: Intra-County Revenues	(85,791)	--	--	--
Expenditure Total	\$ 2,435,324	\$ --	\$ --	\$ --

**SERVICE DESCRIPTION**

Researches, analyzes and develops land use policies that meet Federal and State mandates and enhance the quality of life throughout Santa Barbara.

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
<b>Source of Funds Summary</b>				
<i>Departmental Revenues</i>				
Federal & State Revenues	\$ 65,038	\$ --	\$ --	\$ --
Other Charges for Services	52,147	--	--	--
Miscellaneous Revenue	99,313	--	--	--
Revenue Sub-Total	216,498	--	--	--
Less: Intra-County Revenues	(85,791)	--	--	--
Revenue Total	130,707	--	--	--
<i>General Fund Contribution</i>				
Division Total	2,781,613	--	--	--
	\$ 2,912,320	\$ --	\$ --	\$ --

	Actual FY 06-07	Adopted FY 07-08	Est. Actual FY 07-08	Recommended FY 08-09
	Pos. FTE	Pos. FTE	Pos. FTE	Pos. FTE

**Position Summary**

<i>Permanent</i>									
Administration	16.1	2.1	--	--	--	--	--	--	--
Strategic Planning	1.0	1.7	--	--	--	--	--	--	--
Rural Lands	--	1.7	--	--	--	--	--	--	--
General Plan Amendments	--	3.6	--	--	--	--	--	--	--
Community Plans North	--	4.1	--	--	--	--	--	--	--
Community Plans South	--	1.4	--	--	--	--	--	--	--
Special Projects	--	0.9	--	--	--	--	--	--	--
Total Positions	17.1	15.5	--	--	--	--	--	--	--

Note: FTE and position totals may not sum correctly due to rounding.

Strategic & Comprehensive Planning moved back to Planning & Development in Fiscal Year 2007-08 and all information is reflected in that department. See page D-298 for details.

GENERAL COUNTY PROGRAMS

Reserves & Designations

General Fund Reserves and Designations Detail				
Reserve - Designation	Estimated Balance 6-30-2008	2008-2009 Recommended Changes to Designations	Estimated Total 07-01-2008	Description
Reserved - Receivables	\$5,380,919	\$0	\$5,380,919	Balances include long-term loans and property taxes that have been impounded to hedge against potential losses resulting from various assessment appeals.
Designation - Roads	\$0	\$58,000	\$58,000	The Roads Designation is intended to supplement other Roads revenues in order to provide a greater amount of roads maintenance.
Designation - Litigation	\$4,946,342	\$500,000	\$5,446,342	The Litigation Designation contains funds for potential settlements due to litigation that is not funded by the Liability Fund.
Designation - Salaries	\$1,394,177	\$1,200,000	\$2,594,177	The Salaries Designation contains funds to cover potential unanticipated salary and benefit cost increases.
Designation-Audit Exceptions	\$311,253	\$2,157,951	\$2,469,204	The Audit Exceptions Designation contains funds to cover potential audit exceptions.
Designation - Deferred Maintenance & Repair	\$0	\$1,500,000	\$1,500,000	This designation is for deferred building and parks maintenance and repair.
Capital Designation	\$8,966,975	\$500,000	\$9,466,975	This designation provides one-time funds to support capital projects, including information systems projects. The ending balance is for the new county jail (\$2 million), New Cuyama pool (\$1.75 million) and Emergency Operations Center (\$6.7 million).
Designation - Contingency	\$0	\$800,000	\$800,000	The General Fund Contingency is to cover unforeseen requirements that may arise during the Fiscal Year that cannot be covered within departments' existing budgets.
<b>Sub-Total</b>	<b>\$20,999,666</b>	<b>\$6,715,951</b>	<b>\$27,715,617</b>	
Strategic Reserve	\$24,300,000	\$0	\$24,300,000	In 2006-07 the \$25 million goal established in 1997-98 was reached. During fiscal year 2007-08 the Board approved transfers of over \$10.3 million for operations primarily in ADMHS and the Sheriff. Due to fiscal year 2008-09 fiscal constraints, this budget does not allocate any new funding to the strategic reserve.  * Santa Barbara County has provided a 10-year loan of \$1.5 million to the City of Goleta from the Strategic Reserve, which is budgeted in Reserved Receivables. This will be reimbursed to the Strategic Reserve in 2012-13.
<b>TOTAL</b>	<b>\$45,299,666</b>	<b>\$6,715,951</b>	<b>\$52,015,617</b>	

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# CAPITAL BUDGET SUMMARY

## CAPITAL IMPROVEMENT PROGRAM FISCAL YEARS 2008-2013

The proposed Five Year Capital Improvement Program (CIP) for Fiscal Years (FY) 2008-09 through 2012-13, including the proposed Capital Budget for FY 2008-09, is hereby submitted for your review pursuant to Sections 2-73 (f) and 2-74 (c) of the Santa Barbara County Code.

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 indicate 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 Capital Improvement Program 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 2008-09 through FY 2012-13. Although the CIP covers a five year planning period, it is updated annually to reflect ongoing changes as new projects are added, existing projects modified, and completed projects 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 2008-09 Operating Budget.

The CIP and annual Capital Budget support Goal I of the Santa Barbara County Strategic Plan, "An efficient, professionally managed government able to anticipate and to effectively respond to the needs of the community" and are key elements of the County's adopted management strategy of long range financial planning.

The individual projects presented in this document serve to support the six goals of the County's Strategic Plan.

## OVERVIEW OF THE PROPOSED CIP

The Budget and Research Division of the County Executive Office (CEO) prepares the CIP based on capital project submissions by each department. The CEO conducts an internal review and a comprehensive review of the CIP through the Capital Advisory Committee (CAC), which is comprised of department representatives.

The FY 2008-13 CIP contains 223 projects including 33 projects that are new this year. Of this total, 96 projects are fully funded, 62 are partially funded, and 65 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. The full five year program is summarized below according to funding status.

### Five Year CIP through Fiscal Year Ending June 30, 2012 (In thousands of dollars)

Fiscal Year	Funded	Unfunded	Total
2008-09	\$ 54,931	\$104,964	\$ 159,894
2009-10	62,249	213,754	263,678
2010-11	36,292	227,386	263,678
2011-12	30,595	117,591	148,186
2012-13	31,318	122,854	154,172
<b>Five Year Total</b>	<b>\$215,385</b>	<b>\$786,549</b>	<b>\$1,001,934</b>

This year's total Recommended Five Year CIP of \$1.0 billion is \$142.5 million, or 17% more than last year's recommended total. This is due in large part to the growth in the unfunded amount for projects (+\$221.5 million). Driving this increase in unfunded amounts is the New County Jail project.

Of the County's \$1.0 billion identified five year need, \$215.4 million or 21% is funded. Total funded amounts are \$78.1 million or 26.7% less than the FY 2007-08 through 2011-12 Recommended CIP funded amounts.

Of the County's \$159.9 million of projects identified as needed in FY 2008-09, \$54.9 million or 34% are funded and \$105.0 million or 64% are unfunded. Some FY 2008-09 funded projects are highlighted within the Project Highlights section of this letter.

**CAPITAL BUDGET SUMMARY**  
**Operating Costs Impacts**

**OPERATING COST IMPACTS**

An integral part of planning for a capital project is to ensure that funding is available for any additional, on-going operating and maintenance costs that will be incurred once a project is complete.

The CIP addresses this issue by including project narratives describing anticipated County operating budget impacts, and schedules of estimated operating and maintenance costs for the duration of the five year capital program.

Operating costs are recorded for each project at gross cost. Costs are categorized and calculated based on the following:

Utilities – Cost is based on the amount of additional square footage the capital project occupies or creates. Utility costs include electricity, gas, sewer, trash, and water.

\$2.70 per square foot per year of building space  
 \$4.67 (average) per square foot per year of building space for a 24-hour facility

Maintenance – Cost is based on the amount of additional space square footage the capital project occupies or creates. Maintenance costs include building and grounds maintenance and janitorial services. Reductions to square footage decrease Maintenance costs. Also includes the square footage costs for Parks to maintain building grounds.

\$3.45 per square foot per year  
 \$3.62 square foot per year for a 24-hour facility  
 \$0.34 per square foot - North County Building Grounds Landscape Maintenance  
 \$0.89 per square foot - South County Grounds Landscape Maintenance

\* The biggest difference in the North and South County Landscaping cost per square foot is in the cost to maintain the two camping parks in North County (Cachuma & Jalama), in addition to the North County day use parks & open spaces, whereas, South County just has day use parks and open spaces.

Personnel – Estimated cost of required personnel labor costs resulting from ongoing operations of the completed project (either increase or decrease).

Other Services – All operating and maintenance costs not specific to the individual project and are not utilities, maintenance, personnel or long-term costs. ‘Other services’ would include Information Technology costs.

**Estimated Operating Costs Attributable to Capital Projects**  
 (In thousands of dollars)

Costs	FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12	FY 2012-13	Total
Utility	\$190	\$316	\$777	\$1,580	\$1,799	\$4,662
Maintenance	\$417	\$653	\$1,563	\$2,441	\$2,801	\$7,875
Personnel	\$705	\$1,609	\$6,278	\$31,982	\$32,023	\$72,596
Other	\$2,285	\$2,844	\$5,311	\$12,160	\$12,188	\$34,788
<b>Total</b>	<b>\$3,597</b>	<b>\$5,422</b>	<b>\$13,929</b>	<b>\$48,163</b>	<b>\$48,811</b>	<b>\$119,921</b>

\* \$30.2 million of the personnel costs are associated with staffing of the New County Jail (FYs 2011-12 and 2012-13).

**THE CIP AND THE COMPREHENSIVE PLAN**

Capital projects recommended for planning, initiation or construction during FY 2008-09 were submitted, in accordance with Government Code 65401 and 65402, to the Planning Commission for review of their consistency with the County’s Comprehensive Plan.

On March 26, 2008, the Planning Commission conducted a public hearing to review the list of projects for preliminary conformity with the Comprehensive Plan. The Planning commission, by a vote of 5-0, found that the projects recommended for planning, initiation, or construction during FY 2008-13 are consistent with the Santa Barbara County Comprehensive Plan, pursuant to G.C. 65401 and pursuant to G.C. 65402.

**CAPITAL BUDGET SUMMARY**  
**Significant Completed Projects**

**SIGNIFICANT PROJECTS COMPLETED IN FY 2007-08**

**Major Improvement to Building Facilities**

Figueroa Court Remodel - This project remodeled 9,900 sf of office space within the Figueroa Street Superior Court building to meet ADA requirements and provided a new waiting room to improve customer service. This space was previously utilized by the District Attorney (vacated due to the completion of a new District Attorney building on Santa Barbara Street).

Total Project Cost - \$1.3 Million

**Land Buildings and Facilities**

Station 51 Lompoc-Mission Hills (Sheriff/Fire) - This project replaced the existing Fire Station 51 and Sheriff's Station on Burton Mesa Road with a new co-located facility at the northeast corner of Burton Mesa and Harris Grade Road. The pre-existing station was built in 1964 and was inadequate to support the current staffing and operations required at this station. The new station (3 bay) will be built on a new site with a 12,581 sf Fire/Sheriff joint facility. The Fire portion of this building will be approximately 8,461 sf and will support structural and wildland firefighting operations and paramedic transport services. The site was purchased from CalTrans and reduces the utility infrastructure work that would have been required at the pre-existing site.

Total Project Cost - \$5.4 Million

Site 12 (Rice Ranch) Park Development - This project consists of the development of four 1 acre passive neighborhood parks and one 26 acre active park within the Orcutt Community Plan (OCP) area known as "Key Site 12," located adjacent to Rice Ranch Road. The passive parks now contain trails and picnic areas. The active park now contains ball fields, group picnic, (2) restrooms, concession stand, materials and equipment storage building and children's play areas. These parks were developed and dedicated to the County as public parks by private developers of the proposed Rice Ranch development site.

Total Project Cost - \$4.9 Million

**Transportation**

Preventive Maintenance Countywide Surface Treatment - Annual Surface Treatment Program which provides preventive maintenance to the road infrastructure throughout the County. This is achieved by the placement of fog seals, slurry seals and asphalt concrete overlays on the existing roadway surface.

This program restores ride quality, provides structural improvements, extends the service life of the roadway surfacing and reduces the County's liability.

Total Project Cost - \$3.7 Million

Traffic Improvement – Summerland Downtown 2A - This project consisted of two phases. Phase 1 included the reconstruction and widening of Ortega Hill Road from the Hwy 101 northbound on-ramp to Evans Avenue. Phase 2A included the reconstruction of Ortega Hill Road and Lillie Avenue between Evans Avenue to Colville Street. The project provides 5-foot sidewalks, bikelanes, parking and landscaping on both sides of the roadway. Parking and bicycle traffic operations were improved, and the project now accommodates the Ortega Hill Class 1 Bikepath (separate from roadway) recently constructed by Caltrans.

Total Project Cost - \$3.5 Million

**Water Resources**

Storm Drain – Westside, Phases II & III, City of SB - This project was a cooperative project between the Flood Control District and the City of Santa Barbara to construct the remaining phases of an underground storm drain in the City of Santa Barbara. During frequent rainfall events several of the streets and intersections in the City of Santa Barbara's Westside community experience inundation and closures. The Westside Storm Drain is a major storm water collection system designed to alleviate this common flood problem.

Total Project Cost - \$7.4 Million

**Resource Recovery & Waste Management**

Landfill - Tajiguas Landfill Phase 1B Liner - This project consists of the installation of a low permeability liner over approximately 2.8 acres of the east side slope of the approved and permitted Tajiguas Landfill expansion. The project also includes the installation of a liquid collection system above the liner. The liner and liquid collection system are required by state regulations to protect groundwater. Landfill personnel, as part of landfill operations, conduct rough grading of the east side slope. A private contractor performs the final grading and the installation of the liner and liquid collection system.

Total Project Cost - \$3.9 Million

**CAPITAL BUDGET SUMMARY**  
**CIP by Project Class**

**THE CIP BY PROJECT CLASS**

The CIP is a countywide capital improvement program covering all capital needs. Project classes are as follows:

**I. Land, Buildings and Facilities –**

All construction and acquisition associated with new infrastructure, including buildings, trails, parks, etc. (Public Works projects are included under a separate category). All costs incurred to prepare the asset for use, including planning, design, land acquisition, etc. is included. No cost thresholds apply.

**II. Major Equipment –**

Equipment with a cost of \$100 thousand or more and an estimated useful service life of five years or more. This includes new software systems and significant replacement systems. This also includes the first-time purchase of significant pieces of small equipment (e.g., PCs and other office equipment, when such items are purchased as part of a larger project (e.g., to furnish or equip a new facility) and in the aggregate total of \$100 thousand or more.

**III. Major Improvements to Existing Building and Facilities –**

Improvements to, and renovations of, existing buildings and facilities that cost \$100 thousand or more and materially extend the life of the asset. This includes significant remodeling projects (e.g., tenant improvements and additions) and outlays that extend the useful life of an existing building or facility (e.g., re-roofing, repaving), and excludes repairs (e.g., roof and pavement patching) and routine maintenance (e.g., slurry sealing, painting and carpeting). A non-Water Resource storm damage project totaling \$100 thousand or more may also be included in this category, if the project includes Federal Emergency Management Agency (FEMA) reimbursement.

**IV. Transportation Projects –**

This category is reserved for road rehabilitation and reconstruction, bridge improvements and replacements, safety and circulation improvements, bikeway and transit improvements, storm emergency repairs and other transportation projects in the Public Works Department costing \$100 thousand or more.

**V. Water Resources Projects –**

This category is reserved for channel improvements, storm drains, retention basins, sediment and debris basins and equipment replacement costing \$100 thousand or more.

**VI. Resource Recovery & Waste Management –**

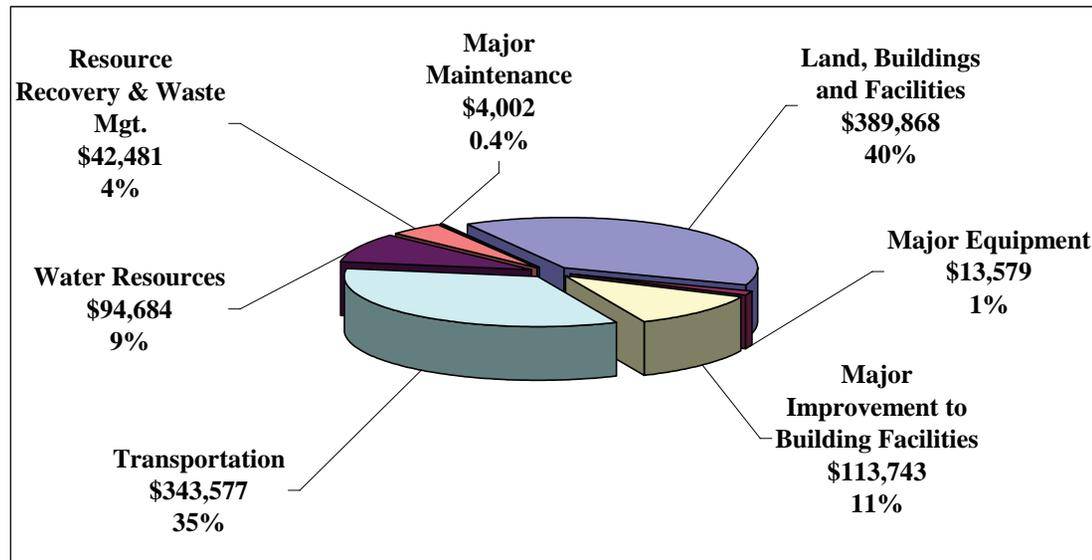
This category is reserved for construction projects relating to landfills, wastewater treatment, transfer stations and related facilities costing \$100 thousand or more.

**VII. Major Maintenance Projects –**

These \$100 thousand or more projects maintain, but do not appreciably extend, the useful life of a road, building, or asset costing. 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 lot/sidewalks/fence replacement/repairs; plumbing repair and replacement; and, signs/door hardware/cabinets/window repair/replacement. This project class has been added to implement the Government Accounting Standards Board Statement 34 (GASB 34) accounting requirements for capital assets.

### Five Year CIP through Fiscal Year Ending June 30, 2013, by Project Class

(In thousands of dollars)



### Five Year CIP through Fiscal Year Ending June 30, 2013, by Project Class

(In thousands of dollars)

Project Class	FY 2007-08 (Year 1)	FY 2007-08 (Year 1)	FY 2008-12 (Years 2-5)	Total
	Funded	Unfunded	Funded and Unfunded	
Land, Buildings and Facilities	\$7,911	\$50,808	\$331,149	\$389,868
Major Equipment	\$3,481	\$920	\$9,178	\$13,579
Major Improvement to Building Facilities	\$3,751	\$5,687	\$104,305	\$113,743
Transportation	\$24,096	\$42,950	\$276,531	\$343,577
Water Resources	\$4,670	\$4,599	\$85,416	\$94,684
Resource Recovery & Waste Mgt.	\$10,633	\$0	\$31,848	\$42,481
Major Maintenance	\$389	\$0	\$3,613	\$4,002
<b>Total</b>	<b>\$54,931</b>	<b>\$104,964</b>	<b>\$842,040</b>	<b>\$1,001,934</b>

## **PROJECT HIGHLIGHTS (BY CLASS) FOR FY 2008-09**

The projects listed below represent a significant amount of total funded project costs for FY 2008-09, Year 1 of the CIP. Indicated with each project are the estimated funded costs to be incurred during Year 1, along with the Year 1 percentage of the total project, and the total project funded percentage.

### **Land, Buildings and Facilities (Total Funded: \$8.6M)**

- New Cuyama Community Center (General Services)  
\$2.1 million Year 1, 21% of \$14.7 million total  
(Total Project is 21% Funded)
- Isla Vista Downtown Public Parking Lot (General County Programs)  
\$1.9 million Year 1, 98% of \$2.0 million total  
(Total Project is 98% Funded)
- Emergency Operations Center (EOC) (General Services)  
\$1.0 million Year 1, 11% of \$9.2 million total  
(Total Project is 75% Funded)

### **Major Equipment**

- Integrated HAVA Compliant Voting System (Clerk-Recorder-Assessor)  
\$2.0 million Year 1, 100% of total \$2.0 million total  
(Total Project is 100% Funded)

### **Major Improvement to Building Facilities**

- HMGP 1505-45-19 SBCH Seismic Retrofit (General Services)  
\$1.5 million Year 1, 92% of total \$1.6 million total  
(Total Project is 92% Funded)
- Capital Maintenance Projects (08-09 Major) (General Services)  
\$1.0 million Year 1, 23% of total \$4.4 million total  
(Total Project is 52% Funded)
- Cachuma Lake Recreation Area Improvements (Parks)  
\$0.7 million Year 1, 4% of total \$17.2 million total  
(Total Project is 12% Funded)

### **Resource Recovery & Waste Management**

- Landfill - Tajiguas Landfill Phase 2A Liner (Public Works)  
\$3.6 million Year 1, 50% of total \$7.2 million total  
(Total Project is 50% Funded)
- Landfill - Heavy Equipment Replacement Program (Public Works)  
\$2.6 million Year 1, 19% of total \$13.9 million total  
(Total Project is 85% Funded)

- Landfill - Tajiguas Landfill Phase 2B Liner (Public Works)  
\$2.3 million Year 1, 49% of total \$4.6 million total  
(Total Project is 99% Funded)
- LCSD – Tertiary Holding Improvements (Public Works)  
\$1.5 million Year 1, 48% of total \$3.2 million total  
(Total Project is 64% Funded)

### **Transportation Projects (Public Works)**

- Preventive Maint – 5 Year Countywide Surface Treatment Program  
\$8.58 million Year 1, 6% of \$132.7 million total  
(Total Project is 24% Funded)
- Downtown Isla Vista Street Improvements (General County Programs)  
\$3.1 million Year 1, 83% of \$3.7 million total  
(Total Project is 83% Funded)
- Structure R&R - Tepusquet Road Bridge at Sisquoc River  
\$3.0 million Year 1, 27% of \$11.1 million total  
(Total Project is 92% Funded)
- Storm Damage Repair - Jalama Road South of Br. 51C-016  
\$1.7 million Year 1, 65% of \$2.6 million total  
(Total Project is 65% Funded)
- Roadway Improvements - Hummel Drive Extension  
\$1.2 million Year 1, 55% of \$2.2 million total  
(Total Project is 55% Funded)

### **Water Resource Projects**

- Channel – Mission Creek Flood Control Project, S.B.  
\$3.0 million Year 1, 5% of \$57.0 million total  
(Total Project is 18% Funded)

**Fiscal Year 2008-09 Significant Unfunded Projects**

*(Amount Unfunded in Year 1, FY 2008-09)*

<b>Project Name/Department</b>	<b>Unfunded Amount (\$000)</b>	<b>% Unfunded FY 2008-09</b>
New County Jail (Sheriff)	\$36,215	99.7%
Preventive Maintenance – 5 Year Countywide Surface Treatment Program (Public Works)	\$25,672	67%
Preventative Maintenance - 5 Year Countywide Concrete Program (Public Works)	\$8,924	89.9%
Preventive Maintenance - Bridge Repair and Rehabilitation Program (Public Works)	\$7,060	99.9%
Preventive Maintenance – Culvert Repair & Rehab Program (Public Works)	\$6,700	100%
Betteravia Building Addition & Remodel (General Services)	\$5,940	100%
Levee - Santa Maria River Levee Reinforcement (Public Works)	\$4,664	98.6%
SB Veterans Clinic Building Remodel ((General Services)	\$3,300	100%
Santa Barbara Courthouse Annex Remodel	\$3,067	97.8%
Roadway Improvements - Isla Vista Infrastructure Improvements (Public Works)	\$2,000	100%
Day Reporting Center (Sheriff)	\$1,500	100%
Collocation of Calle Real Administration and Clinics (ADMHS)	\$1,500	100%
Ag Commissioner/Coop Ext Office Space, SM (Ag & Coop Ext)	\$1,203	100%

**CAPITAL BUDGET SUMMARY**  
**CIP and Debt Financing**

**CIP AND DEBT FINANCING**

The County of Santa Barbara has used Certificates of Participation (COPs) as a primary means of financing capital needs that are not Public Works infrastructure such as roads, bridges and flood control projects. COPs are lease-financing agreements in the form of securities that may be issued and marketed to investors as tax-exempt debt. Issuing COPs is a method of leveraging public assets in order to finance other new assets. By entering into tax-exempt lease financing agreements, the County is using its authority to acquire or dispose of property, rather than its authority to incur debt.

COPs are an obligation of the General Fund regardless of which funds are designated internally to pay the debt service. Therefore, if any funding source does not materialize in any given year of the debt term, the General Fund must make up the difference.

On December 29, 2003, the Board substituted, reallocated, and re-appropriated \$4.3 million of Courthouse Construction Fund COP proceeds, approved for use to construct the Santa Maria Court Clerks and Garden Street Parking Structure projects in 2001, to a new project, SB 1732 Court Facilities Deficiencies Program. This program will evaluate, and if necessary, correct

deficiencies within existing County owned, Court occupied facilities, potentially identified during facility transfer negotiations between the County and State Administrative Office of the Courts (AOC), as required by the Trial Court Facilities Act of 2002 (SB 1732). Per SB 1732, any contract for transfer of building title, identified to contain deficiencies constituting a significant threat to life, safety, health, or the functionality of the building, will require provision for correction of identified deficiencies to be eligible for transfer. On February 14, 2006, the Board allocated \$470,000 for County match requirements related to a Federal Emergency Management Administration (FEMA) grant program for hazard mitigation in court facilities. This project is awaiting facility transfer negotiations with State Administrative Office of the Courts to determine scope of work.

On March 8, 2005, the Board authorized the 2005 COPs consisting of the following projects: Fire Station 51 Lompoc-Mission Hills New Station, Sheriff Isla Vista Foot Patrol Building, New Sheriff Station Lompoc, the County Elections-Recorder Office and Storage Building, and the Alcohol Drug and Mental Health Services Children’s Assessment and Transition Center. This action resulted in issuance of the 2005 COPs on April 21, 2005. Due to low interest rates, a true interest rate of 4.32% was realized.

**Projects Funded by COPs, Related Revenue Sources to Pay Debt Service, and Project Status**

<b>Department – CIP Project Name – Location</b>	<b>Revenue Source</b>	<b>Status</b>
Fire – Station 51 (Lompoc-Mission Hills) Rebuild - Lompoc	General Fund	Construction is in process and is expected to be completed by 6/30/2008
Sheriff - Isla Vista Foot Patrol Building – Isla Vista	General Fund	Construction is in process and is expected to be completed by 6/30/2008
Sheriff – New Sheriff Station - Lompoc	General Fund	Construction is in process and is expected to be completed by 6/30/2008
Sheriff - Sheriff HQ Expansion & Remodel – Santa Barbara	General Fund	Architect hired November 2005 The schematic design phase is complete. Project funding and scope is being assessed.
CRA - County Elections Facility – Location TBD	General Fund	Project is currently under feasibility review.
SB 1732 Court Facilities Deficiencies Program – Countywide	General Fund	Project awaits facility transfer negotiations with State AOC to determine scope of work.

**CAPITAL BUDGET SUMMARY**  
**Recommended FY 2008-09 Capital Budget, Conclusion**

**Summary of Recommended FY 2009-10 Capital Projects and Operating Impacts**  
(\$ in Thousands)

Department	Project or Class	Proposed CIP	Rec CIP	Variance from Prop CIP	Op Costs
Public Works	Transportation Projects (CW)	\$ 18,389	\$ 21,016	\$ 2,627	\$ --
	Resource Recovery & Waste Management (CW)	\$ 11,169	\$ 10,633	(536)	\$ 1
	Water Resource Projects (CW)	4,143	4,670	526	10
Planning & Development	Permit Tracking System Replacement (CW)	341	234	(107)	85
Alcohol Drug and Mental Health Services	Rehab of Admin, Clinical and Acute Facilities (CW)	100	100	--	--
Parks	Cachuma Lake Recreation Area Improvements (CW)	1,313	732	(581)	--
	Major Maintenance (CW)	487	150	(337)	--
	Major Improvement to Building Facilities (CW)	394	294	(100)	--
	Land, Buildings and Facilities (CW)	571	489	(82)	15
Fire	Apparatus Replacement/Purchase (CW)	310	310	--	--
	Operations Complex - Los Alamos	175	175	--	--
Sheriff	Camino del Remedio Road Repair (SB)	299	30	(269)	--
	Computer-Aided Dispatch (CW)	--	100	100	--
	Custody Bus Replacement Program (CW)	84	84	--	114
	Isla Vista Foot Patrol (SB)	--	300	300	43
	New County Jail (SM)	1,192	100	(1,092)	--
	Regional Integrated Justice System (RIJS) (CW)	300	--	(300)	--
	Report Management System (RMS) (CW)	--	48		53
	Sheriff HQ Expansion & Remodel (SB)	361	361	--	--
	UH-1 Rescue Helicopter Build-Up (CW)	200	200	--	75
	Los Prietos Boys Camp/Boys Academy Upgrades (CW)	18	18	--	75
Public Defender	Santa Barbara Courthouse Annex Remodel	3,998	67	(3,931)	75
Public Health	Electronic Health Record System (CW)	200	--	(200)	--
Social Services	Benefit Services Center (CW)	150	150	--	572
	Absentee High Speed Central Count System (CW)	--	150	150	--
Clerk-Recorder-Assessor	Clerk-Recorder Climate Controlled Storage (SB)	--	332	332	57
	Elections Mail Extractor and Matrix (CW)	--	100	100	--
	Integrated HAVA Compliant Voting System (CW)	--	1,954	1,954	--
	Major Improvement to Building Facilities (CW)	3,683	2,508	(1,175)	--
General Services	Major Maintenance (CW)	--	139	139	--
	Land, Buildings and Facilities (CW)	1,368	1,128	(240)	6
	New Cuyama Recreation Center (New Cuyama)	2,000	2,055	55	--
	Emergency Operations Center (EOC) (CW)	1,004	1,046	42	--
Human Resources	Countywide HR Information System (CW)	--	133	133	--
General County Programs	Advanced Management of Performance and Projects (CW)	150	150	--	43
	Isla Vista Downtown Public Parking Lot (IV)	1,925	1,925	--	--
	Downtown Isla Vista Street Improvements (IV)	3,050	3,050	--	--
		<b>\$ 57,374</b>	<b>\$ 54,931</b>	<b>\$ (2,492)</b>	<b>\$ 1,224</b>

**PROPOSED FISCAL YEAR 2008-09 CAPITAL BUDGET**

The adjacent table summarizes by function and department the recommended FY 2008-09 allocations, and a summary of capital projects and operating impacts included in the FY 08-09 Recommended Budget.

Of the total of \$54.9 million, there are \$33.9 million of new funding and \$21.0 million of carry-over funding, approved in prior years but not yet executed, for capital improvement projects in the capital budget. The recommended appropriation of \$54.9 million is funded by more than 96 sources.

**CONCLUSION**

In accordance with adopted Budget Principles, the CIP typically proposes General Fund contributions of \$2 million to the Deferred Maintenance Designation, \$0.5 million to the Roads Designation, and \$0.5 million to the Capital Designation. However, due to budget constraints, the CIP recommends General Fund contributions of \$1.5 million to the Deferred Maintenance Designation, \$58 thousand to the Roads Designation, and \$0.5 million to the Capital Designation to be recommended for inclusion in the FY 2008-09 Operating Budget

The CIP contains categorical funding and General Fund contributions. In projecting five years into the future, it is not possible to identify all needs or available funding sources, thus, managing the progress of the CIP and anticipating future needs is an ongoing process. Updating the plan annually incorporates changing needs and funding.

Tables:

- Table I: Summary of Departments
- Table II: Summary of Projects
- Table II: FY 2008-09 Capital Projects Budget

**CAPITAL IMPROVEMENT PROGRAM SUMMARY**

**Table I: Summary of Departments (\$000)**

Function / Department *	Prior Year(s) Expense	Est Act 2007-08	Five Year Funding Requirements					Five Year Total	Future Years	Funding Status		Project Total
			Year 1 2008-09	Year 2 2009-10	Year 3 2010-11	Year 4 2011-12	Year 5 2012-13			Funded	Unfunded	
<b>Law &amp; Justice</b>												
Court Special Services \F									6,650	6,650		6,650
<i>Department Totals</i>									<b>6,650</b>	<b>6,650</b>		<b>6,650</b>
District Attorney \U					75	850		925			925	925
<i>Department Totals</i>					<b>75</b>	<b>850</b>		<b>925</b>			<b>925</b>	<b>925</b>
Public Defender \P	127	756	3,067	1,393				4,460	657	950	5,050	6,000
<i>Department Totals</i>	<b>127</b>	<b>756</b>	<b>3,067</b>	<b>1,393</b>				<b>4,460</b>	<b>657</b>	<b>950</b>	<b>5,050</b>	<b>6,000</b>
<i>Function Totals</i>	<b>127</b>	<b>756</b>	<b>3,067</b>	<b>1,393</b>	<b>75</b>	<b>850</b>		<b>5,385</b>	<b>7,307</b>	<b>7,600</b>	<b>5,975</b>	<b>13,575</b>
<b>Public Safety</b>												
Fire \F					450	290	8,290	9,030		9,030		9,030
Fire \P			485	1,702	1,675	1,910		5,772		485	5,287	5,772
Fire \U				2,343	1,900	4,930	37,265	46,438			46,438	46,438
<i>Department Totals</i>			<b>485</b>	<b>4,045</b>	<b>4,025</b>	<b>7,130</b>	<b>45,555</b>	<b>61,240</b>		<b>9,515</b>	<b>51,725</b>	<b>61,240</b>
Probation \F	1,120	161	18					18		1,299		1,299
Probation \P	99		378	1,444				1,822		99	1,822	1,921
Probation \U				4,235	20,497	2,278		27,010			27,010	27,010
<i>Department Totals</i>	<b>1,219</b>	<b>161</b>	<b>396</b>	<b>5,679</b>	<b>20,497</b>	<b>2,278</b>		<b>28,850</b>		<b>1,398</b>	<b>28,832</b>	<b>30,230</b>
Sheriff \F	1,246	5,880	678	769				1,447		8,573		8,573
Sheriff \P	2,015	386	37,200	103,420	95,524			236,144		8,206	230,339	238,545
Sheriff \U			2,379	418	50	125		2,972			2,972	2,972
<i>Department Totals</i>	<b>3,261</b>	<b>6,266</b>	<b>40,257</b>	<b>104,607</b>	<b>95,574</b>	<b>125</b>		<b>240,563</b>		<b>16,779</b>	<b>233,311</b>	<b>250,090</b>
<i>Function Totals</i>	<b>4,480</b>	<b>6,427</b>	<b>41,138</b>	<b>114,331</b>	<b>120,096</b>	<b>9,533</b>	<b>45,555</b>	<b>330,653</b>		<b>27,692</b>	<b>313,868</b>	<b>341,560</b>
<b>Health &amp; Public Assistance</b>												
Alcohol, Drug & Mental Health Svcs \F	2,684	2,203								4,887		4,887
Alcohol, Drug & Mental Health Svcs \P		110	100	400				500		210	400	610
Alcohol, Drug & Mental Health Svcs \U			2,460	5,440	4,214			12,114			12,114	12,114
<i>Department Totals</i>	<b>2,684</b>	<b>2,313</b>	<b>2,560</b>	<b>5,840</b>	<b>4,214</b>			<b>12,614</b>		<b>5,097</b>	<b>12,514</b>	<b>17,611</b>
Public Health \F		50		2,300				2,300		2,350		2,350
<i>Department Totals</i>		<b>50</b>		<b>2,300</b>				<b>2,300</b>		<b>2,350</b>		<b>2,350</b>
Social Services \F		125	150	150	150	150	100	700		825		825
<i>Department Totals</i>		<b>125</b>	<b>150</b>	<b>150</b>	<b>150</b>	<b>150</b>	<b>100</b>	<b>700</b>		<b>825</b>		<b>825</b>
<i>Function Totals</i>	<b>2,684</b>	<b>2,488</b>	<b>2,710</b>	<b>8,290</b>	<b>4,364</b>	<b>150</b>	<b>100</b>	<b>15,614</b>		<b>8,272</b>	<b>12,514</b>	<b>20,786</b>

\* F = Fully Funded, P = Partially Funded, U = All Unfunded

**CAPITAL IMPROVEMENT PROGRAM SUMMARY**

**Table I: Summary of Departments (\$000)**

Function / Department *	Prior Year(s) Expense	Est Act 2007-08	Five Year Funding Requirements					Five Year Total	Future Years	Funding Status		Project Total
			Year 1 2008-09	Year 2 2009-10	Year 3 2010-11	Year 4 2011-12	Year 5 2012-13			Funded	Unfunded	
<b>Community Resources &amp; Public Fac.</b>												
Agriculture & Cooperative Extension \U			1,203					1,203			1,203	1,203
<i>Department Totals</i>			<b>1,203</b>					<b>1,203</b>			<b>1,203</b>	<b>1,203</b>
Parks \F	204	70	50		82			132		406		406
Parks \P	7,359	2,515	2,750	15,760	14,515	10,375	2,227	45,627	2,500	15,653	42,348	58,001
Parks \U			165	482	1,230	4,018	2,120	8,015	1,100		9,115	9,115
<i>Department Totals</i>	<b>7,563</b>	<b>2,585</b>	<b>2,965</b>	<b>16,242</b>	<b>15,827</b>	<b>14,393</b>	<b>4,347</b>	<b>53,774</b>	<b>3,600</b>	<b>16,059</b>	<b>51,463</b>	<b>67,522</b>
Planning & Development \F		340	234					234		574		574
<i>Department Totals</i>		<b>340</b>	<b>234</b>					<b>234</b>		<b>574</b>		<b>574</b>
Public Works \F	6,062	10,127	20,265	24,815	20,498	15,964	14,735	96,278	30,302	142,768		142,768
Public Works \P	7,106	1,686	55,902	69,792	72,130	72,770	56,030	326,624	35,038	74,958	295,496	370,454
Public Works \U			7,700	13,505	8,330	12,481	12,475	54,491			54,491	54,491
<i>Department Totals</i>	<b>13,168</b>	<b>11,813</b>	<b>83,867</b>	<b>108,112</b>	<b>100,958</b>	<b>101,215</b>	<b>83,240</b>	<b>477,393</b>	<b>65,340</b>	<b>217,727</b>	<b>349,987</b>	<b>567,713</b>
<i>Function Totals</i>	<b>20,731</b>	<b>14,738</b>	<b>88,269</b>	<b>124,354</b>	<b>116,785</b>	<b>115,608</b>	<b>87,587</b>	<b>532,604</b>	<b>68,940</b>	<b>234,360</b>	<b>402,653</b>	<b>637,012</b>
<b>Support Services</b>												
Clerk-Recorder-Assessor \F	57	500	2,536					2,536		3,093		3,093
<i>Department Totals</i>	<b>57</b>	<b>500</b>	<b>2,536</b>					<b>2,536</b>		<b>3,093</b>		<b>3,093</b>
General Services \F	209	3,042	3,480	1,136	794	200		5,610		8,861		8,861
General Services \P	392	908	3,896	22,689	17,864	13,795	18,976	77,220	710	18,080	61,150	79,230
General Services \U		60	9,540	3,810	3,700	8,050	1,954	27,054			27,114	27,114
<i>Department Totals</i>	<b>601</b>	<b>4,010</b>	<b>16,916</b>	<b>27,635</b>	<b>22,358</b>	<b>22,045</b>	<b>20,930</b>	<b>109,884</b>	<b>710</b>	<b>26,941</b>	<b>88,264</b>	<b>115,205</b>
Human Resources \F		670	133					133		803		803
<i>Department Totals</i>		<b>670</b>	<b>133</b>					<b>133</b>		<b>803</b>		<b>803</b>
<i>Function Totals</i>	<b>658</b>	<b>5,180</b>	<b>19,585</b>	<b>27,635</b>	<b>22,358</b>	<b>22,045</b>	<b>20,930</b>	<b>112,553</b>	<b>710</b>	<b>30,837</b>	<b>88,264</b>	<b>119,101</b>
<b>General County Programs</b>												
General County Programs \F	316	825	5,125					5,125		6,266		6,266
<i>Department Totals</i>	<b>316</b>	<b>825</b>	<b>5,125</b>					<b>5,125</b>		<b>6,266</b>		<b>6,266</b>
<i>Function Totals</i>	<b>316</b>	<b>825</b>	<b>5,125</b>					<b>5,125</b>		<b>6,266</b>		<b>6,266</b>
<b>Funding Summary</b>												
Funded Totals	28,996	30,354	54,931	62,249	36,292	30,595	31,318	215,385	40,292	315,027		315,027
Unfunded Totals		60	104,964	213,754	227,386	117,591	122,854	786,549	36,665		823,274	823,274
<i>Grand Totals</i>	<b>28,996</b>	<b>30,414</b>	<b>159,894</b>	<b>276,003</b>	<b>263,678</b>	<b>148,186</b>	<b>154,172</b>	<b>1,001,934</b>	<b>76,957</b>	<b>315,027</b>	<b>823,274</b>	<b>1,138,300</b>

\* F = Fully Funded, P = Partially Funded, U = All Unfunded

**CAPITAL IMPROVEMENT PROGRAM SUMMARY**

**Table II: Summary of Projects (\$000)**

Function / Department / Class / Projects *	Prior Year(s) Expense	Est Act 2007-08	Five Year Funding Requirements					Five Year Total	Future Years	Funding Status		Project Total
			Year 1 2008-09	Year 2 2009-10	Year 3 2010-11	Year 4 2011-12	Year 5 2012-13			Funded	Unfunded	
<b>Law &amp; Justice</b>												
<b>Court Special Services</b>												
<i>Land, Buildings and Facilities</i>												
Unified Superior Court Clerk's Office Santa Maria \F									6,650	6,650		6,650
<i>Class Totals</i>									<b>6,650</b>	<b>6,650</b>		<b>6,650</b>
<i>Department Totals</i>									<b>6,650</b>	<b>6,650</b>		<b>6,650</b>
<b>Law &amp; Justice</b>												
<b>District Attorney</b>												
<i>Major Improvement to Building Facilities</i>												
Santa Maria Office Remodel \U					75	850		925			925	925
<i>Class Totals</i>					<b>75</b>	<b>850</b>		<b>925</b>			<b>925</b>	<b>925</b>
<i>Department Totals</i>					<b>75</b>	<b>850</b>		<b>925</b>			<b>925</b>	<b>925</b>
<b>Law &amp; Justice</b>												
<b>Public Defender</b>												
<i>Major Improvement to Building Facilities</i>												
Santa Barbara Courthouse Annex Remodel \P	127	756	3,067	1,393				4,460	657	950	5,050	6,000
<i>Class Totals</i>	<b>127</b>	<b>756</b>	<b>3,067</b>	<b>1,393</b>				<b>4,460</b>	<b>657</b>	<b>950</b>	<b>5,050</b>	<b>6,000</b>
<i>Department Totals</i>	<b>127</b>	<b>756</b>	<b>3,067</b>	<b>1,393</b>				<b>4,460</b>	<b>657</b>	<b>950</b>	<b>5,050</b>	<b>6,000</b>
<b>Public Safety</b>												
<b>Fire</b>												
<i>Land, Buildings and Facilities</i>												
Fire Training Classroom (Buellton) Installation \U				360				360			360	360
Fire Training Facility Construction \U				210	1,900	2,430		4,540			4,540	4,540
Operations Complex - Los Alamos \P			175	1,082	1,500	1,575		4,332		175	4,157	4,332
Station 10 (Western Goleta) New Station \F							4,290	4,290		4,290		4,290
Station 25 (Orcutt Area) New Station \F					450	290	4,000	4,740		4,740		4,740
<i>Class Totals</i>			<b>175</b>	<b>1,652</b>	<b>3,850</b>	<b>4,295</b>	<b>8,290</b>	<b>18,262</b>		<b>9,205</b>	<b>9,057</b>	<b>18,262</b>
<i>Major Equipment</i>												
Apparatus Replacement/Purchase \P			310	620	175	335		1,440		310	1,130	1,440
Helicopter Refurbishments \U				1,000		1,000		2,000			2,000	2,000
Station 10 (Western Goleta) New Station Apparatus \U							1,100	1,100			1,100	1,100
Station 25 (Orcutt Area) New Station Apparatus \U							1,100	1,100			1,100	1,100
<i>Class Totals</i>			<b>310</b>	<b>1,620</b>	<b>175</b>	<b>1,335</b>	<b>2,200</b>	<b>5,640</b>		<b>310</b>	<b>5,330</b>	<b>5,640</b>
<i>Major Improvement to Building Facilities</i>												
Additional Office Space at Fire Department Headquarters \U				573				573			573	573

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**CAPITAL IMPROVEMENT PROGRAM SUMMARY**

**Table II: Summary of Projects (\$000)**

Function / Department / Class / Projects *	Prior Year(s) Expense	Est Act 2007-08	Five Year Funding Requirements					Five Year Total	Future Years	Funding Status		Project Total
			Year 1 2008-09	Year 2 2009-10	Year 3 2010-11	Year 4 2011-12	Year 5 2012-13			Funded	Unfunded	
Station 11 (Goleta-Frey Way) Rebuild \U							4,820	4,820			4,820	4,820
Station 13 (Goleta-Hollister Ave.) Rebuild \U							4,290	4,290			4,290	4,290
Station 13 (Goleta-Hollister Ave.) Remodel \U				200				200			200	200
Station 14 (Goleta-Los Carneros) Expansion/Remodel \U							1,715	1,715			1,715	1,715
Station 15 (Mission Canyon) Rebuild \U							4,290	4,290			4,290	4,290
Station 22 (Orcutt) Rebuild \U							4,290	4,290			4,290	4,290
Station 23 (Sisquoc) Rebuild \U							4,290	4,290			4,290	4,290
Station 24 (Los Alamos) Rebuild \U							1,500	2,790			4,290	4,290
Station 31 (Buellton) Rebuild \U								4,290			4,290	4,290
Station 41 (Cuyama) Rebuild \U								4,290			4,290	4,290
<i>Class Totals</i>				<b>773</b>			<b>1,500</b>	<b>35,065</b>	<b>37,338</b>		<b>37,338</b>	<b>37,338</b>
<i>Department Totals</i>			<b>485</b>	<b>4,045</b>	<b>4,025</b>	<b>7,130</b>	<b>45,555</b>	<b>61,240</b>		<b>9,515</b>	<b>51,725</b>	<b>61,240</b>
<b>Public Safety</b>												
<b>Probation</b>												
<i>Major Equipment</i>												
Probation Automation Case Management \F	1,120	161	18					18		1,299		1,299
<i>Class Totals</i>	<b>1,120</b>	<b>161</b>	<b>18</b>					<b>18</b>		<b>1,299</b>		<b>1,299</b>
<i>Major Improvement to Building Facilities</i>												
Betteravia Remodel of Counseling and Education Center \U							1,503	1,503			1,503	1,503
Juvenile Hall Kitchen Santa Maria \U				1,001				1,001			1,001	1,001
Juvenile Hall Remodel Santa Barbara \U				631	6,797	775		8,203			8,203	8,203
Juvenile Hall Security Upgrades Santa Barbara \P	34			929				929	34		929	963
Juvenile Hall Security Upgrades Santa Maria \P	37			515				515	37		515	552
Lompoc Probation Office Expansion \U				2,477	7,183			9,660			9,660	9,660
Los Prietos Boys Camp/Boys Academy Upgrades \P	28		378					378	28		378	406
Probation Building Remodel Santa Barbara \U					6,517			6,517			6,517	6,517
Santa Barbara Probation Juvenile Services Remodel \U				126				126			126	126
<i>Class Totals</i>	<b>99</b>		<b>378</b>	<b>5,679</b>	<b>20,497</b>	<b>2,278</b>		<b>28,832</b>		<b>99</b>	<b>28,832</b>	<b>28,931</b>
<i>Department Totals</i>	<b>1,219</b>	<b>161</b>	<b>396</b>	<b>5,679</b>	<b>20,497</b>	<b>2,278</b>		<b>28,850</b>		<b>1,398</b>	<b>28,832</b>	<b>30,230</b>
<b>Public Safety</b>												
<b>Sheriff</b>												
<i>Land, Buildings and Facilities</i>												
Day Reporting Center \U			1,500	143				1,643			1,643	1,643
Isla Vista Foot Patrol Building \F	141	4,071	300					300	4,512		4,512	4,512
New County Jail \P	1,903	100	36,315	96,092	95,000			227,407	3,195	226,215	229,410	229,410
Public Safety Memorial \U			50	175	50	125		400		400	400	400
Sheriff HQ Expansion & Remodel \P	28	100	361	6,804				7,165	4,489	2,804	7,293	7,293

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**CAPITAL IMPROVEMENT PROGRAM SUMMARY**

**Table II: Summary of Projects (\$000)**

Function / Department / Class / Projects *	Prior Year(s) Expense	Est Act 2007-08	Five Year Funding Requirements					Five Year Total	Future Years	Funding Status		Project Total
			Year 1 2008-09	Year 2 2009-10	Year 3 2010-11	Year 4 2011-12	Year 5 2012-13			Funded	Unfunded	
<i>Class Totals</i>	<b>2,072</b>	<b>4,271</b>	<b>38,526</b>	<b>103,214</b>	<b>95,050</b>	<b>125</b>		<b>236,915</b>		<b>12,196</b>	<b>231,062</b>	<b>243,258</b>
<u>Major Equipment</u>												
Computer-Aided Dispatch \F	893	607	100					100		1,600		1,600
Custody Bus Replacement Program \P	84	186	524	524	524			1,572		522	1,320	1,842
Regional Integrated Justice System (RIJS) \F				500				500		500		500
Report Management System (RMS) \F	100	452	48					48		600		600
Santa Barbara Jail, Intake & Release Security Controls \U			480					480			480	480
UH-1 Rescue Helicopter Build-Up \F		750	200					200		950		950
<i>Class Totals</i>	<b>1,077</b>	<b>1,995</b>	<b>1,352</b>	<b>1,024</b>	<b>524</b>			<b>2,900</b>		<b>4,172</b>	<b>1,800</b>	<b>5,972</b>
<u>Major Improvement to Building Facilities</u>												
Main Jail Security Enhancements \U			349					349			349	349
Security Enhancements for Sheriff Substations \U				100				100			100	100
<i>Class Totals</i>			<b>349</b>	<b>100</b>				<b>449</b>			<b>449</b>	<b>449</b>
<u>Transportation</u>												
Camino del Remedio Road Repair \F	112		30	269				299		411		411
<i>Class Totals</i>	<b>112</b>		<b>30</b>	<b>269</b>				<b>299</b>		<b>411</b>		<b>411</b>
<i>Department Totals</i>	<b>3,261</b>	<b>6,266</b>	<b>40,257</b>	<b>104,607</b>	<b>95,574</b>	<b>125</b>		<b>240,563</b>		<b>16,779</b>	<b>233,311</b>	<b>250,090</b>
<b>Health &amp; Public Assistance</b>												
<b>Alcohol, Drug &amp; Mental Health Svcs</b>												
<u>Land, Buildings and Facilities</u>												
Collocation of Calle Real Administration and Clinics \U			1,500	3,200	2,774			7,474			7,474	7,474
Crisis & Recovery Emergency Services (CARES) Facility \F	2,449	2,151								4,600		4,600
<i>Class Totals</i>	<b>2,449</b>	<b>2,151</b>	<b>1,500</b>	<b>3,200</b>	<b>2,774</b>			<b>7,474</b>		<b>4,600</b>	<b>7,474</b>	<b>12,074</b>
<u>Major Improvement to Building Facilities</u>												
Lompoc Children's Clinic \U			460	940	640			2,040			2,040	2,040
Remodel of Veterans Clinic Building \U			500	1,300	800			2,600			2,600	2,600
Vida Nueva/New Heights \F	235	52								287		287
<i>Class Totals</i>	<b>235</b>	<b>52</b>	<b>960</b>	<b>2,240</b>	<b>1,440</b>			<b>4,640</b>		<b>287</b>	<b>4,640</b>	<b>4,927</b>
<u>Major Maintenance</u>												
Rehabilitation of Admin, Clinical and Acute Facilities \P		110	100	400				500		210	400	610
<i>Class Totals</i>		<b>110</b>	<b>100</b>	<b>400</b>				<b>500</b>		<b>210</b>	<b>400</b>	<b>610</b>
<i>Department Totals</i>	<b>2,684</b>	<b>2,313</b>	<b>2,560</b>	<b>5,840</b>	<b>4,214</b>			<b>12,614</b>		<b>5,097</b>	<b>12,514</b>	<b>17,611</b>

\* F = Fully Funded, P = Partially Funded, U = All Unfunded

**CAPITAL IMPROVEMENT PROGRAM SUMMARY**

**Table II: Summary of Projects (\$000)**

Function / Department / Class / Projects *	Prior Year(s) Expense	Est Act 2007-08	Five Year Funding Requirements					Five Year Total	Future Years	Funding Status		Project Total
			Year 1 2008-09	Year 2 2009-10	Year 3 2010-11	Year 4 2011-12	Year 5 2012-13			Funded	Unfunded	
<b>Health &amp; Public Assistance</b>												
<b>Public Health</b>												
<i>Major Equipment</i>												
Electronic Health Record System - Countywide \F		50		2,150				2,150			2,200	2,200
Pharmacy Software Replacement \F				150				150		150		150
<i>Class Totals</i>		<b>50</b>		<b>2,300</b>				<b>2,300</b>		<b>2,350</b>		<b>2,350</b>
<i>Department Totals</i>		<b>50</b>		<b>2,300</b>				<b>2,300</b>		<b>2,350</b>		<b>2,350</b>
<b>Health &amp; Public Assistance</b>												
<b>Social Services</b>												
<i>Major Improvement to Building Facilities</i>												
Benefit Services Center \F		125	150	150	150	150	100	700		825		825
<i>Class Totals</i>		<b>125</b>	<b>150</b>	<b>150</b>	<b>150</b>	<b>150</b>	<b>100</b>	<b>700</b>		<b>825</b>		<b>825</b>
<i>Department Totals</i>		<b>125</b>	<b>150</b>	<b>150</b>	<b>150</b>	<b>150</b>	<b>100</b>	<b>700</b>		<b>825</b>		<b>825</b>
<b>Community Resources &amp; Public Fac.</b>												
<b>Agriculture &amp; Cooperative Extension</b>												
<i>Land, Buildings and Facilities</i>												
Ag Commissioner/Coop Ext Office Space, SM \U			1,203					1,203			1,203	1,203
<i>Class Totals</i>			<b>1,203</b>					<b>1,203</b>			<b>1,203</b>	<b>1,203</b>
<i>Department Totals</i>			<b>1,203</b>					<b>1,203</b>			<b>1,203</b>	<b>1,203</b>
<b>Community Resources &amp; Public Fac.</b>												
<b>Parks</b>												
<i>Land, Buildings and Facilities</i>												
Arroyo Burro Beach Park Improvements \P	215	20	185	80				265		420	80	500
Franklin Trail Easement \P	31	4	300	300				600		35	600	635
Gaviota State Park Multi-Use Trail \F	204		50		82			132		336		336
Greenwell Open Space Trails and Fire Landscaping \U						145		145			145	145
Jalama Beach Expansion Acquisition & Development \P	408	60		865	416	638	400	2,319	2,500	674	4,613	5,287
Mission Hills Recreation Park \U						250		250			250	250
More Mesa Vehicle Restriction Improvements \P	40				360			360		40	360	400
Oak Knolls Park Development \P			250				1,365	1,615		15	1,600	1,615
Ocean Park Boardwalk & Interpretative Areas \P		58		467				467		58	467	525
Orcutt Canyon Ridge Park Development \U					54	137		191			191	191
Orcutt Community Plan Trail Development \U					200		385	585	1,100		1,685	1,685
Orcutt Old Town Park Development \U					152			152			152	152
Parks Administration Building Expansions & Remodel \U			15	45	360			420			420	420
Rincon Beach Park Upgrade \P	125	72	130	202				332		327	202	529

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San Marcos Preserve Park & Open Space \U			150	150		2,200		2,500			2,500	2,500
Santa Claus Lane Beach \P	92	86	50	968	915	639		2,572		561	2,189	2,750
Santa Maria Levee Multi-Use Trail \U						189	821	1,010			1,010	1,010
Shilo Neighborhood Park Acquisition & Development \U					29	15		258			258	258
Surfrider Trail Extension \P		7		249				249		89	167	256
Tabano Hollow Bikeway \P		60	20	90				110		80	90	170
Terrazo Way Neighborhood Park Development \U				37		137		174			174	174
Toro Canyon Area Neighborhood Park \U					85	945	700	1,730			1,730	1,730
Union Valley Parkway Park Development \P				2,875	113	3,700		6,688		375	6,313	6,688
Vandenberg Village Little League Facility Expansion \P		131		269				269		131	269	400
Walter Capps Park \P	2,456	170	139	416	229			784		2,680	730	3,410
<i>Class Totals</i>	<b>3,571</b>	<b>668</b>	<b>1,289</b>	<b>7,013</b>	<b>2,995</b>	<b>8,995</b>	<b>3,885</b>	<b>24,177</b>	<b>3,600</b>	<b>5,821</b>	<b>26,195</b>	<b>32,016</b>
<i>Major Improvement to Building Facilities</i>												
Cachuma Lake Recreation Area Improvements \P	662	812	732	7,320	4,050	3,202	462	15,766		3,509	13,731	17,240
Goleta Beach Park Long Term Protection Plan \P	6	264	600	532	7,700	1,000		9,832		1,970	8,132	10,102
Goleta Beach Pier & Park Improvements \P	757	43		100				100		800	100	900
Goleta Slough Slope Protection \U				200				200			200	200
Live Oak Camp Improvements \P	80		19	125	246			390		99	371	470
Play Equipment Replacement North County \P	284	20	40	140				180		344	140	484
Play Equipment Replacement South County \P	561	153	105	75	130			310		819	205	1,024
Santa Barbara County Parks Restroom Rehabilitation \P	464	105	30	130	64			224		599	194	793
Tuckers Grove Park- San Antonio Creek Bridge \U				50	350			400			400	400
<i>Class Totals</i>	<b>2,814</b>	<b>1,397</b>	<b>1,526</b>	<b>8,672</b>	<b>12,540</b>	<b>4,202</b>	<b>462</b>	<b>27,402</b>		<b>8,140</b>	<b>23,473</b>	<b>31,613</b>
<i>Major Maintenance</i>												
Polecraft Fence Replacement - South County \P		37		82	42			124		37	124	161
Santa Barbara County Parks Paving Program \P	1,178	413	150	225	250	246		871		1,741	721	2,462
Toro Canyon Park Road to County Maintained System \P				250		950		1,200		250	950	1,200
Waller Park Pond Improvements \F		70								70		70
<i>Class Totals</i>	<b>1,178</b>	<b>520</b>	<b>150</b>	<b>557</b>	<b>292</b>	<b>1,196</b>		<b>2,195</b>		<b>2,098</b>	<b>1,795</b>	<b>3,893</b>
<i>Department Totals</i>	<b>7,563</b>	<b>2,585</b>	<b>2,965</b>	<b>16,242</b>	<b>15,827</b>	<b>14,393</b>	<b>4,347</b>	<b>53,774</b>	<b>3,600</b>	<b>16,059</b>	<b>51,463</b>	<b>67,522</b>
<b>Community Resources &amp; Public Fac.</b>												
<b>Planning &amp; Development</b>												
<i>Major Equipment</i>												
Permit Tracking System Replacement \F		340	234					234		574		574
<i>Class Totals</i>		<b>340</b>	<b>234</b>					<b>234</b>		<b>574</b>		<b>574</b>
<i>Department Totals</i>		<b>340</b>	<b>234</b>					<b>234</b>		<b>574</b>		<b>574</b>

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<b>Community Resources &amp; Public Fac.</b>												
<b>Public Works</b>												
<i>Transportation</i>												
Bikelanes: Refugio Rd. and Roblar Ave. \U							292	1,708	2,000		2,000	2,000
Bikelanes: San Jose Creek Class I (North Segment) \P	147		24	156			1,774		1,954	327	1,774	2,101
Prev Maint - Transportation ADA Transition Plan \P	15	10	75	75	75	75	75	75	375	55	345	400
Prev Maint- 5 Year Countywide Concrete Program \P			8,924	9,270	9,270	9,270	9,270	9,270	46,004	4,700	41,304	46,004
Prev Maint- 5 Year Countywide Surface Treatment Program			25,672	28,478	27,608	26,798	24,118	132,674		31,970	100,704	132,674
Prev Maint- Bridge Repair and Rehabilitation Program \P			7,060	7,060	7,060	7,060	7,060	35,300		25	35,275	35,300
Prev Maint- Culvert Repair and Rehabilitation Program \U			6,700	6,700	6,700	6,700	6,700	33,500			33,500	33,500
Prev Maint- Public Project Initiation Request Program \U			500	500	500	500	500	2,500			2,500	2,500
Prev Maint- Unanticipated Minor Projects Program \F			150	150	150	150	150	750		750		750
Prev Maint-Metal Beam Guardrail Program \P			954	954	954	954	954	4,770		300	4,470	4,770
Reconstr. & Rehab.: Sand Point Road Seawall \F	160	200	226	1,465				1,691		2,051		2,051
Roadway Improv - Clark Avenue at Highway 101 \P				100	260	1,001		1,361		681	680	1,361
Roadway Improv - El Colegio Road Improvement (Phase I) \	140	1,100	200					200		1,440		1,440
Roadway Improv - El Colegio Road Improvement (Phase II)			400	3,000				3,400			3,400	3,400
Roadway Improv - Foxen Lane Frontage Road \U					5	3		92			100	100
Roadway Improv - Harris Grade Road at M.P. 7.0 \F		55	126	610				736		791		791
Roadway Improv - Hollister Ave Widening \P		15	200	565	565	565	590	2,485	15,960	4,330	14,130	18,460
Roadway Improv - Hummel Drive Extension \F	580	435	1,224					1,224		2,239		2,239
Roadway Improv - Isla Vista Infrastructure Improvements \P	1,745	120	2,000	2,400	2,400	2,400	2,400	11,600		3,465	10,000	13,465
Roadway Improv - Refugio Road Improvements \F	131	97	98					98		326		326
Roadway Improv - Rucker Road \U						188	312	500			500	500
Roadway Improv - Stillwell Rd - Clark to Chancellor St. \P				51	528	102		681		579	102	681
Roadway Improv - Tepusquet Road at M.P. 5.9 \F	8	11	88	202				290		309		309
Roadway Improv - Union Valley Parkway at Highway 101 \F	90	10	16	35	815			866		966		966
Roadway Improv - Union Valley Parkway Extension \F	40	15	31	1,375				1,406		1,461		1,461
Storm Damage - DMA-2000, Transportation Infrastructure \					950	850	900	2,700			2,700	2,700
Storm Damage Repair - Greenwell Ave MP 0.25 1T66 \F	45	55	79	966				1,045		1,145		1,145
Storm Damage Repair - Jalama Rd MP 4.4 Site 3T23 \F	100	28	90	913				1,003		1,131		1,131
Storm Damage Repair - Jalama Road South of Br. 51C-016	481	433	1,667					1,667		2,581		2,581
Storm Damage Repair - Palomino Rd Culvert Repair 1T24 \	25	25	265					265		315		315
Storm Damage Repair - Paradise Road Realignment \F	193	86	211	342				553		832		832
Storm Damage Repair - San Marcos Rd MP 0.7 and 1.7 \F	5		247					247		252		252
Structure R&R - Avenue of the Flags Br. No. 51C-173 \F	30	75	96	735				831		936		936
Structure R&R - Black Road Br. No. 51C-031 \F	250	15	49	795	1,460	5	5	2,314	10	2,589		2,589
Structure R&R - Cathedral Oaks Road Br. No. 51C-001 \F	155	5	5	380	1,990	5	5	2,385		2,545		2,545
Structure R&R - Floradale Avenue Br. No. 51C-006 \F	236	263	606	777	2,712	5,361		9,456		9,955		9,955
Structure R&R - Hollister Ave. Underpass Br.No. 51C-018 \F	80	5	5	175	1,280			1,460		1,545		1,545
Structure R&R - Jalama Road Br. No. 51C-013 \F	55	11	51	49	602	862	1,987	3,551	15	3,632		3,632

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Structure R&R - Jalama Road Br. No. 51C-014 \F	130	125	766					766		1,021		1,021
Structure R&R - Jalama Road Br. No. 51C-016 \F	50		117	930				1,047		1,097		1,097
Structure R&R - Jalama Road Br. No. 51C-017 \F	115	5	189	1,245	5	5	5	1,449		1,569		1,569
Structure R&R - Jonata Park Road Br. No. 51C-226 \F	310	135	176	829	1,735	5	5	2,750	10	3,205		3,205
Structure R&R - Puente Road Br. 51C-058 \F	280	5	5	245	2,125			2,375		2,660		2,660
Structure R&R - Rincon Hill Road Br. No. 51C-039 \F	56		26	66	169	606		867		923		923
Structure R&R - San Marcos Road Br. No. 51C-002 \F	25	130	844					844		999		999
Structure R&R - Tepusquet Road Bridge at Sisquoc River \P	355	441	3,034	7,284				10,318		10,987	127	11,114
Traffic - Orcutt Area Traffic Signals \F		250			250			500	1,100	1,850		1,850
Traffic - Purisima Road at Rucker Road (Signal) \F					250			250		250		250
Traffic - Santa Maria Mesa Rd and Foxen Canyon Rd \U					75	275	450	800			800	800
Traffic - Signals in Unincorporated Goleta Area \F	250	150			145			145	250	795		795
Traffic - SR135/Bell Street Traffic Calming \U				5	100			105			105	105
Traffic - Union Valley Parkway & Bradley Road Signal \F	272	136	670					670		1,078		1,078
Traffic Improv - Summerland Downtown 2B \U			100	3,300				3,400			3,400	3,400
<b>Class Totals</b>	<b>6,554</b>	<b>4,446</b>	<b>63,966</b>	<b>82,182</b>	<b>70,738</b>	<b>65,806</b>	<b>57,536</b>	<b>340,228</b>	<b>17,345</b>	<b>110,657</b>	<b>257,916</b>	<b>368,573</b>
<b><u>Water Resources</u></b>												
Basin - Blosser Basin, Santa Maria \F				76	325			401		401		401
Basin - Gobernador Debris Basin Modification \P	192	240	25	815	640			1,480		632	1,280	1,912
Basin - Kovar Basin Expansion, Santa Maria \U							3,673	774			4,447	4,447
Basin - Mud Lakes Basin Siphon Improv Project, Orcutt \F	1	68	69	792				861		930		930
Basin - RB7 Outlet Works, Orcutt \F	17						39	139		195		195
Channel - Airport Ditch Lining, Orcutt \F				116	532			648		648		648
Channel - Improve Bradley Channel, Santa Maria \F		2	34		88	1,467		1,589		1,591		1,591
Channel - Mission Creek Flood Control Project, S.B. \P	4,022	300	3,000	7,900	7,900	7,900	6,900	33,600	19,078	15,322	41,678	57,000
Channel - Unit Two Channel Improvements, Santa Maria \F	3	53	92	643				736		791		791
Creek - San Ysidro Creek Realignment, Montecito \F						318	318	636		636		636
Culverts - Las Vegas/San Pedro Crks at Calle Real, Gol. \P	515	545	270	20	10,207	10,208		20,705		1,390	20,375	21,765
Equipment Replacement Program - Flood Control District \F	46	225	186	222	333	100	425	1,266		1,537		1,537
Levee - Santa Maria River Levee Reinforcement \P	115	15	4,664	4,664	4,663	4,663	4,663	23,317		195	23,252	23,447
Stockpile Area - South Coast \F			7			205	1,590	1,802		1,802		1,802
Storm Drain - Faraday Storm Drain, Santa Ynez \U							1,039	1,039			1,039	1,039
Storm Drain - Foster Road Storm Drain, Orcutt \F	282						223	835		1,340		1,340
Storm Drain - North Avenue Drainage Impr., Lompoc \F			750					750		750		750
Storm Drain - Via Rueda Interceptor, Santa Barbara \F	198	385	171					171		754		754
<b>Class Totals</b>	<b>5,390</b>	<b>1,833</b>	<b>9,268</b>	<b>15,248</b>	<b>24,688</b>	<b>28,796</b>	<b>16,683</b>	<b>94,684</b>	<b>19,078</b>	<b>28,914</b>	<b>92,071</b>	<b>120,985</b>
<b><u>Resource Recovery &amp; Waste Mgt.</u></b>												
Closed Landfills - Ballard Cyn Replacement Water System \	380	229	128					128		737		737
Landfill - Heavy Equipment Replacement Program \F	785	1,315	2,595	2,243	2,790	1,940	2,195	11,763		13,863		13,863

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Landfill - Improvements at Tajiguas US 101 Intersection \F	46	40	245					245		331		331
Landfill - Tajiguas Landfill Phase 2A Liner \F	12	3,600	3,600					3,600		7,212		7,212
Landfill - Tajiguas Landfill Phase 2B Liner \F		50	2,250	2,260				4,510		4,560		4,560
Landfill - Tajiguas Landfill Phase 3A Liner \F			40	1,450	1,450			2,940		2,940		2,940
Landfill - Tajiguas Landfill Phase 3B Liner \F				40	955	900		1,895		1,895		1,895
Landfill - Tajiguas Landfill Phase 4A Liner \F					125	3,005	3,000	6,130		6,130		6,130
Landfill - Tajiguas Landfill Phase 4B Liner \F						125	2,055	2,180	2,050	4,230		4,230
LCSD - Garage Building \F							224	224		224		224
LCSD - Headworks Improvements \F		300							2,334	2,634		2,634
LCSD - Laboratory Building \F							436	436		436		436
LCSD - Membrane Bioreactor Expansion (MBR) \F									17,272	17,272		17,272
LCSD - Membrane Return Flow Treatment \F			250					250		250		250
LCSD - Primary Digester Dome Replacement \F					212			212		212		212
LCSD - Recycled Water Distribution Expansion \F				603				603	2,184	2,787		2,787
LCSD - Recycled Water Storage Expansion \F				3,571				3,571		3,571		3,571
LCSD - Solids Handling Expansion \F									2,265	2,265		2,265
LCSD - Tertiary Holding Improvements \F			1,525	515				2,040	1,166	3,206		3,206
LCSD - Ultraviolet Disinfection System Expansion \F									1,646	1,646		1,646
Transfer Station - SCRTS Cover Structure \F						207	1,547	1,754		1,754		1,754
<i>Class Totals</i>	<b>1,223</b>	<b>5,534</b>	<b>10,633</b>	<b>10,682</b>	<b>5,532</b>	<b>6,613</b>	<b>9,021</b>	<b>42,481</b>	<b>28,917</b>	<b>78,155</b>		<b>78,155</b>
<i>Department Totals</i>	<b>13,168</b>	<b>11,813</b>	<b>83,867</b>	<b>108,112</b>	<b>100,958</b>	<b>101,215</b>	<b>83,240</b>	<b>477,393</b>	<b>65,340</b>	<b>217,727</b>	<b>349,987</b>	<b>567,713</b>
<b>Support Services</b>												
<b>Clerk-Recorder-Assessor</b>												
<i>Land, Buildings and Facilities</i>												
Clerk-Recorder Climate Controlled Storage \F	57	500	332					332		889		889
<i>Class Totals</i>	<b>57</b>	<b>500</b>	<b>332</b>					<b>332</b>		<b>889</b>		<b>889</b>
<i>Major Equipment</i>												
Absentee High Speed Central Count System \F			150					150		150		150
Elections Mail Extractor and Matrix \F			100					100		100		100
Integrated HAVA Compliant Voting System \F			1,954					1,954		1,954		1,954
<i>Class Totals</i>			<b>2,204</b>					<b>2,204</b>		<b>2,204</b>		<b>2,204</b>
<i>Department Totals</i>	<b>57</b>	<b>500</b>	<b>2,536</b>					<b>2,536</b>		<b>3,093</b>		<b>3,093</b>
<b>Support Services</b>												
<b>General Services</b>												
<i>Land, Buildings and Facilities</i>												
Betteravia Building Addition & Remodel \U		60	5,940					5,940			6,000	6,000
Betteravia Expansion - Phase II \P			100	8,500	9,500	9,900	8,000	36,000		100	35,900	36,000

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CASA Office Remodel \F			260					260		260		260
County Internet Connectivity (North County) \F			263	286				549		549		549
Emergency Operations Center (EOC) \P	171	133	1,046	7,850				8,896		7,200	2,000	9,200
Garden Street Parking Structure \P	101				4,076			4,076		101	4,076	4,177
Lompoc Veterans Building Renovation \U				1,000	1,000	1,350		3,350			3,350	3,350
New Cuyama Community Center \P	48	295	2,055	4,000	3,487			9,542		2,398	7,487	9,885
Orcutt Civic/Community Center Building \P		4	65				2,487	2,552		69	2,487	2,556
Orcutt Library Facility \P			120					4,261		120	4,261	4,381
Permit Counter & Office Expansion \U			300	1,390	2,000			3,690			3,690	3,690
Records Storage Building \U								574			574	574
Remodeling of the Architectural Archives Building \U				20	150	1,100		680			1,950	1,950
SB Veterans Clinic Building Remodel \U			3,300					3,300			3,300	3,300
SBCH East Wing Renovation (Flrs 4 to 6) \U				400	550	5,600		700			7,250	7,250
SBCH Historic Lamps and Windows -- CLF \P							275	125		350	50	400
SBCH HVAC System Replacement \U				1,000				1,000			1,000	1,000
SBCH Mural Room Preservation -- CLF \F					350	200		550		550		550
SBCH Spirit of the Ocean Fountain -- CLF \F			320					320		320		320
SBCH Stone Detail Restoration -- CLF \P							2,000	3,000		3,000	2,000	5,000
<b>Class Totals</b>	<b>320</b>	<b>492</b>	<b>13,769</b>	<b>24,446</b>	<b>21,113</b>	<b>20,425</b>	<b>19,827</b>	<b>99,580</b>		<b>15,017</b>	<b>85,375</b>	<b>100,392</b>
<b><u>Major Improvement to Building Facilities</u></b>												
Capital Maintenance Projects (08-09 Major) \F		2,120	1,000	850	444			2,294		4,414		4,414
Capital Maintenance Projects (08-09 Minor) \P		476	500	1,171	701	1,280	263	3,915		3,370	1,021	4,391
HMGP 1505-45-19 SBCH Siesmic Retrofit \F	102	24	1,498					1,498		1,624		1,624
SBCH Exterior Hardscape Restoration -- CLF \P			10		100	340	340	790	210	700	300	1,000
SBCH Stenciled Surfaces -- CLF \P							500	500	500	600	400	1,000
<b>Class Totals</b>	<b>102</b>	<b>2,620</b>	<b>3,008</b>	<b>2,021</b>	<b>1,245</b>	<b>1,620</b>	<b>1,103</b>	<b>8,997</b>	<b>710</b>	<b>10,708</b>	<b>1,721</b>	<b>12,429</b>
<b><u>Major Maintenance</u></b>												
Santa Ynez Airport Improvements (G11/12) \F	107	898	139					139		1,144		1,144
Santa Ynez Airport Improvements (G12/13) \P	72			1,168				1,168		72	1,168	1,240
<b>Class Totals</b>	<b>179</b>	<b>898</b>	<b>139</b>	<b>1,168</b>				<b>1,307</b>		<b>1,216</b>	<b>1,168</b>	<b>2,384</b>
<b>Department Totals</b>	<b>601</b>	<b>4,010</b>	<b>16,916</b>	<b>27,635</b>	<b>22,358</b>	<b>22,045</b>	<b>20,930</b>	<b>109,884</b>	<b>710</b>	<b>26,941</b>	<b>88,264</b>	<b>115,205</b>
<b><u>Support Services</u></b>												
<b><u>Human Resources</u></b>												
<b><u>Major Equipment</u></b>												
Countywide HR Information System \F		670	133					133		803		803
<b>Class Totals</b>		<b>670</b>	<b>133</b>					<b>133</b>		<b>803</b>		<b>803</b>
<b>Department Totals</b>		<b>670</b>	<b>133</b>					<b>133</b>		<b>803</b>		<b>803</b>

\* F = Fully Funded, P = Partially Funded, U = All Unfunded

**CAPITAL IMPROVEMENT PROGRAM SUMMARY**

**Table II: Summary of Projects (\$000)**

Function / Department / Class / Projects *	Prior Year(s) Expense	Est Act 2007-08	Five Year Funding Requirements					Five Year Total	Future Years	Funding Status		Project Total
			Year 1 2008-09	Year 2 2009-10	Year 3 2010-11	Year 4 2011-12	Year 5 2012-13			Funded	Unfunded	
<b>General County Programs</b>												
<b>General County Programs</b>												
<i>Land, Buildings and Facilities</i>												
Isla Vista Downtown Public Parking Lot \F	20	25	1,925					1,925		1,970		1,970
<i>Class Totals</i>	<b>20</b>	<b>25</b>	<b>1,925</b>					<b>1,925</b>		<b>1,970</b>		<b>1,970</b>
<i>Major Equipment</i>												
Advanced Management of Performance and Projects \F	256	219	150					150		625		625
<i>Class Totals</i>	<b>256</b>	<b>219</b>	<b>150</b>					<b>150</b>		<b>625</b>		<b>625</b>
<i>Transportation</i>												
Downtown Isla Vista Street Improvements \F	40	581	3,050					3,050		3,671		3,671
<i>Class Totals</i>	<b>40</b>	<b>581</b>	<b>3,050</b>					<b>3,050</b>		<b>3,671</b>		<b>3,671</b>
<i>Department Totals</i>	<b>316</b>	<b>825</b>	<b>5,125</b>					<b>5,125</b>		<b>6,266</b>		<b>6,266</b>
<b>Class Summary</b>												
Land, Buildings and Facilities	8,489	8,107	58,719	139,525	125,782	33,840	32,002	389,868	10,250	56,348	360,366	416,714
Major Equipment	2,453	3,435	4,401	4,944	699	1,335	2,200	13,579		12,337	7,130	19,467
Major Improvement to Building Facilities	3,377	4,950	9,438	21,028	35,947	10,600	36,730	113,743	1,367	21,009	102,428	123,437
Transportation	6,706	5,027	67,046	82,451	70,738	65,806	57,536	343,577	17,345	114,739	257,916	372,655
Water Resources	5,390	1,833	9,268	15,248	24,688	28,796	16,683	94,684	19,078	28,914	92,071	120,985
Resource Recovery & Waste Mgt.	1,223	5,534	10,633	10,682	5,532	6,613	9,021	42,481	28,917	78,155		78,155
Major Maintenance	1,357	1,528	389	2,125	292	1,196		4,002		3,524	3,363	6,887
<i>Grand Totals</i>	<b>28,996</b>	<b>30,414</b>	<b>159,894</b>	<b>276,003</b>	<b>263,678</b>	<b>148,186</b>	<b>154,172</b>	<b>1,001,934</b>	<b>76,957</b>	<b>315,027</b>	<b>823,274</b>	<b>1,138,300</b>

\* F = Fully Funded, P = Partially Funded, U = All Unfunded

**CAPITAL IMPROVEMENT PROGRAM SUMMARY**

**Table III: FY 2008-09 Capital Projects Budget (\$000)**

Function / Department / Project	Prior Year(s) Expense	Est Act 2007-08	Recommended 2008-09			Project Total	FY 2008-09 Operating & Maintenance Costs					
			Carry Forward	New Funding	Year 1 Total		Utilities	Mainten-ance	Person-nel	Other	Year 1 Total	Year 1 Impact
<b><u>Law &amp; Justice</u></b>												
<b>Public Defender</b>												
Santa Barbara Courthouse Annex Remodel	127	756	67		67	3,000	32	43			75	15
Department Totals	<b>127</b>	<b>756</b>	<b>67</b>		<b>67</b>	<b>3,000</b>	<b>32</b>	<b>43</b>			<b>75</b>	<b>15</b>
<b><u>Public Safety</u></b>												
<b>Fire</b>												
Apparatus Replacement/Purchase					310	1,440						
Operations Complex - Los Alamos					175	4,332						
Department Totals					<b>485</b>	<b>5,772</b>						
<b>Probation</b>												
Probation Automation Case Management	1,120	161	18		18	1,299				75	75	-75
Department Totals	<b>1,120</b>	<b>161</b>	<b>18</b>		<b>18</b>	<b>1,299</b>				<b>75</b>	<b>75</b>	<b>-75</b>
<b>Sheriff</b>												
Camino del Remedio Road Repair	112				30	411						
Computer-Aided Dispatch	893	607	100		100	1,600						
Custody Bus Replacement Program	84	186			84	1,402				114	114	64
Isla Vista Foot Patrol Building	141	4,071	300		300	4,512	22	21		43	43	
New County Jail	1,903	100			100	193,195						
Report Management System (RMS)	100	452	48		48	600				53	53	53
Sheriff HQ Expansion & Remodel	28	100	361		361	7,293						
UH-1 Rescue Helicopter Build-Up		750	200		200	950		75			75	75
Department Totals	<b>3,261</b>	<b>6,266</b>	<b>1,009</b>		<b>214</b>	<b>209,963</b>	<b>22</b>	<b>96</b>		<b>167</b>	<b>285</b>	<b>235</b>
<b><u>Health &amp; Public Assistance</u></b>												
<b>Alcohol, Drug &amp; Mental Health Svcs</b>												
Rehabilitation of Admin, Clinical and Acute Facilities		110			100	610						
Department Totals		<b>110</b>			<b>100</b>	<b>610</b>						
<b>Social Services</b>												
Benefit Services Center		125			150	825	51	71		450	572	416
Department Totals		<b>125</b>			<b>150</b>	<b>825</b>	<b>51</b>	<b>71</b>		<b>450</b>	<b>572</b>	<b>416</b>
<b><u>Community Resources &amp; Public Fac.</u></b>												
<b>Parks</b>												
Arroyo Burro Beach Park Improvements	215	20	60		125	500						

**CAPITAL IMPROVEMENT PROGRAM SUMMARY**

**Table III: FY 2008-09 Capital Projects Budget (\$000)**

Function / Department / Project	Prior Year(s) Expense	Est Act 2007-08	Recommended 2008-09			Project Total	FY 2008-09 Operating & Maintenance Costs						
			Carry Forward	New Funding	Year 1 Total		Utilities	Mainten-ance	Person-nel	Other	Year 1 Total	Year 1 Impact	
Cachuma Lake Recreation Area Improvements	662	812	682	50	732	17,240							
Gaviota State Park Multi-Use Trail	204		50		50	336							
Goleta Beach Park Long Term Protection Plan	6	264	100		100	9,602							
Live Oak Camp Improvements	80		19		19	470							
Play Equipment Replacement North County	284	20		40	40	484							
Play Equipment Replacement South County	561	153		105	105	1,024							
Rincon Beach Park Upgrade	125	72	130		130	529							
Santa Barbara County Parks Paving Program	1,178	413		150	150	2,462							
Santa Barbara County Parks Restroom Rehabilitation	464	105		30	30	793							
Santa Claus Lane Beach	92	86	50		50	2,750							
Tabano Hollow Bikeway		60	20		20	170							
Walter Capps Park	2,456	170	54		54	3,325		15			15	15	
Department Totals	<b>6,327</b>	<b>2,175</b>	<b>1,165</b>	<b>500</b>	<b>1,665</b>	<b>39,685</b>		<b>15</b>			<b>15</b>	<b>15</b>	
<b>Planning &amp; Development</b>													
Permit Tracking System Replacement		340		234	234	574					85	85	85
Department Totals		<b>340</b>		<b>234</b>	<b>234</b>	<b>574</b>					<b>85</b>	<b>85</b>	<b>85</b>
<b>Public Works</b>													
Basin - Gobernador Debris Basin Modification	192	240		25	25	1,912		10			10		
Basin - Mud Lakes Basin Siphon Improv Project, Orcutt	1	68	65	4	69	930							
Bikelanes: San Jose Creek Class I (North Segment)	147		24		24	2,101							
Channel - Improve Bradley Channel, Santa Maria		2		34	34	1,591							
Channel - Mission Creek Flood Control Project, S.B.	4,022	300	3,000		3,000	57,000							
Channel - Unit Two Channel Improvements, Santa Maria	3	53	87	5	92	791							
Closed Landfills - Ballard Cyn Replacement Water System	380	229		128	128	737	1				1	1	
Culverts - Las Vegas/San Pedro Crks at Calle Real, Gol.	515	545	270		270	21,765							
Equipment Replacement Program - Flood Control District	46	225		186	186	1,537							
Landfill - Heavy Equipment Replacement Program	785	1,315		2,595	2,595	13,863							
Landfill - Improvements at Tajiguas US 101 Intersection	46	40		245	245	331							
Landfill - Tajiguas Landfill Phase 2A Liner	12	3,600		3,600	3,600	7,212							
Landfill - Tajiguas Landfill Phase 2B Liner		50		2,250	2,250	4,560							
Landfill - Tajiguas Landfill Phase 3A Liner				40	40	2,940							
LCSD - Membrane Return Flow Treatment				250	250	250							
LCSD - Tertiary Holding Improvements				1,525	1,525	3,206							
Levee - Santa Maria River Levee Reinforcement	115	15		65	65	18,848							

**CAPITAL IMPROVEMENT PROGRAM SUMMARY**

**Table III: FY 2008-09 Capital Projects Budget (\$000)**

Function / Department / Project	Prior Year(s) Expense	Est Act 2007-08	Recommended 2008-09			Project Total	FY 2008-09 Operating & Maintenance Costs					
			Carry Forward	New Funding	Year 1 Total		Utilities	Mainten-ance	Person-nel	Other	Year 1 Total	Year 1 Impact
Prev Maint - Transportation ADA Transition Plan	15	10		10	10	335						
Prev Maint- 5 Year Countywide Concrete Program				900	900	37,980						
Prev Maint- 5 Year Countywide Surface Treatment Program				8,460	8,460	115,462						
Prev Maint- Bridge Repair and Rehabilitation Program				5	5	28,245						
Prev Maint- Unanticipated Minor Projects Program				150	150	750						
Prev Maint-Metal Beam Guardrail Program				60	60	3,876						
Reconstr. & Rehab.: Sand Point Road Seawall	160	200	226		226	2,051						
Roadway Improv - El Colegio Road Improvement (Phase I)	140	1,100	200		200	1,440						
Roadway Improv - Harris Grade Road at M.P. 7.0		55	126		126	791						
Roadway Improv - Hollister Ave Widening		15		200	200	18,460						
Roadway Improv - Hummel Drive Extension	580	435	1,224		1,224	2,239						
Roadway Improv - Refugio Road Improvements	131	97	98		98	326						
Roadway Improv - Tepusquet Road at M.P. 5.9	8	11	88		88	309						
Roadway Improv - Union Valley Parkway at Highway 101	90	10	16		16	966						
Roadway Improv - Union Valley Parkway Extension	40	15	31		31	1,461						
Stockpile Area - South Coast				7	7	1,802						
Storm Damage Repair - Greenwell Ave MP 0.25 1T66	45	55	79		79	1,145						
Storm Damage Repair - Jalama Rd MP 4.4 Site 3T23	100	28	90		90	1,131						
Storm Damage Repair - Jalama Road South of Br. 51C-016	481	433	1,667		1,667	2,581						
Storm Damage Repair - Palomino Rd Culvert Repair 1T24	25	25	265		265	315						
Storm Damage Repair - Paradise Road Realignment	193	86	211		211	832						
Storm Damage Repair - San Marcos Rd MP 0.7 and 1.7	5		247		247	252						
Storm Drain - North Avenue Drainage Impr., Lompoc				750	750	750						
Storm Drain - Via Rueda Interceptor, Santa Barbara	198	385	171		171	754						
Structure R&R - Avenue of the Flags Br. No. 51C-173	30	75	96		96	936						
Structure R&R - Black Road Br. No. 51C-031	250	15	49		49	2,589						
Structure R&R - Cathedral Oaks Road Br. No. 51C-001	155	5	5		5	2,545						
Structure R&R - Floradale Avenue Br. No. 51C-006	236	263	606		606	9,955						
Structure R&R - Hollister Ave. Underpass Br.No. 51C-018	80	5	5		5	1,545						
Structure R&R - Jalama Road Br. No. 51C-013	55	11	51		51	3,632						
Structure R&R - Jalama Road Br. No. 51C-014	130	125	766		766	1,021						
Structure R&R - Jalama Road Br. No. 51C-016	50		117		117	1,097						
Structure R&R - Jalama Road Br. No. 51C-017	115	5	189		189	1,569						
Structure R&R - Jonata Park Road Br. No. 51C-226	310	135	176		176	3,205						

**CAPITAL IMPROVEMENT PROGRAM SUMMARY**

**Table III: FY 2008-09 Capital Projects Budget (\$000)**

Function / Department / Project	Prior Year(s) Expense	Est Act 2007-08	Recommended 2008-09			Project Total	FY 2008-09 Operating & Maintenance Costs					
			Carry Forward	New Funding	Year 1 Total		Utilities	Maintenance	Personnel	Other	Year 1 Total	Year 1 Impact
Structure R&R - Puente Road Br. 51C-058	280	5	5		5	2,660						
Structure R&R - Rincon Hill Road Br. No. 51C-039	56		26		26	923						
Structure R&R - San Marcos Road Br. No. 51C-002	25	130	844		844	999						
Structure R&R - Tepusquet Road Bridge at Sisquoc River	355	441	3,034		3,034	11,114						
Traffic - Union Valley Parkway & Bradley Road Signal	272	136	670		670	1,078						
Department Totals	<b>10,874</b>	<b>10,993</b>	<b>14,824</b>	<b>21,494</b>	<b>36,319</b>	<b>408,696</b>	<b>1</b>	<b>10</b>			<b>11</b>	<b>1</b>
<b>Support Services</b>												
<b>Clerk-Recorder-Assessor</b>												
Absentee High Speed Central Count System					150	150						
Clerk-Recorder Climate Controlled Storage	57	500			332	332	29	28			57	57
Elections Mail Extractor and Matrix					100	100						
Integrated HAVA Compliant Voting System					1,954	1,954						
Department Totals	<b>57</b>	<b>500</b>			<b>2,536</b>	<b>2,536</b>	<b>29</b>	<b>28</b>			<b>57</b>	<b>57</b>
<b>General Services</b>												
Betteravia Expansion - Phase II			100		100	36,000						
Capital Maintenance Projects (08-09 Major)		2,120			1,000	1,000						
CASA Office Remodel			40		220	260	1	2			3	3
County Internet Connectivity (North County)					263	263						
Emergency Operations Center (EOC)	171	133	196		850	1,046						
HMGP 1505-45-19 SBCH Siesmic Retrofit	102	24	1,498			1,498						
New Cuyama Community Center	48	295	1,655		400	2,055						
Orcutt Civic/Community Center Building		4	65			65						
Orcutt Library Facility			120			120						
Santa Ynez Airport Improvements (G11/12)	107	898	139			139						
SBCH Exterior Hardscape Restoration -- CLF			10			10						
SBCH Spirit of the Ocean Fountain -- CLF			113		207	320						
Department Totals	<b>428</b>	<b>3,474</b>	<b>3,936</b>	<b>2,940</b>	<b>6,876</b>	<b>71,333</b>	<b>1</b>	<b>2</b>			<b>3</b>	<b>3</b>
<b>Human Resources</b>												
Countywide HR Information System		670			133	133						
Department Totals		<b>670</b>			<b>133</b>	<b>133</b>						
<b>General County Programs</b>												
Advanced Management of Performance and Projects	256	219			150	150		31		12	43	

**CAPITAL IMPROVEMENT PROGRAM SUMMARY**

**Table III: FY 2008-09 Capital Projects Budget (\$000)**

Function / Department / Project	Prior Year(s) Expense	Est Act 2007-08	Recommended 2008-09			Project Total	FY 2008-09 Operating & Maintenance Costs					
			Carry Forward	New Funding	Year 1 Total		Utilities	Mainten-ance	Person-nel	Other	Year 1 Total	Year 1 Impact
Downtown Isla Vista Street Improvements	40	581		3,050	3,050	3,671						
Isla Vista Downtown Public Parking Lot	20	25	25	1,900	1,925	1,970						
Department Totals	<b>316</b>	<b>825</b>	<b>25</b>	<b>5,100</b>	<b>5,125</b>	<b>6,266</b>		<b>31</b>		<b>12</b>	<b>43</b>	
<i>Grand Totals</i>	<b>22,510</b>	<b>26,395</b>	<b>21,044</b>	<b>33,886</b>	<b>54,931</b>	<b>751,919</b>	<b>136</b>	<b>296</b>		<b>789</b>	<b>1,221</b>	<b>752</b>

# FINANCIAL POLICIES, BUDGET PROCESS AND LEGAL AUTHORIZATION

## Introduction to Financial Policies

This section identifies some of the major policies and long-term financial management tools and planning documents that serve as guidelines for decisions and support the strategic direction of the County.

Santa Barbara County has received the Government Finance Officer's Association's (GFOA) Distinguished Budget Presentation Award for the last ten consecutive years and the International City/County Management Association's (ICMA) Certificate of Distinction for the last six consecutive years. The County has achieved these awards through the use of sound financial planning and policies which primarily relate to the integration of capital planning, debt planning, cash management, and strategic planning to ensure prudent use of resources.

This section includes an overview of the County's Board adopted policies as well as operational practices guided by oversight authorities such as federal, state, and national finance organizations. The following sections are included:

**Financial Planning policies:** balanced budget, basis of accounting and budgeting, budget controls and accountability, budget coordination, long-range planning, asset inventory, and investment policy;

**Revenue policies:** revenue diversification, fees and charges, one-time revenues, unpredictable revenues;

**Debt policies:** the Auditor-Controller, Treasurer-Tax Collector, and County Executive Officer are in the process of proposing a revised debt policy for Board of Supervisor consideration during FY 2008-09.

**Expenditure policies:** debt capacity, issuance, and management policy, long term debt capacity, legal debt limit, bond rating, certificates of participation, reserve accounts, reserve and designations management policy, discretionary reserves and designations, internal service fund reserve, contingency reserve management, operating and capital expenditure accountability and reporting; and

**Capital Improvement Program policies:** Capital projects may include the acquisition of technology systems, including hardware and software, and also include equipment, heavy equipment, and machinery. Also included in the CIP are projects that have a minimum cost threshold of \$100,000 and include: major equipment, major improvements to existing buildings and facilities, transportation projects, water resources projects (i.e., storm drains), resource recovery and waste management projects (i.e., landfills), and major maintenance.

## Financial Planning Policies:

### Balanced Budget (Adopted by the Board of Supervisors on 11/14/2006)

The County Executive Officer shall present a balanced budget for all County operating funds, on an annual basis, to the Board of Supervisors for scheduled public hearings in June of each year.

1. Available funding sources shall be at least equal to recommended appropriations.

2. As a general rule, the year-end undesignated General Fund balance should not be used to fund ongoing operations, but could be used to fund designations such as the Strategic Reserve and the General Fund Contingency.

## 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. For detailed information on all County funds see the Appendix.

The County maintains the following fund types:

**GOVERNMENTAL 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. **Basis of Accounting and Budgeting:** The County uses the modified accrual basis of accounting and budgeting for Governmental Funds. The following are the County's governmental fund types:

The General Fund is the County's primary operating fund. It accounts for all the financial resources and the legally authorized activities of the County except those required to be accounted for in other specialized funds.

Special Revenue Funds- account for the revenue sources that are legally restricted to expenditures for specific purposes (not including major capital projects).

Debt Service Funds- account for the accumulation of resources for the servicing of general long-term debt not being financed by proprietary funds.

Capital Project Funds- account for the acquisition or construction of major capital assets not being financed by proprietary funds.

**PROPRIETARY FUNDS**- use the flow of *economic* resources measurement focus and the accrual basis of accounting. Under this method, revenues are recognized when earned and expenses are recognized when the related liabilities are incurred. **Basis of Accounting and Budgeting:** The County uses the accrual basis of accounting and budgeting for Proprietary Funds. Additionally, the County budgets for capital assets, lease purchase payments and long term debt principal repayment in order to establish appropriations, and monitor expenditure and cash flow in these funds. The following are the County's proprietary fund types:

Enterprise Funds- account for those operations that are financed and operated in a manner similar to private business enterprises or where the County has decided that the determination of revenues earned, costs incurred and/or net income is necessary for management accountability.

Internal Service Funds- account for operations that provide services to other departments or agencies of the government, or to other governments, on a cost reimbursement basis.

**FIDUCIARY FUNDS**- account for resources held by the County for the benefit of parties outside the County.

Agency Funds- are custodial in nature and do not present results of operations or have a measurement focus. These funds account for assets held by the County in an agency capacity for individuals, private organizations, other governmental entities and other funds.

Investment Trust Funds- are custodial in nature. The financial reporting for these entities is limited to the total amount of cash and investments and the related fiduciary responsibility for disbursement of these assets. The County Board of Supervisors has no effective budget authority over these custodial monies.

**Budget Controls and Accountability (County of Santa Barbara On-line Policies and Procedures Manual, Activated August 1993, Updated November 17, 1998)**

The purpose of the following policy is to clarify department head responsibility and accountability for maintaining departmental expenditure levels within the approved budget and collecting, in a timely manner, the full amount of revenues budgeted, and making timely budget adjustments, as necessary.

1. If a budget over expenditure is projected to occur, the department head responsible for the budget shall perform one or more of the following steps in the following order:
  - a. Lower the expenditure level to maintain overall expenditures within the total amount budgeted
  - b. Request a transfer from a reserve/designation within the same department and fund under the department head's control
  - c. Prepare a transfer request from the Contingency account and an agenda item for the Board of Supervisors with a memo to the County Executive Officer, providing adequate justification
2. If budgeted revenue is projected to be under-achieved, the department head responsible for that budget shall take one or more of the following steps in the following order:
  - a. Attempt to speed up revenue collections, or obtain additional revenues
  - b. Lower expenditure levels so that originally budgeted County Contribution is not exceeded and notify the County Executive Officer
  - c. Request a transfer reducing appropriations from a reserve/designation within the same department and fund under the department head's control
  - d. Prepare a transfer request from the Contingency account and an agenda item for the Board of Supervisors with a memo providing adequate justification
3. If, at the end of a fiscal year, a department budget has over-expended its appropriation and/or under-realized its revenue, the department head responsible for that budget will report in writing to the Board of Supervisors by the third Board of Supervisors' meeting following the fiscal year, explaining the reasons therefore.
4. Government Code Section 29121 provides that department heads may be held personally liable for their departmental over expenditures. The Board of Supervisors reserves the right to apply this law in instances of department heads failure to adhere to the procedures outlined in this policy.

**Budget Coordination**

On any proposed budget adjustment (reduction or enhancement), the department proposing the change shall consider impacts on other departments, and discuss possible impacts with these departments, so that all positive and negative impacts can be considered before the reduction or enhancement is formally proposed to the County Executive Officer.

**Long-Range Planning: Monitoring Efforts to Achieve Results**

Adoption of the budget is not the end of the budget process. In order to ensure execution of the Board's adopted policy, the County uses three formal reporting and review processes. County executives and managers monitor and evaluate progress and assist in achieving stated objectives and priorities.

**Performance Measures**

Departments will continue to review, refine, and extend performance measures that measure the level/amount/unit cost of program services provided.

**Monthly Financial Reviews:** Called "MoPros," abbreviation for "Monthly Projections." Reviews of each department's actual and projected expenditures and revenues begin in October of each year. The County Budget Director chairs these reviews.

**Quarterly Operations Review Meetings:** A Deputy or Assistant County Executive Officer chairs these meetings with Department Directors that focus on Recurring Performance Measures and measures of resource use, such as Lost Time Reports and position vacancy analysis. Progress toward achieving stated strategic actions is also reviewed. Operations Review Meetings also provide an opportunity for the CEO Executives and Department Directors to discuss other operational issues that either may wish to include on the meeting agenda.

**Project Management and Reporting:** Projects have specific timeframes and deliverables - that is, they have a beginning, an end and a specified product. Examples of typical County projects include: construction of a bridge, installation of a data system, development and implementation of a major process improvement, etc. The County views project management as a core strategic management function, and as such, developed the Project Reporting System (PRS) and corresponding Project Review meetings chaired by the CEO in alignment with the organizational strategic goals. PRS is a web-based application available to all County departments designed to assist project managers, department managers, and executives in managing the status of projects, assignment of projects, and source of projects.

Currently, 17 of the 25 County Departments voluntarily utilize PRS to track and manage a current total of 331 projects. Every month Project Review meetings are held where the current status of selected projects are presented to the County Executive Officer, the Deputy County Executive Officers, and Department Heads. These meetings provide an opportunity to gain or expand executive support for a project, collaborate with other departments to solve problems, break through departmental boundaries, and provide the organization with current project status. Since January 1, 2000, over 1,000 projects have been completed.

## **Asset Inventory**

### **Financial Asset Management and Capitalization Policy**

Capital assets are tangible and intangible assets of significant value that benefit multiple years and are broadly classified as Land, Land Improvements, Buildings, Building Improvements, Infrastructure, and Equipment. The guidelines define capital assets under each classification, identify useful life ranges, set minimum capitalization thresholds, and include examples of costs to include in the value of the capital asset. Additionally, the guidelines discuss the treatment of unique items such as Computer Software, Capital Leases, Self-Constructed Assets, Works of Art, Donated Assets, Construction in Progress, Costs incurred Subsequent to Acquisition, and Transfers of Assets between Funds.

Capital assets are to be accounted for at historical cost, or if cost is not practically determinable, an estimated fair market value at the time acquired or placed into service. Generally, cost includes all expenses associated with the acquisition, construction, and installation of a capital asset. Salvage/residual values, if applicable, should be determined prior to recording the asset.

The funding source of an asset shall always be recorded. Identify multiple funding sources if applicable. If the funding source cannot be determined the asset shall be recorded under the general fund.

### **Investment Policy**

The County of Santa Barbara's Treasurer Investment Policy, in accordance with State law, is presented annually to the Treasury Oversight Committee (TOC) and to the Board of Supervisors for approval. The TOC meets quarterly and must provide quarterly investment reports to the Board of Supervisors. The Investment Policy provides a basis for implementation and management of a prudent, conservative investment program.

It is the policy of the Santa Barbara County Treasurer to invest public funds in a manner which provides the maximum security of principal invested with secondary emphasis on achieving the highest return, while meeting the daily cash flow needs of the Investment Pool participants and conforming to all applicable State statutes and County resolutions governing the investment of public funds.

### **Revenue Policies:**

#### **Revenue Diversification**

Authorized Investments - The diversification requirements included in this section are designed to mitigate credit risk in the portfolio. All investments shall be made in accordance with the California Government Code Sections 53630 et seq. and as described within this Investment Policy. Percentage allowances per this policy shall be determined by the overall portfolio size at book value on the close of the date any security is purchased. Permitted investments under this policy shall include:

1. Securities issued by the US Treasury, provided that
  - a. There shall be no restriction on the percentage of portfolio investment in US Treasury securities, and
  - b. The final maturity shall not exceed five years.
2. Securities issued and fully guaranteed as to payment by an agency, or government sponsored enterprise of the US Government, provided that

- a. There shall be no restriction on the percentage of portfolio investment in US Government agencies and sponsored enterprises,
  - b. The final maturity shall not exceed five years, unless specifically authorized by the governing body, and
  - c. The issuer shall be rated AAA by at least two of the three major rating services of Moody's, S&P, and Fitch.
3. Bonds, notes, warrants or certificates of indebtedness issued by the state of California, local agencies within California, or the County of Santa Barbara provided that
  - a. The maximum allowable portfolio investment in this category shall be 10%,
  - b. The final maturity shall not exceed five years,
  - c. Prior approval of the Treasurer is obtained, and
  - d. The issuer shall be rated AAA by at least two of the three major rating services of Moody's, S&P, and Fitch.
4. Banker's acceptances provided that
  - a. The maximum allowable portfolio investment in banker's acceptances shall be 40%,
  - b. The final maturity shall not exceed 180 days,
  - c. Maximum exposure to any one issuer shall be limited to 5% of the total portfolio, and
  - d. The issuer's short term obligations shall be rated by at least two of the three major rating services a minimum of P1 by Moody's, A1 by S&P or F1 by Fitch.
5. Commercial Paper provided that
  - a. The maximum allowable portfolio investment in commercial paper shall be 40%,
  - b. The final maturity shall not exceed 270 days,
  - c. The obligation is issued by a US corporation with total assets exceeding \$500 million,
  - d. The investment in paper of any one issuer may not exceed 10% of the outstanding debt of that issuer,
  - e. Maximum exposure to any one issuer (including MTNs, CP, and other obligations) shall be limited to 5% of the total portfolio, and
  - f. The issuer's short term obligations shall be rated by at least two of the three major rating services a minimum of P1 by Moody's, A1 by S&P or F1 by Fitch.
6. State of California Local Agency Investment Fund (LAIF) provided that
  - a. The County may invest up to the maximum amount permitted by LAIF, and
  - b. the fund's reports allow the Treasurer to adequately judge the risk inherent in LAIF's portfolio.
7. Investment Trust of California (CalTRUST) provided that
  - a. The trust's policies adhere to Government Code 6509.7, and
  - b. the trust's reports allow the Treasurer to adequately judge the risk inherent in CalTRUST's portfolio.
8. Negotiable certificates of deposit (NCDs) provided that
  - a. The maximum allowable portfolio investment in NCDs shall be 30%,
  - b. The final maturity shall not exceed one year,
  - c. Maximum exposure to any one issuer shall be limited to 5% of the total portfolio, and
  - d. The issuer's short term obligations shall be rated by at least two of the three major rating services a minimum of P1 by Moody's, A1 by S&P or F1 by Fitch.
  - e. The issuer shall be a national or state chartered bank or a licensed branch of one of the top 100 foreign banks.

9. Bank deposits (Non-negotiable certificates of deposit) which are fully collateralized with securities in accordance with California law, provided that

- a. The maximum allowable portfolio investment in time non-negotiable certificates of deposit shall be 10%, and
- b. The final maturity shall not exceed one year.

10. Repurchase agreements collateralized with securities authorized under XII.A.1. and XII.A.2 of this policy maintained at a level of at least 102% of the market value of the repurchase agreements, provided that

- a. There shall be no restriction on the percentage of portfolio investment.
- b. The maximum allowable portfolio investment in repurchase agreements shall be one year,
- c. The repurchase agreements are the subject of a master repurchase agreement between the County and the provider of the repurchase agreement. The master repurchase agreement shall be substantially in the form developed by the Public Securities Association, and
- d. The counterparty to the repurchase agreements is a primary government securities dealer as designated by the Federal Reserve Bank of New York and state chartered banks.

11. Securities lending and reverse repurchase agreements

- a. The total of reverse repurchase agreements and securities that are subject to a securities lending agreement may not exceed 20% of the County's total portfolio,
- b. To the extent that the County's authorized securities lending agent does not utilize the full 20% allocation, the County may enter into reverse repurchase agreements in accordance with the government code. The term to maturity of such reverse repurchase agreements may not exceed 92 days, and the maturity of securities purchased with the proceeds of reverse repos must match the maturity of the reverse repurchase agreement, and
- c. The counterparty to the agreements is a primary government securities dealer as designated by the Federal Reserve Bank of New York.

12. Medium Term or Corporate Notes (MTNs) provided that

- a. The maximum allowable portfolio investment in MTNs shall be 30%,
- b. The final maturity shall not exceed 5 years,
- c. The maximum allowable portfolio investment in MTNs with maturity in excess of 3 years shall be 10%,
- d. The obligation shall be issued by a corporation organized and operating within the U.S. or by a depository institution licensed in the U.S. or any state and operating within the U.S.,
- e. Maximum exposure to any one issuer (including MTNs, CP and other obligations) shall be limited to 5% of the total portfolio, and
- f. The issuer shall be rated AA by at least two of the three major rating services of Moody's, S&P, and Fitch if maturity is greater than 3 years. The issuer shall be rated AA- by at least two of the three major rating services of Moody's, S&P, and Fitch if maturity is 3 years or less.

13. Money Market Mutual Funds provided that

- a. The maximum allowable portfolio investment in Money Market Funds shall be 15%,
- b. The Fund is registered with the Securities and Exchange Commission,

c. The Fund must have as one of its primary objectives that it will strive to maintain a \$1.00 net asset value and share price,

d. The Fund shall have retained an investment advisor registered or exempt from registration with the Securities and Exchange Commission with not less than five years experience investing in the securities and obligations authorized by California Government Code Section 53601 (a through j) and with assets under management in excess of \$500 million, and

e. The issuer shall be rated AAA by at least two of the three major rating services of Moody's, S&P, and Fitch.

#### **Fee and Charges: Costs and Revenues**

1. The full cost of county services will be calculated in all cases where fees are charged and/or service contracts (such as with cities or by one department to another) are negotiated.
2. For charges to outside agencies, such as cities, full cost includes cost allocation charges unless prohibited by law.
3. For charges from County internal service funds and special revenue funds, full cost includes cost allocation charges.
4. For other charges between County departments, full cost includes departmental overhead but does not include cost allocation charges.
5. In all cases, unless precluded by law, contracts, or current Board policy, full costs shall be recovered. As with budget reductions or enhancements, a provider department shall inform and discuss cost calculation changes with user departments prior to budgeting the change.
6. Departments are encouraged to identify new revenue sources and to develop proposals, which would generate new revenues, to pay for services provided to county residents and visitors.
7. Where not prohibited by law, departments must maximize the use of non-General Fund revenue, existing designations, and trust funds, before using General Fund contribution amounts to fund programs.

#### **One-time Revenues**

#### **Grants**

According to the County of Santa Barbara On-line Policies and Procedures Manual, Activated August 1993, updated November 17, 1998, departments' expenditures for grant-funded programs will not exceed projected grant revenues. Authorization for higher expenditures without offsetting revenues must be obtained in advance from the Board of Supervisors.

#### **Unanticipated Revenues**

According to the County of Santa Barbara On-line Policies and Procedures Manual, Activated August 1993, updated November 17, 1998, the following policies guide the use of unpredictable revenues for the County:

1. The appropriation of unanticipated revenue during the year will only be considered if the department has achieved its year-to-date budgeted revenue and anticipates receiving the remainder of its budgeted revenue during the current fiscal year.

For example: A department with an estimated year-to-date revenue of \$100,000 must have received at least \$100,000 by that date, and anticipate receiving the remainder of its estimated revenue, during the current fiscal year, before the County Executive Officer will consider recommending a request to appropriate any unanticipated revenue.

Department heads, in processing fund transfers, must estimate the date(s) by which the unanticipated revenue will be received and whether it will be in advance or in arrears of expenses. If the full amount of unanticipated revenue is estimated to lag behind the expenditure of program funds, this must be specified on the fund transfer with a recommendation on how to deal with the delayed receipt of revenues.

2. Exceptions to 1. will be considered on a case-by-case basis. For example, the appropriation of unanticipated revenue for grant-funded programs may be considered.

**Expenditure Policies:**

**Debt Management Policy, Capacity, and Issuance**

The County of Santa Barbara 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.

**Policy on Issuing Debt**

In 1991, the Board of Supervisors established a Debt Advisory Committee (DAC) to provide advice to them on the issuance and management of the County’s debt. Members of the Committee include the County Executive Officer, Auditor-Controller, Treasurer-Tax Collector, County Counsel and one member of the Board of Supervisors. 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 Santa Barbara County Treasurer. The Auditor-Controller, Treasurer-Tax Collector, and County Executive Officer are in the process of proposing a revised debt policy for Board of Supervisor consideration during FY 2008-09. The Policy provides the foundation for a well-managed debt program and helps to ensure that debt is issued prudently and is cost effective. In its review of proposals to issue new debt, the Committee considers the following four factors:

Debt Management	total outstanding and per capita debt, future borrowing plans and sources of revenue
Financial	trends of past operations and current conditions, budget analysis, fund balance projections
Administrative	management policies, adequate provision of mandated services
Economic	assessment of the strength and diversity of the local economy

**Legal Debt Limit**

Government Code Section 29909 prescribes the bonded debt limit for general law counties at 1.25% of the taxable property of the county. Santa Barbara County’s gross assessed value of taxable property as of June 30, 2008, is estimated at \$58.5 billion, making the debt limit approximately \$730.9 million.

Currently, the County’s long term debt is comprised of \$63.5 million in certificates of participation for financing of capital improvements, \$5.1 million for capital leases for the Alcohol Drug and Mental Health’s Lompoc Children’s Clinic and Crisis Center in Santa Maria and financing of copiers and equipment; \$7.8 million for financing of the Laguna Wastewater Treatment Plant and \$110,000 in other loans for a total debt of \$76.5 million.

The County’s long term debt has declined over the past three years. With a pending new issuance of \$25.4 million, total debt is estimated at \$93.1 million in 2008. The ratio of debt to assessed value is estimated at 0.16%, and per capita debt increases from \$180 in 2007 to \$219 in 2008.

**Certificates of Participation**

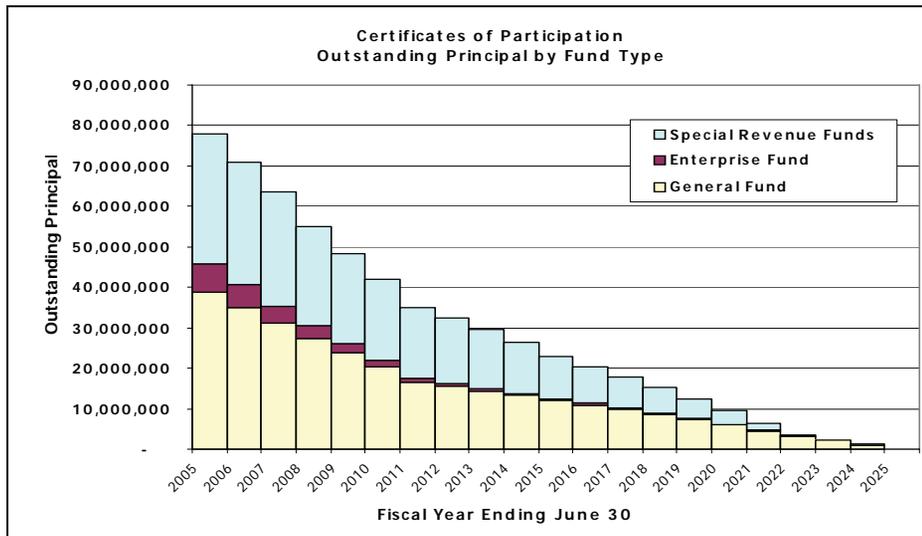
The County of Santa Barbara has used Certificates of Participation (COPs) as a primary means of financing capital needs that are not Public Works infrastructure such as roads, bridges and flood control projects. COPs are securities issued and marketed to investors in a manner similar to tax-exempt bonds. They are created in conjunction with lease agreements which encumber County-owned property.

In a COP transaction, the County enters into an agreement with a third party, the Santa Barbara County Finance Corporation, to lease an asset (normally a building or building complex) over a specific period of time at a predetermined total cost. The asset, owned by the County and leased to the Finance Corporation, is then subleased back to the County. In this transaction, the Finance Corporation assigns its rights to a bank trustee who collects the “rent” revenues to make debt service payments to holders of the Certificates and who keeps required reserve deposits on the County’s behalf. An underwriter sells the COP whose proceeds are used for the approved capital projects.

The Finance Corporation was created as a public benefit, non-profit corporation, to issue certificates and to lease back various assets. The COPs are secured by the annual sublease payments, paid by the County for use of the facilities. The certificates of participation contain certain covenants, which are deemed by the County to be duties imposed by law.

The County must include the applicable sublease payments due each year in its annual budget and make the necessary appropriations. This annual appropriation distinguishes certificates of participation from general obligation bonds. The County is also required to maintain certain levels of liability, property damage, casualty, rental interruption and earthquake insurance in connection with each lease agreement.

A listing of the County’s current Certificates of Participation can be viewed in the chart on page D-462, in General County Programs, which shows the total amount outstanding and projected payments for the next five years.



### County's Bond Rating

The County of Santa Barbara will do everything in its power to attain and maintain the highest possible credit ratings for its outstanding general obligation bonds, including balanced budgets, clean audits annually, practicing sound financial management, and maintaining regular communication with the major rating agencies.

In April 2008, Standard and Poor's Rating Services upgraded the County's rating on outstanding COPs to 'AA' from 'AA-'. In supporting this upgrade, the rating agency cited the County's proven track record of funding ongoing expenditures with ongoing revenue and prudent financial practices.

S & P cited the County's track record of very strong reserves, healthy finances and low overall debt levels and concluded that the long term credit worthiness of the County reflected an experienced management team with strong financial policies.

### Reserve Accounts

#### Reserve and Designations Management Policy

According to the Auditor-Controller Technical Accounting Bulletin #2, in the County of Santa Barbara, Reserves and Designations are both components of Fund Balance. Reserved fund balance is used to segregate net financial assets that are not spendable or available for appropriation.

Designated fund balance is used by governments to specially segregate or earmark financial resources for specified purposes.

#### Discretionary Reserves and Designations

1. The \$1 million annual strategic reserve contribution, provided to build a reserve approximately equal to 30 days working capital (\$34 million), will be continued if funds are available.

2. The \$1.5 million designation for capital maintenance and repair, the \$500,000 for new capital projects, and the \$500,000 for roads/concrete repair will be continued, subject to review and prioritization during the budget process.

### Internal Service Fund Reserve

The County of Santa Barbara operates in accordance with State law regarding working capital reserves. Internal service funds are dependent upon a reasonable level of working capital reserve to operate from one billing cycle to the next. Charges by an internal service activity to provide for the establishment and maintenance of a reasonable level of working capital reserve, in addition to the full recovery of costs, are allowable. A working capital reserve as part of retained earnings of up to 60 days cash expenses for normal operating purposes is considered reasonable. A working capital reserve exceeding 60 days may be approved by the cognizant Federal agency in exceptional cases.

### Contingency Reserve Management

According to the Auditor-Controller Technical Accounting Bulletin #2, in the County of Santa Barbara, the amount that each fund identifies as its contingency should be set aside in that fund's Designation for Contingencies Account. Since the contingency is a designation of fund balance, the procedures listed in the bulletin are followed for proper accounting of the contingency activity.

### Enterprise Fund Reserve Policy (Adopted June 26, 2007)

Generally, Enterprise Funds are used when services are provided primarily to customers outside the County reporting entity and are maintained to meet the following objectives:

1. Ensure adequate funding for operations;
2. Ensure adequate funding for infrastructure repair and replacement; and;
3. Provide working capital to absorb rate fluctuations and provide stable rates to customers.

Enterprise Funds must be operated and managed as an ongoing business entity and therefore the focus is on long term sustainability using the economic resources measurement focus and the full accrual basis of accounting. Accordingly, Enterprise Funds will have revenues (customer charges, interest income, and all other income) sufficient to meet all cash operating expenses, depreciation expense, and prescribed cash reserves per financial policies unique to each enterprise activity. The following policies regarding reserving fund equity are intended to meet the above objectives:

1. Enterprise Fund Reserves such as **reserve for capital replacement**, and **reserve for investment in capital assets** will be funded and maintained as necessary and prudent for the operation of the specific Enterprise Fund. Such reserves and their funding will be reviewed either annually or bi-annually during the budget process.
2. Each Enterprise Fund should maintain a **reserve for working capital** to provide enough funds to allow the Board to react and adopt a financial plan which can adequately deal with a variety of short-term adverse economic circumstances which may materialize. A common "general operating" reserve standard for Enterprise Fund operations ranges anywhere from 30 to 90 days of operating expenses.
3. Enterprise Funds should maintain a **reserve for contingency** which will support operations during times of financial emergencies. The amount of the contingency reserve will be

determined based on a risk assessment of each Enterprise Fund including funding status of other reserves.

4. The Resource Recovery and Waste Management Fund should establish a **reserve for post closure** that, at the end of the useful life of the Tajiguas Landfill, will provide funding towards one or a combination of:
  - a) A replacement facility,
  - b) An alternative technological process to dispose of waste currently being buried at the landfill, or
  - c) Fully funding landfill post closure costs should the pledge of revenue stream be reduced or eliminated.
5. The Laguna Sanitation District shall establish a reserve for capital expansion that will provide for the expenses associated with expanding the capacity of the plant facilities due to new or additional growth, upgrades and major rehabilitations. Funding will be collected from new and existing development via connection fees.

### **Operating and Capital Expenditure Accountability and Reporting**

#### **Expenditure Reporting**

According to the County of Santa Barbara On-line Policies and Procedures Manual, Activated August 1993, updated November 17, 1998, the following policies guide expenditure reporting for the County:

1. It shall be the responsibility of the County Executive Officer and Auditor-Controller to submit a combined Quarterly Financial Status Report to the Board of Supervisors in October, January and April of each year. This report shall provide a projection by department of expenditures and revenues, identifying projected variances. It will also include recommendations and proposed corrective actions. In addition, the County Executive Officer and Auditor-Controller shall submit a fiscal year-end Financial Status Report to the Board of Supervisors in July.
2. Except for payroll, the County's financial system does not process payments and disbursements when over-expenditure of object levels of accounts would result from such payment.
3. Even if unexpended appropriation savings are available to correct an over-expended account, the transfer of appropriations between major object categories (i.e., Salaries and Services and Supplies) will not be authorized if a department's actual financing (i.e., revenues, fund balance, reserves and designations) is projected to be less than that budgeted.

#### **Capital Improvement Program Policies: (Adopted by the Board of Supervisors on 04/3/2007)**

1. The County will develop an annual five-year plan for capital improvements; it will include project design, development, implementation, and operating and maintenance costs.
2. Each project in the CIP shall show the estimated capital and on-going maintenance costs, known and potential funding sources, and a design and development schedule.
3. As used in the CIP, projects include land acquisition, buildings and facilities construction; these projects do not have a cost threshold.

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 provide adequate funds for maintenance of the County's buildings and maintenance and replacement of the County's capital equipment.
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).

*Included in this definition are all county office and clinic buildings, fire stations, Sheriff's patrol stations, jails, inmate holding facilities, boy's camp facilities and Park Ranger residences. Excluded are roads and bridges, water and wastewater systems, flood control facilities, and park facilities other than ranger residences.*

#### **Description of Budget Process:**

The annual budget is prepared, reviewed and approved in accordance with The County Budget Act (California Government Code Sections 29000 through 30200). The Budget, The Comprehensive Annual Financial Report (CAFR) and the County Financial Information Network (FIN) are prepared using generally accepted accounting principles. Governmental fund types like the General Fund, Special Revenue Funds, and Debt Service use the modified accrual basis, while Proprietary Funds use the full accrual basis.

The annual operating budget includes all operating, capital, and debt service requirements of Santa Barbara County for the following fiscal year. The fiscal year is from July 1 to June 30. In addition, the budget includes: the revenue and expense assumptions upon which the budget is based; the number of budgeted positions by department and cost center; the mission, strategic priorities, impact and performance measures of each operating department; prior year actual and current year budgeted and estimated actual expenditures and revenue by department and cost center; and a description of significant expenditure changes by department and division, along with significant revenue changes at the department level.

The operating budget is based on cost center accounting. Cost center accounting looks at financial operations from a service delivery perspective rather than a financial accounting perspective in order to determine program effectiveness. The Cost Centers represent the lowest unit level of accountable and measurable program service delivery and its associate cost. The next unit level above cost centers is the Sub-Division level, and then is the Division level which is rolled up to the Department level.

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 total project cost and schedule. The approval of the project budget authorizes total expenditures over the duration of the construction project, which, oftentimes, spans multi-fiscal years. The annual capital budget authorizes the anticipated expenditures for the scope of work anticipated to be completed in the upcoming fiscal year.

The annual budget process includes four phases:

**Phase I – (July – November) - Establish Budget Priorities & Principles:** The Board of Supervisors working with the County Executive Officer establishes the operating and capital budget priorities and the budget principles for the next fiscal year based upon the County Strategic Plan and after a series of workshops including an Environmental Scan of relevant economic, social, and demographic trends, a budget update with a five year forecast and an in depth discussion of proposed budget principles.

**Phase II – (September – January) – Develop Capital Improvement Program:** Board priorities are transmitted to the Capital Advisory Committee (CAC), which is responsible for determining the long range capital requirements of the County. The CAC develops the annual capital budget instructions based on the priorities set by the Board. Capital budget instructions are distributed to Department Directors who are responsible for identifying and developing annual capital budget requests.

In developing the annual capital budget, Departments must determine the impact these capital projects will have on the following fiscal year’s operating budget. Consequently, this phase must be completed in advance of the distribution of the annual operating budget instructions.

**Phase III – (December – April) - Develop Operating Budget:** The Office of the County Executive develops and distributes the annual operating budget instructions based upon: Board priorities and budget principles established in October; 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. Department budgets are developed by the Operating Department Directors and staff. It is subsequently reviewed and modified as necessary, through a collaborative effort among the County Executive Office, the Auditor-Controller’s Office, the Human Resources Department, and the Departments.

**Phase IV – June:** After a series of public meetings, the Annual Budget must be approved by a three-fifths majority of the Board of Supervisors. The legally mandated time requirements for budget approval are as follows:

<u>County Budget Act Requirement / Extension</u>	
Revenue Estimates	June 10
Proposed Budget	August 10 / September 8
Budget Hearings	August 20 / September 18
Final Budget Approval	August 30 / October 2
Final Budget Filed with the State	November 1 / December 1

**Phase V – Amend the Budget:** 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. The County’s Board of Supervisors also dictates policies regarding budget revisions. Budget revisions may be approved throughout the year in accordance with the following procedures:

1. Revisions requiring Board of Supervisors approval are:
  - a. By a 4/5 vote: Appropriation transfer(s) adjusting unrealized revenue, unanticipated revenue, contingencies, reserves or designations.
  - b. By a 3/5 vote: Appropriation transfers between departments involving previously approved Board items; transfers creating appropriations for new fixed assets.
2. Revisions that may be approved by the County Executive Officer are appropriation transfer(s) of \$100 or more between object levels within a department, excluding new fixed assets.
3. Revisions that may be approved by the County Auditor-Controller are interest earning related; adjustments to contingency for imprest (petty) cash transactions and minor appropriation transfer(s) of up to \$100 within and between object levels within a department.
4. Together the Offices of the County Executive and the Auditor-Controller review and process budget revisions by ensuring budget revisions are necessary and contain sufficient justification regarding the purposes of the revisions as well as follow accounting procedures.

**County Budget Act**

Sections 29005 and 30200 outline the State Controller forms and miscellaneous schedules necessary for conformity among California counties. Following the County Budget Act displayed in this section is a listing summary of the State Controller schedules 1 through 16 and supplementary schedules. These schedules are produced in their entirety in a separate publication and are incorporated by reference.

ARTICLE 1: General (Sections 29000 - 29009)

29000. Unless the context otherwise requires or provides, the general provisions set forth in this article, and the requirements concerning county budget matters prescribed by the Controller under Section 30200, govern the construction of this chapter.

29001. Except as otherwise defined in this section, the meaning of terms used in this chapter shall be as defined in the accounting standards and procedures for counties prescribed by the Controller pursuant to Section 30200.

As used in this chapter:

- a) "Administrative officer," means the chief administrative officer, county administrator, county executive, county manager, or other officials employed in the several counties under various titles whose duties and responsibilities are comparable to the officials named herein.
- b) "Auditor" means the county auditor or that officer whose responsibilities include those designated in Chapter 4 (commencing with Section 26900) of Division 2.

c) "Board" means the board of supervisors of the county, or the same body acting as the governing board of a special district whose affairs and finances are under its supervision and control.

d) "Controller" means the State Controller.

29002. This chapter shall apply to counties and to special districts whose affairs and finances are under the supervision and control of the board.

29003. This chapter does not apply to any moneys subject to disbursement, allocation, or apportionment by the county superintendent of schools pursuant to the Education Code or other statute, and which is not derived from appropriations made by the board.

29004. This chapter does not remove or in any way affect any tax limit fixed by law.

29005. The Controller shall promulgate such rules, regulations, and classifications as are deemed necessary and commensurate with the accounting procedures for counties prescribed pursuant to Section 30200 to secure standards of uniformity among the various counties and to carry out the provisions of this chapter. The rules, regulations and classifications shall be adopted in accordance with the provisions of Section 30200.

The Controller shall prescribe the forms required to be used in presenting the required information in the budget document after consultation with the Committee on County Accounting Procedures, which committee is provided for in Section 30201. Any county may add to the information required, or show it in more detail, providing that the financial information and the classifications or items required to be included in the budget are clearly and completely set forth. Any change proposed by a county in the arrangement of the information required on the forms shall be subject to review and approval by the Controller.

29006. Dependent on the stage of development of the budget, the various forms, as prescribed by the Controller pursuant to Section 29005, shall provide for the presentation of data and information to include, as a minimum, estimated or actual amounts of the following items:

- a) Fund balances.
  - 1) Reserved or designated.
  - 2) Unreserved and undesignated.
- b) External financing sources, including property taxes, which shall be classified to set forth the data by source in accordance with the accounting procedures for counties as prescribed by the Controller pursuant to Section 30200. For comparative purposes the amounts of external financing sources shall be shown as follows:
  - 1) On an actual basis for the second fiscal year preceding that to which the budget is to apply.
  - 2) On an actual basis, except for those sources that can only be estimated, for the first fiscal year preceding that to which the budget is to apply.
  - 3) On an estimated basis for the budget year, as submitted by those officials or persons responsible therefore, or as recommended by the auditor or administrative officer, as appropriate.
  - 4) On an estimated basis for the budget year, as approved, or as adopted, by the board.

c) Financing uses for each budget unit, which shall be classified to set forth the data by the fund or funds from which financed, by the objects of expenditure, other financing uses, intrafund transfers, and residual equity transfers-out in accordance with the accounting procedures for counties and by such further classifications or requirements pertaining to county budget matters as prescribed by the Controller pursuant to Section 30200. For comparative purposes the amounts of financing uses shall be shown as follows:

- 1) On an actual basis for the second fiscal year preceding that to which the budget is to apply.
  - 2) On an actual basis, except for those uses that can only be estimated, for the first fiscal year preceding that to which the budget is to apply.
  - 3) On an estimated basis for the budget year, as submitted by those officials or persons responsible therefore, or as recommended by the administrative officer designated by the board.
  - 4) On an estimated basis for the budget year, as approved, or as adopted, by the board.
- d) The amounts proposed to be provided as appropriations for contingencies.
- e) The amounts proposed to be provided as provisions for reserves and designations.

29007. There shall be a schedule in or supporting the budget document or separate ordinance or resolution, setting forth for each budget unit the following data for each position classification:

- a) Salary rate or range, as applicable.
- b) Number of positions currently approved.
- c) Number of positions requested or recommended by the administrative officer if designated by the board.
- d) Number of positions approved by the board.

29008. At a minimum, within the object of fixed assets, the estimates for:

- a) Land shall be shown in lump-sum amounts, except when included as a component of a project.
- b) Buildings and improvements shall be shown separately as to each project, except that minor improvement projects may be given in totals.
- c) Equipment shall be shown in a lump-sum amount by budget unit.

29009. In the proposed and final budgets the budgetary requirements shall equal the available financing.

#### ARTICLE 2. Filing of Estimates (29040 – 29045)

29040. On or before June 10th of each year, as the board directs, each official or person in charge of any budget unit shall file with the auditor an itemized estimate of available financing, financing requirements, and any other matter required by the board. If the board directs, the estimates shall also be filed with the administrative officer.

29042. The estimates shall be submitted on worksheet forms prescribed by the auditor, or the administrative officer if designated by the board. The officer prescribing the worksheet forms shall supply such forms.

29043. The auditor shall provide the estimates for bonded debt service requirements. He shall also provide or furnish to the responsible authority, as applicable, the estimates for bonded debt service requirements of:

- a) School districts.
- b) Any special district, the records for which are maintained in his office as required by law. In addition to providing the estimates for debt service requirements, the auditor shall, if required pursuant to the policies of the board, also include a percentage of up to one-fourth of 1 percent of the amount to be raised by taxation for such debt service requirements applicable to any bond or bonds of any special district or zone or improvement district thereof, but excluding a school district.

29044. The auditor shall furnish to the administrative officer or such other official as the board directs, any financial statements or data, the preparation of which properly falls within the duties of his or her office, together with his or her recommendations, if any, for any changes to the estimated financing sources referenced in Section 29040.

29045. In the absence or disability, or failure of any official or person required to submit estimates pursuant to this article, they shall be submitted by the official or person in charge of the budget unit during the absence or disability of the principal, or shall be prepared by the auditor or the administrative officer as designated by the board.

#### ARTICLE 3. Proposed Budget (Sections 29060 - 29066)

29060. From the estimates the auditor, or the administrative officer if designated by the board, shall prepare a tabulation on forms prescribed by the State Controller in the manner as prescribed by the provisions of this chapter.

29061. The board may designate the administrative officer to review, hold hearings on, and recommend changes in the estimates before the tabulation is submitted to the board. Any differences between the recommendations and the estimates as submitted with which the official or person who submitted the estimates does not concur, shall be clearly indicated in the written recommendations or comments, or both.

29062. The tabulation shall be submitted to the board by the auditor, or by the administrative officer if designated by the board, on or before June 30th of each year, as the board directs.

29063. Upon receipt of the tabulation the board shall consider it and, on or before July 20th of each year, at such time as it directs, shall make any revisions, reductions or additions therein that it deems advisable. Any official or person whose estimates have been so revised, reduced or increased by the board shall be given the opportunity to be heard thereon before the board during or prior to the hearings required by Section 29080 of this chapter.

29064. a) On or before July 20th of each year the board, by formal action, shall approve the tabulation with the revisions, additions and changes in conformity with its judgment and conclusions as to a proper financial program for the budget period, whereupon it shall constitute the proposed budget for the period to which it is to apply.

b) The board may make additions and changes to the proposed budget as it desires up to the time of adoption of the final budget, provided that any increase or inclusion of additional items shall not be made after the public hearing on the final budget unless proposed in writing and filed with the clerk of the board before the close of the public hearing or unless approved by the board by four-fifths vote.

29065. On or before August 10th of each year, as the board directs, the proposed budget document, and the required statements if separate, shall be reproduced so that each member of the general public who desires may obtain one. Copies of any changes made to the proposed budget pursuant to subdivision (b) of Section 29064 shall be made available to the public 72 hours prior to the budget hearings.

29065.5. At a date on or before August 10th an official designated by the board shall file with the clerk of the board a tabulation prepared in accordance with the board's direction. When so filed, this tabulation shall constitute the proposed budget and shall be reproduced by the designated official so that each member of the general public may obtain one. When this section is implemented, it shall be the responsibility of the auditor to review the format of the tabulation and, if compatible with the requirements of Sections 29005, 29006, 29007, and 29008, to concur with its use. The alternative procedure prescribed by this section shall apply to a county only if the board adopts the procedure by resolution.

29066. On or before August 10 of each year, the board shall publish a notice once in a newspaper of general circulation throughout the county, stating that:

- a) The proposed budget documents are available to members of the general public.
- b) On a date stated in the notice, not less than 10 days after the budget documents are available, and at a time and place also stated in the notice, the board will meet for the purpose of conducting a public hearing on the proposed budget preparatory to making a final determination thereon, and,
- c) Any member of the general public may appear at the hearing and be heard regarding any item of the budget or for the inclusion of additional items. The board may, by resolution, extend on a permanent basis or for a limited period the date required by this section from August 10 to September 8.

#### ARTICLE 4. Final Budget (Sections 29080 - 29093)

29080. On or before August 20 of each year, as the board directs, it shall meet at the time and place designated in the published notice, at which meeting any member of the general public may appear and be heard regarding any item in the proposed budget or for the inclusion of additional items. Any official whose estimates have been or are proposed to be revised, reduced, or increased, or who desires to change his or her estimates, shall be given the opportunity to be heard thereon. All proposals for the increase or the inclusion of additional items shall be submitted in writing to the clerk of the board before the close of the public hearing. The board may, by resolution, extend on a permanent basis or for a limited period the date required by this section from August 20 to September 18.

29081. The hearing may be continued from day to day until concluded, but not to exceed a total of 10 calendar days, and shall be concluded before the expiration of 10 calendar days if there are no requests or applications on file with the clerk of the board for further hearings prior to the close of the hearings. The board may, by resolution, extend on a permanent basis or for a limited period the number of days for a continuance under this section from 10 to 14.

29082. At the time the estimates for a budget unit are under consideration, the board may call in the official or person who submitted such estimates for examination concerning any matter relating to the budget. The person or official may also be called by the board if any member of

the general public files with the clerk of the board a written request to question any of the estimates made by that official or person.

29083. The auditor, or a deputy designated by him, shall attend the public hearing on the proposed budget, and shall furnish the board with any financial statements and data it requires. It shall be the responsibility of the auditor to revise the proposed budget to reflect the actions of the board pertaining thereto in developing the final budget document.

29084. The budget may contain an appropriation or appropriations for contingencies which the board may establish by either or a combination of the following methods:

- a) Setting aside an amount within a fund not to exceed 15 percent of the total appropriations from the respective fund exclusive of the amount of the appropriation for contingencies.
- b) Setting aside an amount in a separate contingency fund or in the General Fund not to exceed 15 percent of the total appropriations contained in the budget, exclusive of all appropriations for bonded debt service and all appropriations for contingencies. The total appropriations on which the 15-percent limitation is based shall exclude the total appropriations on each fund for which an appropriation for contingencies is established pursuant to (a).

29085. The budget may contain reserves, including a general reserve, and designations in such amounts as the board deems sufficient.

29086. Except in cases of a legally declared emergency, as defined in Section 29127, the general reserve may only be established, canceled, increased or decreased at the time of adopting the budget as provided in Section 29088.

29088. a) After the conclusion of the hearing, and not later than August 30 of each year, and after making any revisions of, deductions from, or increases or additions to, the proposed budget it deems advisable during or after the public hearing, the board shall by resolution adopt the budget as finally determined. Increases or additions shall not be made after the public hearing, unless the items were proposed in writing and filed with the clerk of the board before the close of the public hearing or unless approved by the board by four-fifths vote. The changes made pursuant to subdivision (b) of Section 29064 may be recorded as changes to the final budget.

b) Whenever the state budget is enacted after July 1, the board may, by resolution, extend the date specified by subdivision (a) for a period not to exceed 60 days from the date of the enactment of the state budget or October 2, whichever is later, or 15 days beyond the date specified in Section 29080.

c) The board may, by resolution, extend on a permanent basis or for a limited period the date specified by this section from August 30 to October 2.

29089. The resolution of adoption of the budget of the county and of each special district shall specify:

- a) Appropriations by objects of expenditure within each budget unit.
- b) Other financing uses by budget unit.
- c) Intrafund transfers by budget unit.
- d) Residual equity transfers-out by fund.
- e) Appropriations for contingencies, by fund.

f) Provisions for reserves and designations, by fund and purpose.

g) The means of financing the budget requirements.

h) The appropriations limit and the total annual appropriations subject to limitation as determined pursuant to Division 9 (commencing with Section 7900) of Title 1.

29090. The adoption of the budget may be accomplished by a resolution in which the adoption is effectuated by reference to the financing requirements in the budget as finally determined, provided that the minimum requirements set forth in Section 29089 are met in the budget document. If adopted by reference, the budget shall have the same effect and be subject to the same provisions of law as if the resolution of adoption had been accomplished by specific designation.

29091. The several amounts of proposed financing uses specified in the resolution as finally adopted are thereby appropriated at the object level except for fixed assets, which are appropriated at the sub object level as referenced in Section 29008 for the various budget units of the county and for the special districts for the period to which the budget is intended to apply.

29092. The board may set forth appropriations in greater detail than required in Section 29089 or 29091 and may authorize any additional controls for the administration of the budget as it deems necessary; the board may designate a county official to exercise these administrative controls.

29093. A copy of the completed budget as finally determined and adopted shall be filed by the auditor in the office of the clerk of the board and the office of the Controller not later than November 1 of each year. If the auditor, after receipt of written notice from the Controller, fails to transmit a copy of the budget within 20 days, he or she shall forfeit to the state one thousand dollars (\$1,000) to be recovered in an action brought by the Attorney General, in the name of the Controller. The board may, by resolution, extend on a permanent basis or for a limited period the date specified by this section from November 1 to December 1.

#### ARTICLE 5. Tax Levy (Sections 29100 - 29109)

29100. On or before the first business day of September of each year, the board shall adopt by resolution the rates of taxes on the secured roll, not to exceed the 1-percent limitation specified in Article XIII A of the Constitution and Sections 93 and 100 of the Revenue and Taxation Code; for voter-approved indebtedness, the board shall adopt the rates on the secured roll by determining the percentage of full value of property on the secured roll legally subject to support the annual debt requirement. Each rate shall be such as will produce the amount determined as necessary to be raised by taxation on the secured roll after due allowance for delinquency, anticipated changes to the roll, disputed tax revenues anticipated to be impounded pursuant to Section 26906.1, amounts subject to Part 1 (commencing with Section 33000) of Division 24 of the Health and Safety Code, and other available financing sources. The board may adopt a rate for voter-approved indebtedness as will produce an amount determined as appropriate for necessary reserves. For purposes of this section, "an amount appropriate for necessary reserves" shall be limited to an amount sufficient to accommodate the county's anticipated annual cash-flow needs for servicing the county's voter-approved debt. The reserve may service only the debt for which the extraordinary rate is levied. All interest earned on the

amount deposited in the necessary reserve shall accrue to the necessary reserve. The board may, by resolution, extend on a permanent basis or for a limited period the date specified by this section from the first business day of each September to each October 3.

29100.6. On or before November 1 of each year each county auditor shall file with the Controller in such form as the Controller directs, a statement of the amounts of exempt values granted for the homeowners' property tax exemption under subdivision (k) of Section 3 and Section 25 of Article XIII of the Constitution for the county, each city and school district or portion thereof.

Within the county, each special district or subdivision or zone thereof or portion thereof within the county, for which a tax levy is carried on the county assessment roll. The auditor shall therein compute and show the total amount of ad valorem tax loss to the county and the cities and districts resulting from the exemption and the statement shall claim such amount against the state for payment of reimbursement. The board may, by resolution, extend on a permanent basis or for a limited period the date specified by this section from November 1 to December 1.

29101. After adopting the rates, the board shall levy the taxes upon the taxable property of the county in specific sums in terms of the rates so adopted. Each rate is upon the full assessed valuation of property and only upon property, which is legally subject to such tax.

29102. Unless otherwise provided by law, the authority and duties of the county board of supervisors with respect to adopting tax rates and levying of taxes prescribed in this article shall have application to school districts and to special districts, or zones or improvement districts thereof, whose affairs and finances are not under the supervision and control of the county board of supervisors but for which a tax levy is carried on the regular county assessment roll. If the assessed value of the taxable property in a special district on the unsecured roll exceeds the assessed value of the taxable property on the secured roll, the special district tax rate which is adopted by the board for the secured roll shall be adjusted to an amount which the board determines will meet the estimated annual revenue requirements of the district for both the current and the next succeeding year.

29103. It shall be the responsibility of the auditor to calculate the several tax rates for the board's action thereon.

29104. The board may adopt a rate ending in the next highest fraction of a percent for a fund, or for a group of funds having the same tax base. Any cash collections resulting from this rate or from an excess resulting from any other cause shall not invalidate the levies.

29106. In the resolution adopting tax rates, the entity or fund with its corresponding rate shall be designated in any manner sufficient to identify it.

29107. The tax rates for property not sufficiently secured as provided in Section 12 of Article XIII of the Constitution are levied in the amounts therein provided and need not be formally levied by the board.

29109. On or before November 1 of each year, the auditor shall forward to the Controller, in such form as the Controller directs, a statement of the rates of taxation, the assessed valuation as shown on the current equalized assessment roll, the amount of taxes to be levied and allocated pursuant to the Revenue and Taxation Code. If the auditor, after receipt of written notice from the Controller fails to transmit the statements within 20 days, he or she shall forfeit to the state, one thousand dollars (\$1,000) to be recovered in an action brought by the Attorney General, in the name of the Controller. The board may, by resolution, extend on a permanent basis or for a limited period the date specified in this section from November 1 to December 1.

ARTICLE 6. Appropriations and Transfers Sections (29120 - 29131)

29120. Except as otherwise provided by law, the board and every other county or special district official and person shall be limited in the incurring or paying of obligations to the amounts of the appropriations allowed by the budget as originally adopted or as thereafter revised by addition, cancellation or transfer.

29121. Except as otherwise provided by law, obligations incurred or paid in excess of the unencumbered balance of the amounts authorized in the budget appropriations are not a liability of the county or special district, but the official authorizing the obligation in an amount known by him to be in excess of the unencumbered balance of the appropriation against which it is drawn is liable therefore personally and upon his official bond.

29122. The board shall approve no claim and the auditor shall issue no warrant for any obligation in excess of that authorized therefore in the budget appropriation, except upon an order of a court of competent jurisdiction, for an emergency, or as otherwise provided by law. Provided, further, with respect to a newly created special district or county service area, whenever it is desired to commence operations prior to the time for adoption of a budget for such district or service area, the amount of any money advanced or transferred to such district or service area under authority of law may be made available to meet the financing requirements of the district or service area under the provisions of Section 29130.

29124. a) If at the beginning of any fiscal year, the appropriations applicable to that year have not been finally determined and adopted, the auditor shall approve payments for the support of the various budget units in accordance with the following authorizations:

- 1) Except as otherwise provided in subdivision (b), the several amounts set forth in the proposed budget for the objects and purposes therein specified, except obligations for fixed assets, residual equity transfers, and for new permanent employee positions, are deemed appropriated until the adoption of the final budget.
- 2) Obligations for fixed assets, residual equity transfers, and for new permanent employee positions are deemed appropriated until the adoption for the final budget if specifically approved by the board. For the purposes of this subdivision, the words "new permanent employee positions" do not include any employee positions created in lieu of an employee position, which is abolished.
- 3) If the proposed budget has not been approved by the board, the amounts deemed appropriated shall be based on the budget of the preceding year, excluding fixed assets and residual equity transfers unless specifically approved by the board.

b) Notwithstanding any other provision of this section, prior to the adoption of a final budget, the board of supervisors may impose expenditure limitations that are more restrictive than those contained in this section.

29125. Transfers and revisions may be made with respect to the appropriations as specified in the resolution of adoption of the budget, except with respect to transfers from the appropriations for contingencies, by an action formally adopted by the board at a regular or special meeting and entered in its minutes. The board may designate a county official to approve transfers and revisions of appropriations within a budget unit.

29126. At any regular or special meeting the board may cancel any appropriation in whole or in part that is not needed and transfer the amount canceled to the appropriation for contingencies of the fund from which the appropriation was originally made if there is one, or to any appropriation for contingencies account, or fund, to which the amount canceled may be properly transferred. If there is no appropriation for contingencies in the respective fund, the board may establish one.

29126.1. At any regular or special meeting the board may cancel any unused appropriation in whole or in part upon determining that the source of funding of the appropriation will be unrealized in whole or part. A corresponding reduction shall be made to the approved revenue estimates.

29126.2. The auditor may review and issue reports and make recommendations regarding estimated available financing, or actual available financing, or both, and the status of appropriations. The auditor shall submit to the board, and any other official the board may designate, a statement showing this information with respect to the condition of each separate budget appropriation and to the condition of estimated available financing, as the board requires.

29127. After adopting a resolution stating the facts constituting the emergency by a four-fifths vote of the board at any regular or special meeting, of the time and place of which all members have had reasonable notice, the board may appropriate and make the expenditure necessary to meet an emergency in any of the following cases:

- a) Upon the happening of an emergency caused by war, fire, failure or the imminent failure of a water system or supply, flood, explosion, storm, earthquake, epidemic, riot or insurrection.
- b) For the immediate preservation of order or of public health.
- c) For the restoration to a condition of usefulness of any public property, the usefulness of which has been destroyed by accident.
- d) For the relief of a stricken community overtaken by calamity.
- e) For the settlement of approved claims for personal injuries or property damages, exclusive of claims arising from the operation of any public utilities owned by the county.
- f) To meet mandatory expenditures required by law.

29128. All emergency expenditures shall be paid by warrant from any money in the county treasury in any fund from which the expenditure may properly be paid.

29129. If, at any time, there is insufficient money in the treasury to pay any such warrants, they shall be registered, bare interest and be called in the same manner as other county or special district warrants.

29130. At any regularly scheduled or properly noticed special meeting, the board by a four-fifths vote may make available for appropriation any of the following:

- a) Balances in appropriations for contingencies, including accretions from cancellations of appropriations.
- b) Designations and reserves (excluding the general reserve, balance sheet reserves, and reserve for encumbrances) no longer required for the purpose for which intended.
- c) Amounts, which are either in excess of anticipated amounts or not specifically set forth in the budget derived from any actual or anticipated increases in available financing. The auditor may review and make recommendations regarding these amounts prior to the board action.

ARTICLE 7. Miscellaneous (Sections 29140 - 29143, and 30200)

29140. The budget document in which the proposed and the final budget, respectively, of the county are presented shall include a special statement showing the status of the financing uses from bond funds. The statement shall set forth the total estimated cost, and the total actual expenditures to date of each project, appropriately identified, and the fund from which financed.

29141. The budget document in which the proposed and final budget, respectively, of the county are presented shall include, a special schedule showing the managerial budget of each service activity financed by a proprietary fund established pursuant to the provisions of Section 25260 and 25261 of this code. The schedule shall set forth expected operations of the activity in such detail for revenues and expenses as will adequately display the nature and the approximate size of its operations. Comparative data as prescribed in section 29006 of the chapter shall be provided.

29142. Notwithstanding the provisions of any other statute or code providing to the contrary, when taxes or assessments are collected by the county for any special district, or zone or improvement district thereof, but excluding a school district, the board of supervisors may provide for a collection fee for such services which when collected shall belong to the county and shall be deposited to the credit of the general fund, and shall cover the expense and compensation of such officials of the county in the collection of such taxes and of the interest or penalties thereon, subject to the following:

- a) For taxes covering debt service requirements on any bond or bonds authorized and issued by any such district, the tax rate fixed to raise such amounts may be fixed by the board of supervisors to include also a percentage of such amounts up to one-fourth of 1 percent thereof.
- b) For taxes covering all purposes of such district, other than debt service requirements on bonds, the amount of the collection fees, if any, to be charged by the county shall be fixed by agreement between the board of supervisors and the governing board of such district and shall not exceed one-fourth of 1 percent of all money collected.

29143. Any unencumbered balance remaining to the credit of any appropriation shall lapse at the end of the fiscal year and shall revert to the available balance of the fund from which appropriated.

29144. All commitments covered by the reserve for encumbrances at fiscal year-end are appropriated for the succeeding fiscal year.

30200. Under this division the Controller shall prescribe for counties uniform accounting procedures conforming to Generally Accepted Accounting Principles. The procedures shall be adopted under the provisions of Chapter 3.5 (commencing with Section 11340) of Part 1, Division 3, Title 2 and shall be published in the California Administrative Code either in their entirety or by reference. The Controller shall prescribe such procedures after consultation with and the approval by the Committee on County Accounting Procedures. Approval of such procedures shall be by a majority vote of the members of the committee. The vote may be conducted by mail at the discretion of the chairperson of the committee, provided however, that should one or more of the members of the committee request a meeting for the purposes of voting the chairperson shall call a meeting of the committee as provided in Section 30201.

*State Controller Schedules*

Number    Title

Schedule 1	Summary of County Budget
Schedule 2	Analysis of Fund Balance Unreserved/Undesignated
Schedule 3	Detail of Provisions for Reserves/Designations
Schedule 4	Summary of Estimated Additional Financing Sources
Schedule 5	Analysis of Financing Sources by Source by Fund Analysis of Departmental Revenue by Department by Fund Analysis of Departmental Revenue by Function and Activity Summary Analysis of Departmental Revenue by Function Analysis of General Revenue
Schedule 6	Analysis of Current Property Taxes and Assessed Valuation
Schedule 7	Summary of County Financing Requirements by Function and Fund
Schedule 8	Summary of County Financing Requirements
Schedule 8A	Summary of County Specific Uses by Department and Fund by Function and Activity
Schedule 8B	Summary of County Uses by Function and Fund
Schedule 9	Department Detail (Department Table of Contents)
Schedule 10	Operations of Internal Service Fund (Internal Service Funds Table of Contents)
Schedule 11	Operations of Enterprise Fund (Enterprise Funds Table of Contents)
Schedule 13	Summary of Special District Budgets
Schedule 14	Analysis of Special District Fund Balance Unreserved/Undesignated
Schedule 15	Detail of Provisions for Special District Reserves/Designations
Schedule 16	Special District Department Detail (District Table of Contents)

**Supplemental Schedules**

Position Allocation

Job Class Table

Note: The State Controller Schedules are published in parallel and available at the same time as the Proposed Budget.

## Fiscal Year 2008-09 Budget Calendar

	County Executive	Auditor-Controller	Departments
<b>July 2007</b>	Incorporate Final Budget adjustments	Work with CEO on final budget adjustments	Work with CEO on final budget adjustments
	Produce Adopted FY 2007-08 Budget	Produce Adopted FY 2007-08 Budget	
	With AC staff, hold a Lessons learned workshop w/depts.	Attend Lessons learned workshop	Attend Lessons learned workshop
<b>Aug 2007</b>	Research w/ AC staff on possible front end budget systems	Research w/ CEO staff on possible front end budget systems	
	Convene the Budget Advisory Committee (BAC) to discuss FY 2007-08 Budget process improvements	Attend & participate in BAC meetings	Specific department volunteers will participate
	Submit 2007-08 Budget to GFOA		
<b>Sept 2007</b>	Capital Advisory Committee (CAC) reviews 5-Year (2008-13) Capital Improvement Plan (CIP) Instructions	Review & modify CIP system as needed	Review CIP Instructions
	Issue Instructions for 2008-13 CIP; hold CIP kick-off mtg.	Attend CIP kick-off meeting	Attend CIP kick-off meeting
	Hold CIP System training	Assist with CIP System Training	Participate as needed
	Through Employees University, offer countywide Financial Management Workshops for departments covering various Financial Information Network (FIN) reports & providing optional methods of forecasting salaries, expenses & revenues	Attend, participate & assist with use of FIN	Attend Workshop and learn
<b>Oct 2007</b>	Develop & distribute FY 2008-09 Operating Budget process requirements & Budget Principles	Review FY 2008-09 Operating Budget process requirements & provide input on budget principles	Review FY 2008-09 Operating Budget process requirements & provide input on budget principles
	Hold 1 <sup>st</sup> Quarter Budget Update Workshop w/ Board of Supervisors	Assist as needed	
	First Monthly Projection Meetings (MoPros) with Departments to analyze & discuss FY 2007-08 revenue & expense projections by department, cost center, fund & line item based on actual results as of 9/30/07. <u>Note:</u> MoPros will also be held to review data as if the end of December, January & April.	Analyze FY 2007-08 revenue & expense projections by department, cost center, fund & line item based on actual results as of 9/30/07	Analyze & explain FY 2007-08 revenue & expense projections by department, cost center, fund & line item based on actual results as of 9/30/07.
	Through Employees University, offer annual Performance Measurement Training & Strategic Planning workshops	Assist as needed	Attend as needed
<b>Nov 2007</b>	Finalize 2008-09 Budget Principles & present to Board of Supervisors for adoption		
	CEO meets with Department Directors & budget staff to discuss FY 2008-09 Operating Budget Process requirements & Budget Principles	Commence Budget Process & System Improvements.	Attend & participate
	1 <sup>st</sup> Qtrly Operational Review Meetings (ORMs) w/ Depts. to discuss FY 2007-08 Performance Measures, Lost Time & Projections as of 12/31/07. <u>Note:</u> Will also be held after 2 <sup>nd</sup> , 3 <sup>rd</sup> & 4 <sup>th</sup> quarters of the FY.	Participate in meeting with department to discuss FY 2007-08 Performance Measures, Lost Time & Projections as of 12/31/07.	Meet with CEO & AC staff to discuss FY 2007-08 Performance Measures, Lost Time & Projections as of 12/31/07.
	Reviews Depts.' 5-Yr CIP & FY 2008-09 Capital Budget		Submit 5-Yr CIP & FY 2008-09 Capital Budget to CEO

	County Executive	Auditor-Controller	Departments
<b>Nov 2007</b>	Approve any cost center re-mapping	Re-map department's cost centers	Submit cost center re-mapping requests
<b>Dec 2007</b>	FY 2008-09 Operating Budget Kick Off meeting; issue Operating Budget Instructions	Attend & participate in FY 2008-09 Budget Kick Off meeting	Attend FY 2008-09 Budget Kick Off meeting; receive Budget Instructions
	ISF Rates finalized	Submit Cost Allocation Plan to State	
	Lead CAC meetings and send CIP to printer	Assist as needed	Participate in CAC meetings
<b>Jan 2008</b>	Attend as needed	Hold training on the Salary Model & Downloading/Uploading budget data to the Budget Development system	Attend as needed
			Cost Center Mgrs/Depts prepare budgets, RPMs, pics/graphs, & narrative Budgets due to CEO starting January 18, 2008
	BOS submits 5-Year CIP to Planning Commission		
<b>Feb 2008</b>	Review & meet with depts. on FY 2008-09 Operating Budgets		Remaining budgets due to CEO Feb 1st-20th; meet w/CEO analysts
	Hold 2nd Quarter Budget Update Workshop with Board of Supervisors	Assist as needed	
		Hold training on building Departmental pages for the Proposed Budget using the Budget Development System	Attend as needed
<b>Mar 2008</b>	Review & meet w/depts on FY 2008-09 budgets	Assist with Departmental meetings	Meet w/CEO analysts
	Complete review & balancing of Operating Transfers, intra-county transfers, significant changes, pictures	Assist in review & balancing of Operating Transfers, intra-county transfers, & significant changes	Assist in review & balancing Operating Transfers, intra-county transfers, significant changes, pics
<b>Apr 2008</b>	Present 5-year Capital Improvement Program to BOS for review & approval		Present departmental requirements to the BOS
	Finalize FY 2008-09 Operating Budget & send to printer	Assist as needed	
<b>May 2008</b>	Publish notice of FY 2008-09 Budget Hearings		
	Distribute FY 2008-09 Proposed Budget		
	Hold 3rd Quarter Budget Update Workshop with Board of Supervisors		
	Hold MoPros financial meetings with departments to finalize FY 2007-08 Estimated Actuals	Attend meetings & focus on the revenues	Attend meetings & provide variance analysis as appropriate
<b>June 2008</b>	Hold FY 2008-09 budget hearings BOS Adopt FY 2008-09 Budget	Assist as required	Present departmental budgets

# GLOSSARY

**ACCRUAL BASIS** - The recording of the financial effects on a government of transactions and other events and circumstances that have cash consequences for the government in the periods in which those transactions, events and circumstances occur, rather than only in the periods in which cash is received or paid by the government.

**ACTIVITY** - A specific and distinguishable service performed by one or more organizational component of a government to accomplish a function for which the government is responsible (e.g., law enforcement is an activity within the public safety function).

**AB** - California State Assembly Bill.

**ADOPTED BUDGET** - The operating and financial plan approved by resolution of the Board of Supervisors.

**APPROPRIATION** - Authorization granted by the Board of Supervisors to make expenditures.

**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 that would have probable economic benefits that can be obtained or controlled by the County.

**AUDIT** - The systematic examination of the assertions or actions of a third party to evaluate conformance to a norm or benchmark.

**AVAILABLE FINANCING** - The dollar amount available for appropriations. This equals unreserved fund balance plus expected revenues plus reserve/designation releases.

**AVAILABLE FUND BALANCE** - The amount of fund balance available to finance appropriation requirements after deducting reserves.

**BALANCED BUDGET**- Available funding sources shall be at least equal to recommended appropriations; and as a general rule, the year-end undesignated General Fund balance should not be used to fund ongoing operations, but could be used to fund designations such as the Strategic Reserve and the General Fund Contingency.

**BONDED INDEBTEDNESS** - Amount of debt held by the County, may include certificates of participation, capital leases and notes.

**BUDGET** - A financial plan consisting of an estimate of proposed expenditures, their purpose for a given period of time, and the proposed means of financing them.

**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 CONTROL** - The control or management of a government or enterprise in accordance with an approved budget to keep expenditures within the limitations of available appropriations and available revenues.

**CAC** - Capital Advisory Committee. Reviews the County's capital needs and prioritizes projects.

**CAFR** - A financial report which encompasses all funds and component units of the County. This is the County's official annual report and should contain introductory information, schedules necessary to demonstrate compliance with finance-related legal and contractual provisions, and statistical data.

**CalWORKs** – California Work Opportunity and Responsibility to Kids. A welfare program operated by county welfare departments that gives cash aid and services to eligible needy families.

**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.

**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 government's general fixed assets.

**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.

## GLOSSARY

(cont'd)

**CAPITAL PROJECT** - As used in the CIP, projects include land acquisition, buildings and facilities construction; these projects do not have a cost threshold. Also included in the CIP are projects that have a minimum cost threshold of \$100,000 and include: major equipment, major improvements to existing buildings and facilities, transportation projects, water resources projects (i.e., storm drains), resource recovery and waste management projects (i.e., landfills), and major maintenance. Capital projects may include the acquisition of technology systems, including hardware and software, and also include equipment, heavy equipment, and machinery.

**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 a government to determine which outlays should be reported as fixed assets.

**CASH WITH FISCAL AGENT** - An asset account reflecting deposits with fiscal agents, such as commercial banks, for the payment of bond principal and interest.

**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 used to finance the County's capital needs.

**COMMITMENT**- Core leadership quality.

**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.

**COLA** - Cost of Living Adjustments. Wage adjustment to offset a change in purchasing power.

**CONTINGENCY** - An amount of money appropriated for unforeseen expenditures. 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 to the County is based on a contract rather than being covered by civil service system rules or pay scales.

**CORE LEADERSHIP COMPETENCIES** - The core skills, abilities, knowledge and characteristics required to be a successful leader in the organization.

- **INTENSITY** - Goes after the goal with passion; results-oriented, get the job done;
- **ETHICAL** - Does what is right, regardless of temptations and pressures to do otherwise; upholds the public trust, conducts self according to a set of principles;

- **INFLUENTIAL** - Through masterful leadership, collaboration, and a keen understanding of the organization, its goals, and the interests of all parties, affects successful outcomes for the organization;
- **COMMITMENT** - Successfully builds relationships with and promotes involvement of diverse groups; considers the needs of diverse clients when developing policies and procedures related to service; works closely with diverse groups to identify and deliver services that meet their needs and the strategic objectives of the program; establishes customer service as the single purpose to which all resources are dedicated; focuses on delivering the best services possible to the public; focuses on customer needs; committed to public service;
- **INTERPERSONAL LEADERSHIP** - Possesses and uses versatile communication styles and approaches; understands the underlying psychology of why people act as they do and changes approach to affect positive outcomes; builds rapport throughout the organization; develops human potential;
- **RESILIENCY** - Adaptable; takes direct action; leads by example, exhibits tenacity. This leader is ready, flexible, self-reliant and has a reputation for finding opportunities in difficult situations;
- **CRAFTSMANSHIP** - Takes ownership of work done and results accomplished; takes pride in delivering quality services to customers; rejects the “good enough for government work” attitude; seeks out opportunities to develop new and creative solutions and programs; imagines possibilities; defines a vision, and works vision into reality.

**COST ALLOCATION** - A methodology for identifying and allocating overhead (indirect) costs incurred by central services departments to direct cost programs.

**COUNTYWIDE PROGRAMS** - Programs that provide services to all areas of the County, both within and outside city boundaries (i.e. Court Service, Health Care, Social Services, County Jail.)

**CRAFTSMANSHIP**- Core leadership quality.

**CREF** - Coastal Resource Enhancement Fund. Fees paid by offshore oil and gas development used to fund grants that protect or enhance coastal resources.

**CSAP** - Center for Substance Abuse Prevention. The sole Federal organization with responsibility for improving accessibility and quality of substance abuse prevention services.

**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.

**DEPARTMENT** - An organizational entity designated as such by the County Board of Supervisors.

**DEPRECIATION** - (1) Expiration in the service life of fixed 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 fixed asset, other than a wasting asset, charged as an expense during a particular period. In accounting for depreciation, the cost of a fixed 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.

**DESIGNATED FUND BALANCE** - A portion of an unreserved fund balance that has been "earmarked" by the chief executive officer or the legislative body for specified purposes.

**DESIGNATION** - An account containing money set aside by the Board of Supervisors for a specific future use. Money in a designation is earmarked for a specific use, but may not be legally restricted to that use.

**EMPLOYEE BENEFITS** - Monetary or non-monetary compensation provided to employees in addition to salaries which may include medical and dental insurance, cafeteria plan option such as health care and dependent care flexible spending accounts, term life, LTD 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 GAAP expenditures or liabilities, but represent the estimated amount of expenditures ultimately to result if unperformed contracts in process are completed.

**ENTERPRISE FUND** - (1) A fund established to account for operations financed and operated in a manner similar to private business enterprises (e.g., water, gas and electric utilities; airports; parking garages; or transit systems). In this case the governing body intends that costs (i.e., 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.

**ERAF** - Education Revenue Augmentation Fund. Property tax allocated from cities, counties and special districts to fund school districts.

**ETHICAL LEADERSHIP**- Core leadership quality

**EXPENDITURE(S)** - Use of appropriation 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. Expenditures include current operating expenses requiring the present or future use of net current assets, debt service and capital outlays, and intergovernmental grants, entitlement and shared revenues.

**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.

**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.

**FEMA** - Federal Emergency Management Agency. Provides federal funding for disaster relief.

**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.

**FINAL BUDGET** - The County budget for a fiscal year, adopted by the Board of Supervisors by resolution following the close of budget hearings.

**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.

**FIXED ASSETS** - Long-lived tangible assets obtained or controlled as a result of past transactions, events or circumstances. Fixed assets include buildings, equipment, improvements other than buildings and land. Known as property, plant and equipment in the private sector.

**FOCUS AREA** - The link between the County's strategic goals and a department's strategic actions. The focus area expresses the department's strategy to meet the County goal.

**FULL TIME EQUIVALENT (FTE)** - For all positions and employee types, FTE equals the percentage of time position works times the portion of the year employee works, less any salary savings percent.

## GLOSSARY

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**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 that are classified under a specific Fund Type category (see Fund Type). Examples are the General Fund, Road Fund, Capital Outlay Fund, and Health Care Fund.

**FUND BALANCE** - Difference between assets and liabilities reported in a governmental fund.

**FUND EQUITY** - For proprietary funds, fund equity is the noncapital portion of net assets (i.e., both restricted net assets and unrestricted net assets).

**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 Funds Types consisting of Enterprise Funds and Internal Service Funds; Fiduciary Funds consisting of Trust Funds and Agency Funds.

**GENERAL FUND** - The fund used to account for all financial resources, except those required to be accounted for in another fund.

**GENERAL FUND CONTRIBUTION** - The difference, for General Fund budgets, between budgeted appropriations and departmental revenue. Local tax revenues fund the dollar difference.

**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 GASB.

**GEOGRAPHIC INFORMATION SYSTEM (GIS)** - A technology that enables the analysis of data from a geographical perspective.

**GFOA** - Government Finance Officers Association. An association of public finance professionals founded in 1906 as the Municipal Finance Officer's Association.

**GOAL** - The overarching purpose(s) toward which the County's endeavors are directed.

**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 government entities.

**GOVERNMENTAL FUND TYPES** - Funds used to account for the acquisition, use and balances of expendable financial resources and the related current liabilities - except those accounted for in proprietary funds and fiduciary funds. In essence, these funds are accounting segregation of financial resources. The measurement focus in these fund types is on the determination of financial position and changes in financial position (sources, uses and balances of financial resources), rather than on net income determination. The statement of revenues, expenditures and changes in fund balance is the primary governmental fund type operating statement. GAAP identifies four governmental fund types: general, special revenue, debt service and capital projects.

**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.

**HIPAA** - Health Insurance Portability & Accountability Act. Offers protections for millions of American workers that improve portability and continuity of health insurance coverage.

**IHSS** - In Home Supportive Services. State program that pays for support services so that recipients (blind, disabled or over 65 years of age) may safely remain in their homes.

**INFLUENCE**- Core leadership quality.

**INTENSITY**-Core leadership quality.

**INTERPERSONAL LEADERSHIP**- Core leadership quality.

**INTERFUND TRANSFERS** - A transfer of moneys between two different funds.

**INTRAFUND TRANSFER** - A transfer of monies between departments in the same fund.

**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 agency of a government, or to other governments, on a cost-reimbursement basis.

**ITS** - Information Technology Services.

**LAO** - California State Legislative Analyst's Office. Provides fiscal and policy advice.

**LAFCO** - Local Agency Formation Commission. Establishes spheres of influence for all the cities and special districts within a county and oversees incorporation and annexation proposals.

**LAPSE** - As applied to appropriations, the automatic termination of an appropriation. Except for indeterminate appropriations and continuing appropriations, an appropriation is made for a certain period of time. At the end of this period, any unexpended or unencumbered balance thereof lapses, unless otherwise provided by law.

**LEGAL LEVEL OF BUDGETARY CONTROL** - The level at which spending in excess of budgeted amounts would be a violation of law.

**LEVEL OF BUDGETARY CONTROL** - One of the three possible levels of budgetary control and authority to which organizations, programs, activities and functions may be subject. These levels of budgetary control are (a) appropriated budget, (b) legally authorized nonappropriated budget review and approval process, which is outside the appropriated budget process or (c) non-budgeted financial activities, which are not subject to the appropriated budget and the appropriation process or to any legally authorized nonappropriated budget review and approval process, but still are relevant for sound financial management and oversight.

**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.

**LOCAL TAX REVENUES (USE OF)** - Discretionary, general-purpose revenues received by the General Fund. The largest components of local tax revenue are property tax revenue, sales tax revenue, and motor vehicle fees collected by the State and distribute 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.

**MAINTENANCE OF EFFORT** - A Federal and/or State requirement that the County provide a certain level of financial support for a program from local tax 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 government.

**MIA** - Medically Indigent Adult. County program that provides funding for necessary health care for uninsured adults with serious medical conditions.

**MEDI-CAL** - Federal-State health insurance program for low-income people; like Medicare.

**MISSION STATEMENT** - A succinct description of the scope/purpose of a County department.

**MODIFIED ACCRUAL BASIS** - The accrual basis of accounting adapted to the governmental fund-type measurement focus. Under it, revenues and other financial resource increments (e.g., bond issue proceeds) are recognized when they become susceptible to accrual, which is when they become both "measurable" and "available to finance expenditures of the current period." "Available" means collectible in the current period or soon enough thereafter to be used to pay liabilities of the current period. Generally, expenditures are recognized when the fund liability is incurred. All governmental funds, expendable trust funds and agency funds are accounted for using the modified accrual basis of accounting.

**ORCUTT COMMUNITY FACILITIES DISTRICT** - A tax levied on the new development of residential/commercial property in the unincorporated area of Orcutt used to fund anticipated revenue shortfalls in the County providing certain public services at build out of Orcutt.

**OPERATING EXPENDITURES FUNDS** - Resources derived from recurring revenue sources to finance operating expenditures and pay as you go capital expenditures.

**OPERATING TRANSFERS** - All interfund transfers other than residual equity transfers (e.g., legally authorized transfers from a fund receiving revenue to the fund through which the resources are to be expended).

**OTHER FINANCING SOURCES** - Governmental fund general long-term debt proceeds, amounts equal to the present value of minimum lease payments arising from capital leases, proceeds from the sale of general fixed assets, and operating transfers in. Such amounts are classified separately from revenues on the governmental operating statement.

**OTHER FINANCING USES** - Governmental fund operating transfers out and the amount of refunding bond proceeds deposited with the escrow agent. Such amounts are classified separately from expenditures on the governmental operating statement.

**PERFORMANCE MEASURE** - Annual indicator of achievement or measures of prediction for a program of work unit as defined in the organization of the budget.

**POSITION (Pos.)** - All legal regular positions, whether funded or unfunded, times the percent of time authorized.

**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.

## GLOSSARY

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**PROGRAM BUDGET** - A budget wherein expenditures are based primarily on programs of work and secondarily on character and object class and performance.

**PROPOSED BUDGET** - The County budget for a fiscal year as proposed by the County Executive Officer to the Board of Supervisors, based on County department requests.

**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 (i.e., 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.

**REASSESSMENT** - Assessment is the procedure whereby property is valued and listed on a roll for property taxation purposes. Re-assessment would be another assessment of a property; typically caused by some event which may result in a changed assessed value.

**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.

**RESERVE** - An account that contains money set aside for a legally restricted specific future use.

**RESERVED FUND BALANCE** - Those portions of fund balance that are not appropriable for expenditure or that are legally segregated for a specific future use.

**RESILIENCY**- Core leadership quality

**RETAINED EARNINGS** - The accumulated earnings of an enterprise or internal service fund.

**REVENUE** - Income from taxes, fees, and other charges, Federal or State government, excluding interfund transfers, fund balance, or debt issuance proceeds.

**SB** - California State Senate Bill.

**SANTA BARBARA COUNTY ASSOCIATION OF GOVERNMENTS (SBCAG)** - SBCAG has federal and state legislated responsibilities to provide a variety of planning activities relating to housing needs, census data collection and distribution, airport land use planning, all regional transportation planning and project coordination involving adjacent regional planning agencies.

**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 1984 and Office of Management and Budget (OMB) Circular A-128, Audits of State and Local Governments. The Single Audit Act allows or requires governments (depending on the amount of federal assistance received) to have one audit performed to meet the needs of all federal agencies.

**SPECIAL DISTRICT** - An independent unit of local government organized to perform a single government function or a restricted number of related functions. Special districts usually have the power to incur debt and levy taxes; however, certain types of special districts are entirely dependent upon enterprise earnings and cannot impose taxes. Examples of special districts are water districts, drainage districts, flood control districts, hospital districts, fire protection districts, transit authorities, port authorities and electric power authorities.

**SPECIAL REVENUE FUND** - A fund used to account for the proceeds of specific revenue sources (other than expendable trusts or major capital projects) that are legally restricted to expenditure for specified purposes. GAAP only requires the use of special revenue funds when legally mandated.

**SSI** - Supplemental Security Income. Cash aid to help the low income elderly, disabled and blind.

**SSP** - State Supplemental Program. State version of SSI.

**STATUTE** - Enacted bills, which are chaptered by the Secretary of State in the order in which they become law.

**STRATEGIC RESERVE**- Money set aside that is to be approximately equal to about 30 days of working capital for the General Fund.

**TANF** - Program that provides Temporary Assistance to Needy Families and work opportunities.

**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.

**TCM** - Targeted Case Management. Enables an individual eligible for Medi-Cal to gain access to needed medical, social, educational and other services.

**TEMPORARY POSITION** - See Extra Help.

**TAX AND REVENUE ANTICIPATION NOTES (TRANS)** - 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.

**TRUST AND AGENCY FUND** - One of the seven fund types in governmental accounting.

**TRUST 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.

**UCLA; UCSB** - University of California campuses at Los Angeles and Santa Barbara.

**UNINCORPORATED AREA** - Those geographic portions of Santa Barbara County, which are not within incorporated cities.

**UNDESIGNATED FUND BALANCE** - That portion of a fund balance that is available for spending or appropriation and has not been "earmarked" for specified purposes by the chief executive officer or the legislative body.

**UNRESERVED FUND BALANCE** - That portion of a fund balance available for spending or appropriation in the future.

**USER DEPARTMENT** - A department that receives services, which it pays for, from another County department, with payment made through intra or inter-fund transfers.

**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.

**WIA** – Workforce Investment Act. Purpose is to consolidate, coordinate, and improve employment, training, literacy, and vocational rehabilitation programs in the United States.

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# INDEX

Administration . . . . .	B-4	Contribution, General Fund . . . . .	C-4
Advanced Management of Performance and Projects (AMPP). . . . .	A-9	Cost, Salary and Benefit Assumptions. . . . .	A-21
Agriculture, Employment. . . . .	A-18,B-9	Cost, Trend per FTE . . . . .	A-22,23
Agriculture and Cooperative Extension Budget Detail . . . . .	D-239	County Budget Act . . . . .	F-9
Air Quality . . . . .	B-13	County Counsel Budget Detail. . . . .	D-29
Alcohol, Drug and Mental Health Services . . . . .	A-3,15	County Enterprise Geographic Information System (GIS) . . . . .	D-422,4734
Alcohol, Drug and Mental Health Services Budget Detail . . . . .	D-145	County Executive Office Budget Detail. . . . .	D-19
Auditor-Controller Budget Detail. . . . .	D-347	County Executive Officer's Message. . . . .	A
Authority, County. . . . .	B-2	County Jail . . . . .	A-11,29
Available Financing and Financing Requirements. . . . .	C-5, G-1	County, Countywide Services. . . . .	B-4,5
Balanced Budget . . . . .	A-1,F-1, G-1	County, Geography. . . . .	B-2
Basis of Accounting . . . . .	Appendix I	County, Officials . . . . .	v,vi
Basis of Budgeting . . . . .	Appendix I	Court Special Services Budget Detail . . . . .	D-43
Benchmark Counties . . . . .	B-1,5,6,7	Crime. . . . .	B-7
Blue Ribbon Budget Task Force . . . . .	A-9	Customer Service Focus. . . . .	A-7,8
Board of Supervisors . . . . .	B-4,D-5	Debt . . . . .	A-4,D-460,F-5,G-2
Board of Supervisors Budget Detail. . . . .	D-5	Demographics. . . . .	B-3
Bond Rating . . . . .	F-6	Dependent Special Districts. . . . .	C-11
Budget (County), All Funds Expenditures. . . . .	A-21	Designation, Use of . . . . .	A-20,C-6,G-3
Budget (County), All Funds Revenue . . . . .	A-18	Detoxification Services . . . . .	A-15
Budget (County), at a Glance. . . . .	A-1	Disaster Assistance. . . . .	C-24
Budget (County), Capital. . . . .	A-31,E	Discretionary Revenue . . . . .	A-2,19,20
Budget (State). . . . .	A-17	District Attorney Budget Detail. . . . .	D-51
Budget Calendar. . . . .	F-15,16	Districts, Special . . . . .	C-11
Budget Process. . . . .	F-8	Domestic Violence . . . . .	B-7
Cachuma Lake . . . . .	A-13,14,33	Economic Conditions . . . . .	A-16,B-9
California, Budget . . . . .	A-17	Economic Context, Recommended Budget . . . . .	A-16
California, Governor Proposed Budget . . . . .	A-17	Economic Vitality. . . . .	A-12
California, Unemployment Rate. . . . .	A-16,B-11	Economy. . . . .	A-16
CalWORKs . . . . .	B-17	Education, Drop-Out Rate . . . . .	B-16
Capital, Budget/Improvement Plan . . . . .	A-31,E	Elder Abuse . . . . .	B-8
Capital Maintenance Projects . . . . .	A-33	Elections. . . . .	B-15
Certificate of Participation. . . . .	A-4,F-5,6,G-2	Electronic Government. . . . .	B-15,D-422,473
Charges for Services. . . . .	A-19,C-25-27	Eligible Voters . . . . .	B-15
Child Care Cost . . . . .	B-16	Emergency Operations Center (EOC) . . . . .	A-33
Child Support Services Budget Detail. . . . .	D-175	Employees . . . . .	A-1,21-23,C-28-30
Child Support, Program. . . . .	C-23,D-175	Employment . . . . .	A-16,18,B-10,11
Children, First Five Children and Families Commission. . . . .	B-16,D-475	Ethnicity. . . . .	B-4
Children's Scorecard . . . . .	B-16	Expenditure, All Funds . . . . .	A-21,23
Clerical Classification and Compensation Project . . . . .	A-8	Expenditure, Character of . . . . .	C-2
Clerk-Recorder-Assessor Budget Detail. . . . .	D-363	Expenditure, Projection Assumptions . . . . .	A-29
Commission, First Five Children and Families . . . . .	B-16,D-475	Expenditure, Summary . . . . .	A-21,C-1,2
Community Resources and Public Facilities . . . . .	D-227	Facilities Repair/Maintenance . . . . .	A-33,E-3,4
Commuting. . . . .	B-14,15	Federal, Budget . . . . .	A-16
Comprehensive (Long Range) Planning . . . . .	A-13,D-298,E	Federal and State Revenue. . . . .	A-2,C-20-24
Construction . . . . .	A-18,B-9	Federal Economy. . . . .	A-16
Contractual Services. . . . .	C-26		

# INDEX

Fees .....	C-17	Insurance .....	A-10,30,B-8
Financial Policy .....	F-1	Integrated HAVA Compliant Voting System .....	A-32
Financing .....	C-5,E-8	Interest .....	A-16,29,C-19
Fines, Various .....	C-18	Intergovernmental Revenue .....	C-20-24
Fire Department Budget Detail .....	D-73	Isla Vista Master Plan, RDA .....	A-12,D-457
First Five Children and Families Commission .....	B-16,D-475	Isla Vista Parking Lot/Streetscape Improvements .....	A-32
Fiscal Climate .....	A-1	Isla Vista Redevelopment Agency .....	A-12
Five Year Forecast .....	A-26	Jobs .....	A-18,B-10,11
Food Stamps .....	B-17	Juvenile Hall .....	A-3,4
Forecast, Five Year .....	A-26	Land .....	B-6,E-3,4
Foreclosures .....	A-3	Landfill-Tajiguas Landfill .....	A-32,E-3
Forfeitures .....	C-18	Law and Justice .....	A-23,24,D-41
Franchise Fees .....	A-19,28,C-17	Leadership Project .....	A-7,8
FTE – See ‘Full Time Equivalent’		Leading Economic Indicator (LEI) .....	A-16
Full Time Equivalent .....	A-1,21-23,C-28-30,G-3	Legal Authorization .....	F
Fund Balance, County General Fund .....	A-20	Legislative Priorities .....	A-10
Fund Balance Analysis .....	C-6	Libraries .....	D-451,453,454
Funds Available .....	C-5	Licenses .....	C-17
Funds, Funding .....	C,E-8,Appendix I,II	Local Economy .....	A-17,B-9,10
General County Programs Budget Detail .....	D-449	Maddy Fund .....	A-11
General Fund Contribution .....	A-1,19,20,,26,C-4,G-4	Major Equipment .....	E-4
General Fund Reductions .....	A-33	Major Funds Budget Summary .....	C-7
General Relief .....	B-17	Management .....	B-4
General Services Budget Detail .....	D-381	Map, County .....	Back of Divider Section B
Geographic Information System (GIS) .....	D-422,473,G-4	Measure D .....	A-12,C-16
Geography .....	B-2	Median Home Prices .....	B-13
Goals – Strategic Plan .....	A-5	Medi-Cal .....	A-15,B-17
Goleta Beach County Park .....	A-13	Mental Health .....	A-3,15,C-24,25,D-145
Gross Assessed Value of Property .....	B-7,C-10	Money and Property, Use of .....	C-19
Gross Domestic Product (GDP) .....	A-16	Monthly Financial Reviews .....	F-2
Health and Public Assistance .....	A-6,24,B-8,D-143	Motor Vehicle in Lieu .....	C-22
Health Care .....	A-6,B-8,C-22	New County Jail .....	A-11,29
Hotel/Motel Room Sales (TOT) .....	B-11,12	Notice of Default .....	B-13
Housing .....	A-6,B-12,13	Operating Costs .....	E-2
Housing and Community Development Budget Detail .....	D-251	Organizational Chart .....	vi
Housing Element .....	A-13	Parks .....	A-4,C-27,D-263
Human Capital Challenges .....	A-9	Parks Department Budget Detail .....	D-263
Human Resources Budget Detail .....	D-401	Penalties .....	C-18
Human Resources Restructure .....	A-8	Performance Measures .....	A-9,B-18,F-2,G-5
Immigration .....	B-3	Permits .....	C-17
Income .....	B-10,11	Planning and Development .....	A-13,22,23,D-285
Incorporated .....	B-2	Planning and Development Budget Detail .....	D-285
Independent Special Districts .....	C-11	Point Sal State Beach .....	A-14
Infant Mortality Rate .....	B-16	Policy and Executive .....	D-3
Inflation .....	A-16	Population .....	B-1-6
Information Technology .....	A-9,15,D-415,473	Positions .....	A-1,21-23,C-28,29,G-5
In-Home Supportive Services .....	B-17,18	Poverty Level .....	B-17

# INDEX

Probation .....	A-3,16	Safety .....	B-7
Probation Department Budget Detail .....	D-95	Salary and Benefits .....	A-21
Productivity .....	A-16	Salary Growth by Economic Sector .....	B-10
Project Class. ....	E-4	Sales, Road Tax .....	C-16
Project Management/Reporting .....	E-3,F-2	Sanitation Services .....	C-25
Property, Gross Assessed Value of .....	B-6,C-10	Santa Barbara County Redevelopment Agency .....	A-12
Property Tax .....	A-28,B-6,7,C-12	Santa Maria River Levee .....	A-11
Property Tax, 1% Allocation by Category .....	C-11	Seismic Retrofit .....	A-33
Property Tax, In Lieu of VLF .....	A-28,C-14	Self-Insured Liability Insurance Program .....	A-10
Property Tax, Penalty .....	C-18	Service Reductions .....	A-3
Property Tax, Principal Taxpayers .....	C-10	Sheriff Department .....	A-3
Property Tax, Secured .....	A-2,28,C-11,12	Sheriff Department Budget Detail .....	D-121
Property Tax, Supplemental .....	A-28,C-13	Significant Changes, Fund Balance .....	C-6
Property Tax, Transfer .....	A-28,C-14	Social Services .....	A-14,C-20,D-215
Property Tax, Unitary .....	A-28	Social Services Budget Detail .....	D-215
Property Tax, Unsecured .....	A-28,C-13	Special Districts .....	C-11,G-6,Appendix II
Proposition 172 .....	C-21	Staffing .....	C-28-30
Providence Landing Park .....	A-14	State, Budget .....	A-17
Public Assistance .....	B-17,18	State, Controller Schedules .....	F-14
Public Defender Budget Detail .....	D-63	State, Realignment Allocation .....	C-21
Public Health Budget Detail .....	D-185	Statistical Data .....	B
Public Safety .....	A-23-24,D-71	Strategic Plan .....	A-5
Public Services .....	C-25	Strategic Reserve .....	A-1,G-6
Public Works Budget Detail .....	D-317	Strategic Scan .....	A-5
Quagga Mussel .....	A-14	Summary Schedules, Budget .....	C-1
Quarterly Operations Reviews Meetings .....	F-2	Support Services .....	A-23-25,D-345
Real Estate .....	A-18,B-9,12,13	Tax, Gross Assessed Value of Property .....	B-7,C-10
Realignment .....	C-21	Tax, in Lieu of Motor Vehicle License Fees .....	A-28,C-14
Recommended Budget .....	A-1	Tax, Principal Property Tax Payers .....	C-10
Recreational Opportunities .....	A-14	Tax, Property .....	A-28,B-6,7,C-12
Recurring Performance Measures .....	A-9,F-2	Tax, Property – 1% Allocation by Category .....	B-6,C-11
Redevelopment Agencies .....	A-12,C-11	Tax, Property Penalty .....	C-18
Reductions .....	A-34	Tax, Property Transfer .....	A-28,C-14
Reserve, Strategic .....	A-1	Tax, Retail Sales .....	A-28,B-12,C-15
Retail Sales Tax .....	A-28,C-15	Tax, Road Sales .....	C-16
Retail Trade .....	A-18,B-9	Tax, Secured Property .....	A-28,C-11,12
Retiree Health Benefits .....	A-2	Tax, State Highway Users .....	C-23
Retirement Costs .....	A-2,21,22	Tax, Supplemental Property .....	A-28
Revenue, All Funds .....	A-18	Tax, Transient Occupancy .....	A-28,B-11,12,C-15
Revenue, Character of .....	C-3	Tax, Unitary Property .....	A-28
Revenue, Discretionary .....	A-19,20,27	Tax, Unsecured Property .....	A-28,C-13
Revenue and Expenditure 5-Year Forecast .....	A-26,27	Taxes .....	A-28,B-6,7,12,C-10-16
Revenue, Federal .....	C-20-24	Teenage Birth Rate .....	B-16
Revenue, Projection Assumptions .....	A-28	Tertiary Holding Improvements .....	A-33
Revenue, State .....	A-18,C-20	Tobacco Settlement .....	C-27
Revenue, Summary .....	A-18,C-1,3	Tourism .....	A-18,B-9,11
Roads .....	C-26	Traffic .....	B-14,15

# INDEX

Transportation .....	A-32,C-26,E-3,4
Travel Spending .....	B-12
Treasurer-Tax Collector-Public Admin. Budget Detail .....	D-431
Tuberculosis .....	B-8
UCSB Long Range Development Plan .....	A-12
Unemployment Rate .....	B-11
Unincorporated .....	B-2,G-7
Uniform Rules Update .....	A-13
United States, Economy .....	A-16
Use of Money and Property .....	C-19
Vandenberg Air Force Base .....	A-14
Voters .....	B-15
Violent Crime .....	B-7
Wages .....	B-9,11
Walter Capps Park .....	A-14
Water Supply .....	B-14,E-4
Workers Compensation .....	A-10

# APPENDIX

## APPENDIX I

**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.

The County maintains the following fund types:

**GOVERNMENTAL 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. The following are the County's governmental fund types:

The General Fund- is the County's primary operating fund. It accounts for all the financial resources and the legally authorized activities of the County except those required to be accounted for in other specialized funds.

Special Revenue Funds- account for the revenue sources that are legally restricted to expenditures for specific purposes (not including major capital projects).

Debt Service Funds- account for the accumulation of resources for the servicing of general long-term debt not being financed by proprietary funds.

Capital Project Funds- account for the acquisition or construction of major capital assets not being financed by proprietary funds.

**Basis of Accounting and Budgeting:** The County uses the modified accrual basis of accounting and budgeting for Governmental Funds.

**PROPRIETARY FUNDS-** use the flow of *economic* resources measurement focus and the accrual basis of accounting. 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- account for those operations that are financed and operated in a manner similar to private business enterprises or where the County has decided that the determination of revenues earned, costs incurred and/or net income is necessary for management accountability.

Internal Service Funds- account for operations that provide services to other departments or agencies of the government, or to other governments, on a cost reimbursement basis.

**Basis of Accounting and Budgeting-** The County uses the accrual basis of accounting and budgeting for Proprietary Funds. Additionally, the County budgets for capital assets, lease purchase payments and long term debt principal repayment in order to establish appropriations, and monitor expenditure and cash flow in these funds.

**FIDUCIARY FUNDS-** account for resources held by the County for the benefit of parties outside the County.

Agency Funds- are custodial in nature and do not present results of operations or have a measurement focus. These funds account for assets held by the County in an agency capacity for individuals, private organizations, other governmental entities and other funds.

Investment Trust Funds- are custodial in nature. The financial reporting for these entities is limited to the total amount of cash and investments and the related fiduciary responsibility for disbursement of these assets. The County Board of Supervisors has no effective budget authority over these custodial monies.

## APPENDIX II – FUND TYPES

### GOVERNMENTAL FUNDS

**GENERAL FUND-** The General Fund is the County's primary operating fund. It accounts for all the financial resources and legally authorized activities of the County except those required to be accounted for in other specialized funds.

**SPECIAL REVENUE FUNDS-** Special Revenue Funds are established to separate particular governmental activities and are financed by specific taxes or other revenues. Such funds are authorized by statutory provisions to pay for certain activities of a continuing nature. Included in the Special Revenue classification are the following funds:

Road- The Road Fund is used to account for the planning, design, construction, maintenance and administration of County roads. It is also used to account for traffic safety and other transportation planning activities. Revenues consist primarily of the County's share of State highway user taxes, local taxes, and federal grants.

Fish and Game- The Fish and Game Fund is used to account for fines and forfeits received under Section 13003 of the Fish and Game Code and for other revenue and expenditures for the propagation and conservation of fish and game. The Board of Supervisors, on advice of the Fish and Game Commission, authorizes expenditures.

Children and Families First- The Children and Families First Fund, as required by the voter initiated and approved Proposition 10, accounts for the revenues generated by a tax increase on cigarettes and tobacco products. The revenues are used to promote, support and improve the early development of children from the prenatal stage up to five years of age. Proposition 10 was effective January 1, 1999 and the fund was established during fiscal year 1998-99.

APPENDIX  
(cont'd)

Public Health- The Health Care Services Fund is used to account for a variety of preventive health programs, including primary care clinics and related support services (laboratory, X- ray, pharmacy, central supply, etc.); out-patient services; and inmate health programs at the County's juvenile institutions. This fund is also used to account for Environmental Health and Emergency Medical Services. Federal/State laws mandate the majority of programs.

California Health-Indigents Program- The California Health-Indigents Program Fund was established in fiscal year 1998-90 to provide separate fund accountability as required by Proposition 99/AB 75/AB 1154. A legislative surcharge on tobacco products provides funds for area hospitals and various community physicians for the support of uncompensated health care services.

Alcohol, Drug, & Mental Health Services (ADMHS)- The Alcohol, Drug & Mental Health Fund is used to account for mandated community mental health services under the California Mental Health Act including a mandated responsibility "to guarantee and protect public safety." In addition to services provided directly, ADMHS also contracts with non-profit, public, and for-profit agencies for residential services, rehabilitation services, drug and alcohol services and homeless mentally ill services.

Social Services- The Social Services Fund is used to account for a variety of Public Assistance and Social Programs including: Cal-WORKS, General Relief, Food Stamps, Child Welfare Programs, In-Home Supportive Services, Workforce Investment Act, Foster Care and Family Preservation, Adult Services, etc. Either Federal or State law mandates the majority of Social Services' programs. Eighty-seven percent (87%) of the Social Services Fund Revenue is derived from State and Federal sources.

Child Support Services- AB 196, AB 150 and SB 542 established the Child Support Services Fund during fiscal year 2000-01 to provide separate fund accountability as required. These bills mandated that all Family Support Divisions in the District Attorney's Offices become separate, independent departments. Child Support Services establishes paternity, obtains and enforces court orders for child support, collects and distributes payments, and provides community outreach regarding services for the benefit of minor children.

Public and Educational Access- The Fund for Public and Educational Access was established in December 2001 by the County Board of Supervisors to receive grant revenue from the local cable television franchisee. The primary objectives and purposes of the fund are the support of education and public information through programs aimed at expanding public access and educational access to telecommunication services.

Petroleum- The Petroleum Fund is used to account for revenues and expenditures associated with administering the Petroleum Ordinance. The Ordinance regulates the issuing of oil well drilling

permits, regulates drilling, producing, operating and abandoning petroleum wells, pipelines, tanks and associated petroleum equipment for prevention or erosion, pollution and fire hazards and for safety controls. This fund was established pursuant to Chapter 25 of the County Code.

Special Aviation- This is used to account for activity related to the Santa Ynez Airport.

Coastal Resources Enhancement- The Coastal Resources Enhancement Fund was established on May 10, 1988 to account for revenues received from offshore oil and gas projects pursuant to permit conditions and expended by the Board of Supervisors on projects which mitigate impacts to coastal recreation, aesthetics, tourism, and/or sensitive environmental resources.

Court Activities- The Court Activities Fund was established in fiscal year 1994-95 by Assembly Bill 2544 to account for the State's portion of Trial Court Funding. Assembly Bill 233, adopted in 1997-98 transferred the majority of the Trial Court's funding from the County to the State. This fund represents the portion of Trial Court Operations under the County's control.

Criminal Justice Facility Construction- The Criminal Justice Construction Fund was established to account for State authorized surcharges on criminal fines, which are statutorily designated for the establishment of adequate criminal justice facilities in the County.

Courthouse Construction- The Courthouse Construction Fund was established to account for State authorized surcharges on fines for non-parking and other criminal cases, which are statutorily designated for renovation and/or construction of courtroom facilities.

Affordable Housing- The Affordable Housing Fund was established in fiscal year 1992-1993 to account for the various affordable housing programs administered by the County.

Home Program Fund- The Home Program Fund was established in fiscal year 1993-94 to account for Federal affordable housing funds for the consortium formed with the cities of Carpinteria, Lompoc, Santa Maria, and Guadalupe.

Redevelopment Agency- The Santa Barbara County Redevelopment Agency was formed on September 12, 1989 under Section 33200 of the State of California Health and Safety Code. The Isla Vista Bluffs redevelopment project was adopted by ordinance in November 1990.

Fisheries Enhancement- The Fisheries Enhancement Fund (FEF) was established to mitigate impacts to the commercial fishing industry from offshore oil and gas development. Impact fees are paid by offshore energy producers pursuant to permit conditions support FEF. In early 1993, the Planning Commission approved a supplemental needs assessment that, pursuant to Board-adopted FEF Guidelines, recommends specific projects to be pursued for FEF awards.

Local Fishermen's Contingency- The Local Fishermen's Contingency Fund is financed by county permit conditions placed upon energy projects to mitigate impacts to the commercial fishing industry. The intent of the fund is to provide an interest-free loan program to fishermen awaiting payment of claims from the Federal Fishermen's Contingency Fund for damage or loss resulting from outer continental shelf development or production and to reimburse fishermen for damage or loss of gear, not covered under the Federal fund, which occurs in State waters because of Federal or State oil and gas development or because of oil production activities such as transport.

Water Agency Special – Project Clean Water- The Project Clean Water Fund was established in fiscal year 2000-01 to account for activities related to the Project Clean Water and National Pollution Discharge Elimination System (NPDES) Phase II. Revenues for this project are derived from the General Fund and State and Federal Grants.

**DEBT SERVICE FUNDS**- Debt Service Funds are used to account for the accumulation of resources for, and the payment of, general long-term debt and include the following funds:

Redevelopment Agency- The Redevelopment Agency Debt Service Fund accounts for the accumulation of resources for, and the payment of, general long-term debt principal and interest incurred for the purchase of real property within the area of the Redevelopment Agency.

Santa Barbara Finance Corporation- The Santa Barbara Finance Corporation Debt Service Fund accounts for the accumulation of resources for, and payment of, principal and interest incurred by the sale of Certificates of Participation issued to finance various County capital projects.

**CAPITAL PROJECTS FUNDS**- Capital Projects Funds are used to account for financial resources used in constructing major facilities and include the following fund:

Departmental Capital Projects- The Departmental Capital Projects Fund includes projects managed by the General Services Department.

**PROPRIETARY FUNDS**

**ENTERPRISE FUNDS**- Enterprise funds are used to account for acquisition, maintenance and operation of governmental facilities financed and operated in a manner similar to private business enterprises rendering services primarily to the general public. The intent of the governing body is that the costs of providing these services be financed or recovered primarily through user charges. This type of fund may also be used when 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 and serves the best interest of the public. Following is a more detailed description of the funds established and used by the County.

Solid Waste- This fund provides for the operation, regulation and maintenance of a transfer station facility for the storage and transportation of refuse on the South Coast; operates disposal areas at Tajiguas and Foxen Canyon; administers the licensing of persons and vehicles engaged in the collection and hauling of refuse; enforces litter control, and administers an abandoned vehicle abatement program in accordance with County regulations and Penal Code requirements. A resource recovery (recycling) program, intended to divert solid waste from the landfills, is also administered by the Solid Waste Division.

Laguna Sanitation- This fund operates a sewer collection system and a sewage treatment plant covering an area of approximately 12,000 acres and serving the Orcutt area. Revenue is derived from sanitation service charges collected on the tax rolls and other sanitation and connection fees.

County Transit Operations- This fund provides transit services in the unincorporated areas of Cuyama and Santa Ynez, as required by the State Transportation Development Act. Funding is derived from local transportation funds through the County's Area Planning Council.

**INTERNAL SERVICE FUNDS**- Internal Service funds are established to account for services furnished to the County and various other governmental agencies. ISFs are exempt from legal compliance for budgetary control and follow commercial accounting principles for a determination of operating, rather than budgetary, results. Their major source of revenue consists of charges to user departments for services rendered. These charges are based upon standard rates calculated on an estimated cost recovery basis. ISFs established and used by the County are as follows:

Information Technology Services- This fund accounts for data processing services to County departments and various other governmental agencies. Rates charged to users are designed to recover costs of each system and are billed from a standard price schedule, which is periodically adjusted to reflect cost changes. Profits/losses are carried forward and used to adjust price schedules of subsequent billing rates. Costs of operating the fund include personnel, supplies, utilities, maintenance, and depreciation of equipment.

Vehicle Operations and Maintenance- This fund accounts for the maintenance, servicing and repair of County vehicles. Rental rates, including the cost of gas, oil, maintenance, replacement of equipment and personnel costs, are charged to the user department. Vehicles are replaced based on mileage and age criteria which vary per class of vehicle; new additions to the vehicle fleet are provided by departmental contribution through the Garage Equipment and Motor Pool budgets of the General Fund and contributions from other funds.

Risk Management and Insurance- This fund category includes the County's five self-insurance funds: Dental, Unemployment, Workers' Compensation, County Liability, and Medical Malpractice.

APPENDIX  
(cont'd)

Dental Self Insurance- This fund accounts for the payment of dental expenses incurred by County employees, eligible dependents and retirees who are part of the self-funded plan. It does not account for employees or retirees on the Firefighter health plan. Professional administrators process all claims and make payments to claimants based on a payment schedule. The fund reimburses the claims administrator for the payment of claims, plus a fee for administration and participation in a prescription drug program. The County contracts with a preferred provider organization for reduced fees from member dental service providers. The County contributes towards the cost of employee coverage through departmental budgets; any remaining employee or dependent coverage is paid by the employee.

Unemployment Self Insurance- State law requires the County to maintain unemployment insurance. The County has elected to be self-insured and has established this fund for the payment of unemployment insurance claims by County employees that have been processed and approved by the State Employment Development Department. Each department has been charged a percentage of its gross payroll for the establishment of a general reserve for this program and to provide for claim payments.

Workers' Compensation Self Insurance- This fund accounts for investigation services, temporary disability and medical payments, excess insurance, permanent disability awards, administrative services, litigation costs, and safety services. Premiums based on employee worker classifications are charged to each department to maintain actuarially recommended reserves for claims proportionate to current industry rates applicable to job functions.

General Liability Self Insurance- This fund accounts for payment of self-insured general liability and automobile liability claims, excess insurance, claims adjusting services and litigation costs. Contributions are made by participating County departments and funds based on past claims experience and appropriate risk factors.

Medical Malpractice- This fund accounts for the payment of self-insured medical malpractice claims, excess insurance, claim investigation services and litigation costs. Contributions are made by covered participating County departments and are based on allocation of expenses by past claims experience and appropriate risk factor.

Communications- This fund was established to account for centralized coordination of all County radio and communications activity. User departments are charged a monthly fee for maintenance and engineering services on the equipment in their possession. Fees include depreciation to provide for the eventual replacement of all radio equipment. Telephone Services, formerly a general fund program, was transferred into this fund effective July 1, 1995. Rates charged users are designed to provide reliable, modern, cost effective telephone, voice mail, radio, microwave, security control and audio-visual services for use by Santa Barbara County employees and contract agencies.

Utilities: This fund accounts for the payment of electricity, water, sewer, natural gas, and refuse costs for county-owned facilities. The costs are then allocated on a per utility bill basis to County departments based upon their relative square footage occupancy for the specific facility or cluster of facilities included in the specific utility bill.

Reprographics & Digital Services: This fund accounts for offset printing, copying, bindery, digital imaging, and scanning services. The costs are billed to County departments based upon materials and labor used on a job-by-job basis.

#### **FIDUCIARY FUNDS**

The County, in a fiduciary capacity, maintains Trust and Agency Funds. Fiduciary funds are used to account for resources held for the benefit of parties outside the County. They are not available to support the County's own programs. The fiduciary funds established and used by the County are:

#### **TRUST FUND**

Investment Trust Fund- These funds are used by the County to account for the assets of legally separate entities who participate in the County Treasurer's investment pool. It represents the assets, primarily cash and investments, and the related liability of the County to disburse these monies on demand.

#### **AGENCY FUNDS**

Clearing and Revolving Funds- Clearing and revolving funds provide clearing facilities for items such as payroll withholdings and warrant redemption. These funds are used to temporarily accumulate and hold resources for distribution to third parties.

Deposits Funds- Deposits funds account for deposits under the control of the County Departments. Dispositions of the deposits are governed by the terms of the statutes and ordinances establishing the deposit requirements.

Other Agency Funds- Other agency funds account for assets held by the County in a fiduciary capacity for other entities. The County Treasurer provides fiscal services for various entities other than special districts and school districts. They represent the assets, primarily cash and investments, and the related liability of the County to disburse these monies on demand.

State and City Revenue Funds- These funds temporarily hold various fees, fines, and penalties collected by the County departments for the State of California or various cities in Santa Barbara County, which are passed through to these entities.

Tax Collection Funds- Tax collection funds account for monies received for current and delinquent taxes, which must be held pending authority for monies deposited by third parties pending settlement of litigation and claims. Upon final settlement, monies are dispersed as directed by the courts or by parties to the dispute.

**SPECIAL DISTRICTS UNDER THE BOARD OF SUPERVISORS**

Separate special districts have been established for the purpose of providing specific services to distinct geographical areas within the County. Those special districts that are under the jurisdiction of the Board of Supervisors are included within the Special Revenue Fund classification. These are financed principally from property taxes and benefit assessments, and include:

County Service Area #3- This service area serves most of the unincorporated area of the Goleta Valley, providing extended park and open space maintenance and street lighting. It provides 1,401 streetlights and maintains approximately 183 acres of open space (25 open space locations) and 147 acres of parks (Goleta Beach and Tuckers' Grove).

County Service Area #4- This service area is located north of the City of Lompoc serving the communities of Mission Hills and Vandenberg Village; maintains about 52 acres of open space.

County Service Area #5- This service area serves the Orcutt area south of Santa Maria, providing extended park and open space activities. Extending from Waller Park on the north to just south of Rice Ranch Road, it encompasses approximately 68 acres of parkland (Waller Park) and 11 acres of open space.

County Service Area #11- This service area embraces the unincorporated urbanized areas of Carpinteria Valley and Summerland. Extended County services provided to this area include development and maintenance of open space, park and recreation areas, facilities and services, road maintenance, street tree planting and maintenance, and maintenance of 64 streetlights.

County Service Area #12- This fund was established for the purpose of assessing property owners for the ongoing maintenance of the sewer system and septic tank inspection services for those properties in the prohibition area but not on public sewers.

County Service Area #12 – Maintenance- This district was established for the purpose of assessing property owners for the ongoing maintenance of the sewer system and septic tank inspection services for those properties in the prohibition area but not on public sewers.

County Service Area #31- This District's service area embraces the unincorporated community of Isla Vista, located west of the UCSB, and provides 267 streetlights.

County Service Area #32- This district was established to provide financing of sheriff's patrols, from non-property tax sources, in the unincorporated areas of the County.

County Service Area #41- This district was established to assess property owners of the Rancho Santa Rita Subdivision (outside the City of Lompoc) for road repairs, maintenance and improvements.

County Fire Protection District- This district finances the majority of the cost of the Santa Barbara County Fire Department utilizing property tax revenues, which are collected within the District's boundaries. The Fire Department provides a full range of emergency service for most of the unincorporated territory of Santa Barbara County, the Cities of Buellton and Goleta, and private lands within the National Forest. Military installations provide their own fire protection.

Flood Control and Water Conservation Districts- The function of the Flood Control District and Zones is to provide flood protection to conserve such waters for beneficial public use. Revenues consist primarily of property taxes.

Mission Lighting District- This district provides 15 streetlights in the unincorporated area of Mission Canyon, located east of the City of Santa Barbara.

North County Lighting District- Casmalia, Los Alamos, and Orcutt Lighting Districts and the lighting function of CSA's #4 and #5 were consolidated in fiscal year 1994-95 to form the North County Lighting District which provides 2,501 street lights in the north county.

Orcutt Community Facilities District- This Mello-Roos district encompasses eight "key sites" within the Orcutt Community Planning Area, and provides funding for flood and storm protection services, maintenance of parks, parkways and open space, and fire and sheriff protection services.

Providence Landing Community Facilities District- This Mello-Roos district encompasses the Providence Landing subdivision in South Vandenberg Village and provides funding for the maintenance of a public park.

Sandyland Seawall Maintenance- This district provides for the maintenance of a seawall constructed in the Sandyland Cove area, and is financed through benefit assessments levied against those properties adjacent to that beachfront area.

Water Agency- This agency prepares investigations and reports on the County's water requirements, project development, and efficient use of water. It provides technical assistance to other County departments, water districts, and the public concerning water availability and water well locations and design and administers the Cachuma Project and Twitchell Dam Project contracts with the U.S. Bureau of Reclamation.

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