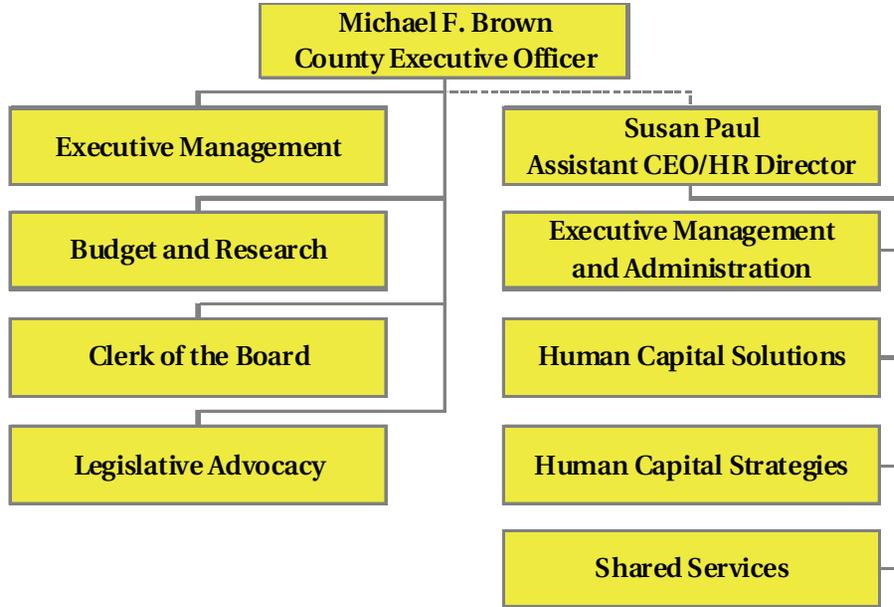
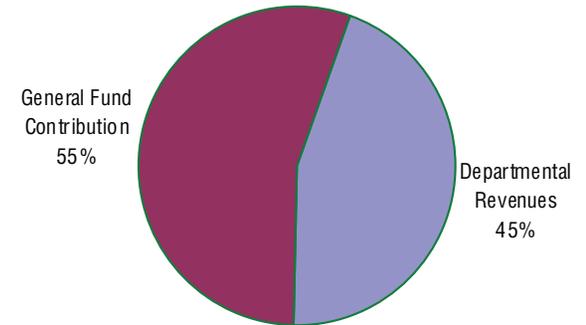


COUNTY EXECUTIVE OFFICE

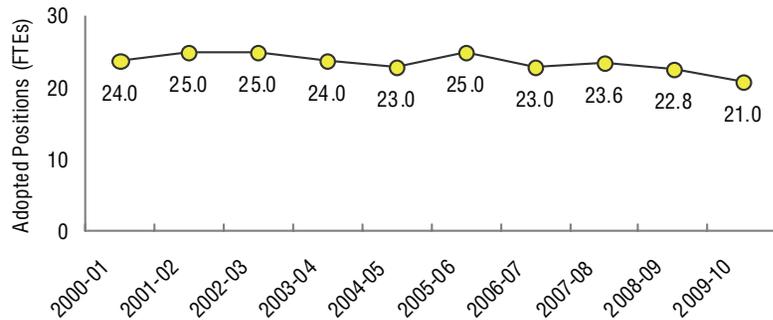
Budget & Positions (FTEs)	
Operating \$	2,283,842
Capital	-
Positions	21.0 FTEs



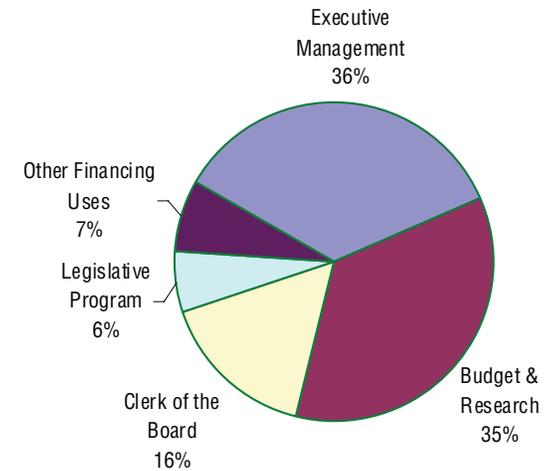
SOURCE OF FUNDS



STAFFING TREND



USE OF FUNDS



COUNTY EXECUTIVE OFFICE
Department Summary

	Actual FY 07-08	Adopted FY 08-09	Est. Actual FY 08-09	Recommended FY 09-10
Use of Funds Summary				
<i>Operating Expenditures</i>				
Executive Management	\$ 1,382,056	\$ 1,579,058	\$ 1,289,691	\$ 1,591,034
Budget & Research	1,614,862	1,691,970	1,655,864	1,589,615
Clerk of the Board	620,304	671,073	643,879	720,550
Legislative Program	242,494	236,079	260,907	282,964
Operating Sub-Total	3,859,716	4,178,180	3,850,341	4,184,163
Less: Intra-County Revenues	(1,014,298)	(1,158,711)	(1,095,521)	(1,900,321)
Expenditure Total	2,845,418	3,019,469	2,754,820	2,283,842
<i>Other Financing Uses</i>				
Operating Transfers	3,671	3,852	3,852	4,063
Designated for Future Uses	--	--	--	331,293
Department Total	\$ 2,849,089	\$ 3,023,321	\$ 2,758,672	\$ 2,619,198

Character of Expenditures

	Actual FY 07-08	Adopted FY 08-09	Est. Actual FY 08-09	Recommended FY 09-10
<i>Operating Expenditures</i>				
Regular Salaries	\$ 2,340,137	\$ 2,338,951	\$ 1,989,768	\$ 2,213,846
Overtime	8,512	--	11,504	--
Extra Help	35,217	25,000	28,585	25,000
Benefits	755,670	916,946	917,792	884,689
Salaries & Benefits Sub-Total	3,139,536	3,280,897	2,947,649	3,123,535
Services & Supplies	720,180	897,283	902,692	1,060,628
Operating Sub-Total	3,859,716	4,178,180	3,850,341	4,184,163
Less: Intra-County Revenues	(1,014,298)	(1,158,711)	(1,095,521)	(1,900,321)
Expenditure Total	\$ 2,845,418	\$ 3,019,469	\$ 2,754,820	\$ 2,283,842

Note: Presentation of the individual program amounts for fiscal years 2007-08 and 2008-09 have been adjusted to provide a consistent level of detail with the fiscal year 2009-10 budget, however, the totals for 2007-08 and 2008-09 have not been changed.

	Actual FY 07-08	Adopted FY 08-09	Est. Actual FY 08-09	Recommended FY 09-10
Source of Funds Summary				
<i>Departmental Revenues</i>				
Federal & State Revenues	\$ 5,209	\$ --	\$ 4,989	\$ --
Other Charges for Services	1,044,949	1,196,932	1,211,025	2,015,321
Miscellaneous Revenue	2,128	1,000	2,000	2,000
Revenue Sub-Total	1,052,286	1,197,932	1,218,014	2,017,321
Less: Intra-County Revenues	(1,014,298)	(1,158,711)	(1,095,521)	(1,900,321)
Revenue Total	37,988	39,221	122,493	117,000
<i>General Fund Contribution</i>				
	2,804,718	2,984,100	2,636,179	2,502,198
<i>Other Financing Sources</i>				
Operating Transfers	6,383	--	--	--
Department Total	\$ 2,849,089	\$ 3,023,321	\$ 2,758,672	\$ 2,619,198

	Actual FY 07-08		Adopted FY 08-09		Est. Actual FY 08-09		Recommended FY 09-10	
	Pos.	FTE	Pos.	FTE	Pos.	FTE	Pos.	FTE
Position Summary								
<i>Permanent</i>								
Executive Management	7.0	6.0	6.9	5.7	6.9	4.3	7.0	4.8
Budget & Research	11.0	10.4	11.0	10.7	11.0	9.3	11.0	9.7
Clerk of the Board	6.0	5.9	6.0	6.0	6.0	5.9	6.0	6.0
Legislative Program	--	0.4	--	0.4	--	0.6	--	0.6
Total Permanent	24.0	22.7	23.9	22.8	23.9	20.1	24.0	21.0
<i>Non-Permanent</i>								
Extra Help	--	0.3	--	--	--	0.0	--	--
Total Positions	24.0	23.0	23.9	22.8	23.9	20.1	24.0	21.0

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 resources.

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 twenty-one.

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, independent recommendation to the Board of Supervisors. It is also designed to ensure that Board policy and direction is implemented by exercising direct oversight of all department directors and their agencies except County Counsel who reports directly to the Board. In February 2009 the Board modified the ordinance to eliminate the CEO's ability to hire and terminate the subject department directors. The ordinance was also modified to encourage direct communication between individual Board members and the administrative organization. The Board of Supervisors further directed that the efficacy of the modified ordinance be evaluated in February 2010.

The CEO/Human Resources Department (HR) plays a key role as a strategic partner working with the Board of Supervisors, the CEO, County Departments and employees to increase organizational capacity and effectiveness. HR 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-415, to clearly portray costs, staffing and performance.

The County Executive Officer works to ensure the County departments follow a human resource and internal process model of organizational effectiveness. Such a model assumes that the key to effectiveness lies in smooth internal functioning of management systems and processes and efficient allocation and support of human resources. These systems include operational review meetings, project reporting, mopros, the leadership project, and performance management, among others.

Significant Changes (FY 2008-09 Adopted to FY 2008-09 Estimated Actual)

Expenditures

The Fiscal Year 2008-09 Estimated Actual operating expenditures decreased \$328,000, to \$3,850,000, from the Adopted Budget of \$4,178,000. This 7.9% decrease is the result of:

- -\$333,000 – Decreases to salaries and benefits due to deliberately not filling vacancies and savings realized due to participation in the Early Retirement Incentive Program.

COUNTY EXECUTIVE OFFICE

Department Summary (cont'd)

Revenues

The Fiscal Year 2008-09 Estimated Actual operating revenues increased \$20,000, to \$1,218,000, from the Fiscal Year 2008-09 Adopted Budget of \$1,198,000. This 1.7% increase is the result of:

- +\$15,000 – Anticipated receipt of additional Property Tax Administration Fees to reimburse Assessment Appeals costs;
- +\$5,000 – Unanticipated receipt of revenue from the State and Federal Government to reimburse overtime costs incurred during declared County emergencies.

Significant Changes (FY 2008-09 Estimated Actual to FY 2009-10 Recommended)

Expenditures

The Fiscal Year 2009-10 Recommended Budget operating expenditures will increase \$334,000, to \$4,184,000, from the Fiscal Year 2008-09 Estimated Actual of \$3,850,000. This 8.7% increase is the result of:

- +\$176,000 – Net increase to salaries and benefits (including health insurance). This includes increases due to filling one vacant Assistant CEO position and a full year of staffing of a vacant Fiscal & Policy Analyst position which were filled in 2008-09, and a \$351,000 decrease to regular salaries and benefits by leaving three positions vacant and unfunded, including one Deputy CEO, a Fiscal & Policy Analyst and an Executive Secretary. The service level impact 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;
- +\$50,000 – Increase due to rebudgeting for management studies and costs attributable to special studies by the CEO or requested by the Board;
- +\$42,000 – Increased liability insurance costs due to claims exposure;
- +\$36,000 – Increased data processing costs due to new IT billing methodology and increased IT support;
- +\$30,000 – Miscellaneous increases to services and supplies, including software maintenance, motor pool and transportation.

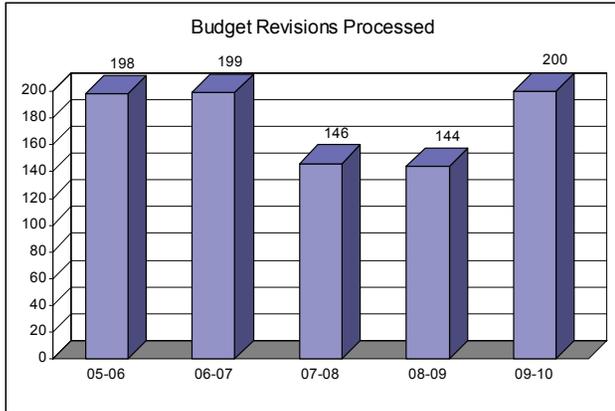
NOTE: The 2009-10 Recommended Budget's General Fund Contribution is \$482,000 less than the prior year 2008-09 Adopted Budget as seen on page D-24.

Revenues

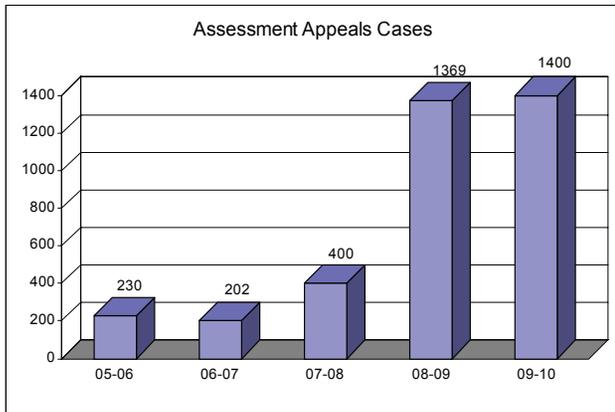
The Fiscal Year 2009-10 Recommended Budget operating revenues will increase \$799,000, to \$2,017,000, from the Fiscal Year 2008-09 Estimated Actual of \$1,218,000. This 65.6% increase is the result of:

- +\$805,000 – Increases to other charges for services in the form of cost allocation (overhead costs charged to direct cost departments) due to prior year IT costs being part of the calculation.

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. The spike in filings represents a significant work-load issue as any appeals not processed within two years become granted.

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: Efficient and Responsive Government: An Efficient Professionally Managed Government Able to Anticipate and to Effectively Respond to the Needs of the Community; and

Goal 5: Citizen Involvement 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 2009-10.

Focus Area: Effective Leadership as measured by:

Current Year (FY 08-09) Accomplishments:

- Customer Focus - The CEO's Office continues to take the lead in driving organizational changes designed to support the Board's direction to instill a deep commitment to excellent customer service throughout the organization. Over the past four years, this office has initiated numerous measures to modernize systems, streamline processes, and instill a strong customer-service orientation in the workforce. These efforts have resulted in streamlining job classifications for operational flexibility and enhanced customer service delivery; moving away from automatic pay systems and strongly connecting pay to competency and skill development as well as the achievement of business results; implementing strong, forward-planning performance management systems that connect individual performance to customer-service goals; creating new training and development programs that reinforce the County's ACE Values and focus on excellent customer service; and modernizing recruiting practices to get the right people in the right places delivering the highest quality service possible to this community.

These significant improvements were recognized and highlighted by the California State Personnel Board (SPB) in January 2009 when it issued its Final Report resulting from its June 2008 audit of the County of Santa Barbara's human resources business systems. The Final State Report specifically noted that the initiatives undertaken by the CEO and CEO/Human Resources reflected best business practices aligned with the County's ACE Values and supported the Board's direction to create a customer-focused paradigm shift in the organization.

Among the County initiatives highlighted as best practices in the Report were:

- The Leadership Project
- The Skill-Based Office Professional Project
- The Office Professionals Opportunities Board
- The Realignment of the Employees' University with ACE and Excellent Customer Service

COUNTY EXECUTIVE OFFICE
Department Summary (cont'd)

- The Restructure of Countywide Human Resources
- Modernizing Recruiting Methods through the Employment Business Initiative

As a result of the State Personnel Board's audit findings, the County was invited to a State-wide Workforce Planning Conference to present three workshops on the many creative, innovative, and customer-focused initiatives undertaken in recent years. Since that time, the County continues a collaborative relationship with State Personnel Board staff, sharing and promoting best human resources business practices strategically aligned with organizational business objectives.

- Economic and Financial Precautions - As economic leading indicators and economic forecasts began to indicate a severe recession and potential depression, the office launched a major early warning analysis in September 2007 entitled "The Financial Analysis Report" which consolidated analysis of a number of the risks and trends in one publication. This was then reviewed by the Board of Supervisors and informed future budget and staffing policy. This tool was updated and expanded in October 2008 providing further impetus for a variety of actions. In order to try to provide as many services to citizens as possible and preserve the County workforce to the greatest extent possible, the CEO/HR office undertook a series of discussions with all of the County's labor groups and its unrepresented executives and managers. As a result, the County was able to modify some contracts to eliminate or postpone cost of living increases, eliminate some negotiated cost of living increases altogether, delay other salary adjustments and cooperatively engage most employees in undertaking an uncompensated furlough which saved a total of \$10.6 million and prevented many layoffs and cuts in service. As a result, the County was also better positioned to deal with further reductions engendered by the economy, State of California budget, sales tax decline, and very minor growth in the property tax which will impact fiscal year 2009-10.

On account of the foregoing actions, the County has been able to minimize service disruptions and has avoided, to date, severe and sudden employee displacements experienced in a number of other jurisdictions. This is not to say that the problem will not occur in Santa Barbara, but proactive steps have been beneficial to date.

- Post Retirement Medical Insurance Costs - During the current year the County Executive Office, the Auditor Controller, and County Counsel, at Board direction, secured control of future post retirement medical insurance costs. Work included the use of County Counsel and specialized legal consultants. The Auditor Controller provided wide-ranging leadership and analytical backup. As a result the County was able to adopt a legal 401(h) plan and eliminate potential current and future liability by coming into compliance with Internal Revenue Service (IRS) regulations.
- Retirement System Early Warning and Actions - Similarly, the CEO/HR and the Auditor Controller at the direction of the Board of Supervisors undertook an independent analysis of the retirement system utilizing independent actuaries. As a result, significant reductions in the value of the system and an increase in the unfunded accrued actuarial liability were predicted and actions were begun to deal with this problem which will severely impact fiscal

year 2010-11 and the years going forward. The Board has authorized meetings with all labor groups and unrepresented managers and executives to consider potential steps to mitigate the harshest impacts. Additionally, the Board conducted a full public workshop on the subject jointly with the Santa Barbara County Employees' Retirement System to fully explicate the situation. Significantly, both the Retirement system's actuaries and the County's independent actuaries were in substantial agreement about the economic effects on the system, the cost consequences to the County, and potential ameliorative steps.

- Intensive Board Budgetary Review - With the encouragement of the Board a much more intensive series of budget workshops than have been conducted in past years was undertaken in the spring of 2009. These included a structured series including one entirely devoted to revenues, a second one devoted to the five-year forecast and long-range financial picture, a third dealing with retirement and a fourth on potential service level reductions to the departments resulting from state cutbacks, economic conditions, and other factors. Additionally, a document entitled "The Cost Center Performance Plan" detailing the performance measures by department, division and cost center has been presented to the Board in draft and provides an analysis of how the performance measures relate to each part and sub-part of the County organization and indicate where improvements and strengthening could occur.
- 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. As a key component of the recommended fiscal year 2008-09 budget, a new Information Technology (IT) department was formed combining various IT functions throughout the county. Several key initiatives which are related to this component are now underway: Data for Decision Making, Geographic Information System Stabilization and Expansion, eGovernment and IT Governance.
- Assisted the Board in successfully recruiting and hiring the County Counsel.
- Received the Certificate of Distinction for exceeding standards established by the ICMA Center for Performance Measurement.
- The FY 2009 Omnibus Appropriations Act was signed into law and included funding for the Army Corps of Engineers (Corps) for three County Projects: Goleta Beach, Lower Mission Creek and the Santa Maria Levee, including nearly \$7 million for the Corps to begin phased construction to repair the seven most critical miles of the Levee. The bill also included \$808,000 to complete renovations and repair of the Lompoc Veterans Memorial Building.
- Adoption of a resolution to address air emission from marine vessels by the Air Quality Committee of the National Association of Counties (NACo). The resolution will be considered for adoption by all of NACo during in annual conference in the summer of 2009.
- Passage of two State bills: (1) Assembly Bill 1900 to enable healthcare providers to continue to receive fines from motor vehicle violations to offset the costs of uncompensated emergency medical and trauma care services and (2) Assembly Bill 242 regarding the negotiation of housing credits between a county and a city as part of an annexation.

COUNTY EXECUTIVE OFFICE
Department Summary (cont'd)

- Execution of the American Recovery and Reinvestment Act - To best position the County to implement the American Recovery and Reinvestment Act of 2009 (ARRA), the County Executive Office (CEO) formed an Economic Recovery Team. This team is supporting departments as they identify quick start projects and programs in accordance with federal agency guidelines (including the quantification of jobs and broad economic benefits), apply for formula and discretionary grants and adhere to reporting protocols identified by both federal agencies and the Obama Administration, including the Recovery Accountability and Transparency Board. The Economic Recovery Team includes support functions of compliance/reporting, financial accounting, human resources, legal, public information and eight funding issue areas, which are represented by various department executives throughout the administration. Additionally, a status report has been provided to the Board and ongoing reports will be forthcoming as further funding becomes available and programs and projects are implemented.
- Maintained County Executive Office staffing and limited service level impacts during the two-week furlough period.

Proposed Strategic Actions:

- Influence State Housing, Federal legislation and elected representatives to advance the 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.
- Work cooperatively with the Board of the Santa Barbara County Employees' Retirement System to assure retirement rates remain stable and predictable and employees' and retirees' retirement benefits remain safe and secure.

Proposed Key Projects:

- Secure enhanced federal funding for priority capital projects, stimulus projects, economic recovery and other programs provided for by ARRA. Provide assistance to County departments on the ARRA, federal and state climate change legislation and other forthcoming federal and state legislation.
- Continue to partner with the Army Corps of Engineers (Corps), federal and state agencies, federal and state representatives, and neighboring cities on the construction of flood control, transportation and other infrastructure projects.
- Guide County sponsored bills pertaining to disaster recovery, healthcare and housing to passage by the State Legislature and Governor.
- Develop and manage a countywide budget that reflects lower levels of service resulting from decreasing revenues and increased retirement rates.

Focus Area: Enhance Multi-Jurisdictional and Interdepartmental Relationships as measured by:

Current Year (FY 08-09) Accomplishments:

- Created a multi-jurisdictional Joint Information Center (JIC) to address public inquiries and coordinate public information to better serve the public during an emergency. This pilot JIC effort was well received and has been incorporated into the CEO Public Information Office Emergency Response Plan.
- Provided executive oversight of the emergency operations center and public information coordination to emergency events including the Gap and Tea Fires which burned nearly 200 homes.
- Coordinated a quick-response multi-agency Tea Fire recovery effort for the residents impacted by the Tea Fire.
- To address jail overcrowding, worked with the Sheriff's Department to conclude an analysis of the jail and funding options for Board review.
- Completed the transfer of the Superior Court facilities to the State of California as required by statute.
- Designed and implemented a structure to manage and account for Economic Recovery Act funds

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.

COUNTY EXECUTIVE OFFICE
Department Summary (cont'd)

Focus Area: Budget and Management Performance as measured by:

Current Year (FY 08-09) Accomplishments:

- For the twelfth consecutive year, received the Government Finance Officers Association's Distinguished Budget Presentation Award.
- For the first time, the County received the highly competitive Performance Measures Recognition Award from GFOA; only 26 jurisdictions in the U.S. and Canada received the award and only one city in California (and no counties) were recipients.
- Presented the Board of Supervisors with a proposed balanced FY 2009-10 budget that reduced expenditures to meet the lower revenues that resulted from the recessionary economy.
- Held a four-part Budget Development Workshop with the Board of Supervisors focusing on the County's revenues, retirement costs, five-year projections, and projected service level impacts for FY 2009-10.
- Continued to provide the Board of Supervisors with quarterly updates on the County's financial status and status of State and Federal budget-related legislation.
- As a customer service, citizen friendly initiative, prepared a summary of the FY 2008-09 recommended budget called "Budget Facts and Figures" that included electronic versions of the entire County budget.
- Provided an annual update to the Board of the County's Fiscal Issues Report and provided subsequent monthly updates of the issues in the Report to the Board as a "Potential Financial Impact" report.

Proposed Strategic Actions:

- Present the Board of Supervisors with a proposed FY 2010-11 budget that is balanced and reduces levels of services, as needed, to meet available revenue and higher retirement costs.
- 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 challenges.
- Continue to review service delivery options that may provide more cost effective alternatives to current methods.

Proposed Key Projects:

- To enhance performance measurement, improve the enterprise performance management system to facilitate the ability to gather and analyze inter-departmental performance measures.

- Make the Budget Revision process more efficient through a greater use of automation and improved information and reporting for the Board of Supervisors.
- Create a manual for significant revenue sources that details the legal basis of the revenue source, the frequency and method of collection, multi-year trends, and current year performance. This document would be similar to the Capital Improvement Program book but will focus on revenues and promote transparency and accountability.
- Assist the Department of Alcohol, Drug and Mental Health Services and the Auditor Controller in resolving billing questions with the State Mental Health Department.
- Upgrade Legistar software (Board letter tracking and Agenda management) to facilitate enhanced department coordination with the CEO and ensure timelier, accurate information to the Board of Supervisors.

COUNTY EXECUTIVE OFFICE

Department Summary (cont'd)

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 for ensuring 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 07-08	Adopted FY 08-09	Est. Actual FY 08-09	Recommended FY 09-10
Recurring Performance Measures				
Executive Management				
To ensure an efficient and responsive government, the County will maintain the number of General Liability claims filed from the previous year's actual claims filed.	0%	0%	0%	0%
	--	--	1	--
	2	--	--	--
To ensure an efficient and responsive government, the County will maintain the number of Workers' Compensation claims filed from 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 with a departmental rate of 3.0% or less when measuring lost hours to total budgeted hours.	2.5%	3.0%	2.7%	3.0%
	1,187	1,365	1,129	1,130
	47,080	45,497	41,808	43,680

	Actual FY 07-08	Adopted FY 08-09	Est. Actual FY 08-09	Recommended FY 09-10
Recurring Performance Measures				
Executive Management (Cont'd)				
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.	55%	100%	72%	100%
	10	18	13	18
	18	18	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.	66%	100%	100%	100%
	6	12	12	12
	9	12	12	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 22 departments within the following quarter in accordance with the Operating Plan.	78%	100%	105%	100%
	59	76	80	88
	76	76	76	88
To promote an accessible, open, and citizen-friendly government, prepare and deliver presentations at civic group meetings throughout the County.	50%	100%	100%	100%
	10	10	10	10
	20	10	10	10
To promote an accountable government, complete 15 Department Director employee performance reviews prior to the annual due date of each executive in accordance with the Human Capital Plan.	100%	100%	100%	100%
	13	13	13	15
	13	13	13	15

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 reports.

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 and conducts studies and projects as appropriate to meet Board and/or departmental requirements.

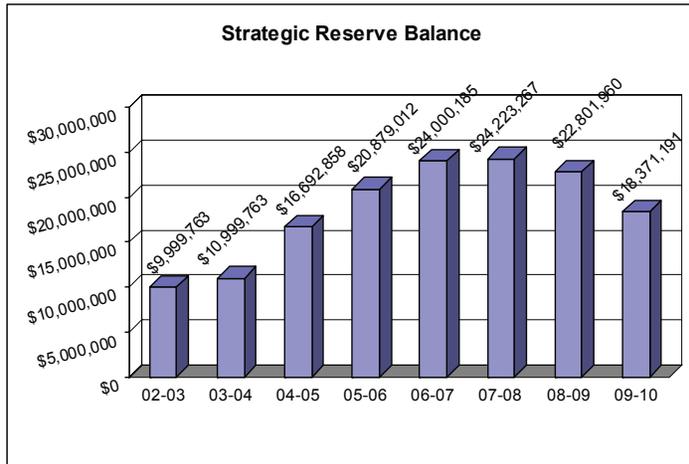
	Actual FY 07-08	Adopted FY 08-09	Est. Actual FY 08-09	Recommended FY 09-10
Recurring Performance Measures				
Budget & Research				
To address the financial stability of the County and maintain a state-of-the-art budget, receive the Government Finance Officers Association's Distinguished Budget Presentation 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 \$3 million per year to reduce the current \$22 million backlog of deferred capital maintenance projects in accordance with the Capital Improvement Program.	100% 2,000,000	100% 1,500,000	135% 2,023,000	100% 3,000,000

**COUNTY EXECUTIVE OFFICE
Department Summary (cont'd)**

	Actual FY 07-08	Adopted FY 08-09	Est. Actual FY 08-09	Recommended FY 09-10
Recurring Performance Measures				
Budget & Research (Cont'd)				
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.	Yes	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.	Yes	Yes	Yes	Yes
To promote an efficient and responsive government, 26 of 26 departments submit complete budget requests by their agreed upon due date.	100% 23	100% 24	100% 26	100% 26
To address the financial stability of the County, achieve an ending variance where the estimate is not more than 3% of year end Actual Revenues for General Fund departments in accordance with the Revenue Plan.	4.8% 19,604,868 408,840,677	3.0% 12,101,982 403,399,424	1.9% 7,821,456 404,458,834	3.0% 11,759,930 391,997,681
To address the financial stability of the County, achieve an ending variance where the estimate is not more than 3% of year end Actual Expenditures for General Fund departments in accordance with the Operating Plan.	3.7% 14,693,767 416,626,446	3.0% 12,121,447 404,048,256	3.9% 16,743,316 423,279,121	3.0% 11,929,396 397,646,535
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

COUNTY EXECUTIVE OFFICE
Department Summary (cont'd)

	Actual FY 07-08	Adopted FY 08-09	Est. Actual FY 08-09	Recommended FY 09-10
Recurring Performance Measures				
Budget & Research (Cont'd)				
To address the financial stability of the County, identify and review significant revenue and expenditure variances with 26 departments through 100 projection (MoPro) meetings within 30 days of the end of each quarter in accordance with the Operating Plan.	110%	100%	115%	100%
	101	92	106	104
	92	92	92	104
To address the financial stability of the County, build the General Fund Strategic Reserve by increasing it \$1,000,000 per year in accordance with the Operating Plan.	160%	0%	0%	0%
	9,614,500	1,164,700	(1,421,307)	(4,430,769)
	6,020,763	--	--	--
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.	95%	100%	90%	100%
	146	200	144	200
	154	200	160	200



This chart shows the balance of the Strategic Reserve from FY 02-03 to FY 09-10.

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.

	Actual FY 07-08	Adopted FY 08-09	Est. Actual FY 08-09	Recommended FY 09-10
Recurring Performance Measures				
Clerk of the Board				
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.	91%	100%	95%	100%
	40	44	42	42
	44	44	44	42
To promote an efficient and responsive government, complete indexing and distribution of all claims filed against County within 2 working days of receipt.	104%	100%	78%	100%
	207	250	196	200
	200	250	250	200
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%	100%	100%	100%
	400	400	1,369	1,400
	400	400	1,369	1,400

COUNTY EXECUTIVE OFFICE
County Executive Office (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 or damaging to the County and its residents. The program makes recommendations to the Board of Supervisors to support and/or oppose the proposals, as appropriate, and then advocates in accordance with the direction received.

In coordination with the California State Association of Counties, the National Association of Counties, County departments, and the County's 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 the County's legislative advocates to obtain authors for the bills that the Board has sponsored, to support their passage, and maintain and enhance funding for local projects and services.

	Actual FY 07-08	Adopted FY 08-09	Est. Actual FY 08-09	Recommended FY 09-10
Recurring Performance Measures				
Legislative Program				
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%	0%	0%	0%
	--	--	--	--
	200,000	--	--	--
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 full funding for all projects submitted for federal legislative consideration.	14%	104%	45%	30%
	1,462,000	18,365,000	7,889,500	7,520,700
	10,615,000	17,675,000	17,675,000	25,069,000
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%	50%	50%	100%
	2	1	1	4
	2	2	2	4

	Actual FY 07-08 Pos.	Adopted FY 08-09 Pos.	Est. Actual FY 08-09 Pos.	Recommended FY 09-10 Pos.
Position Detail				
Executive Management				
County Executive Officer	1.0	1.0	1.0	1.0
Deputy County Executive Officer	2.0	1.9	1.9	1.0
Assistant County Executive Officer	1.0	1.0	1.0	2.0
Executive Secretary	2.0	3.0	3.0	3.0
Administrative Secretary	1.0	--	--	--
Sub-Division Total	7.0	6.9	6.9	7.0
Budget & Research				
Assistant County Executive Officer	1.0	1.0	1.0	1.0
Business Manager	1.0	1.0	1.0	1.0
Fiscal & Policy Analyst	7.0	7.0	7.0	7.0
Project Manager	1.0	1.0	1.0	1.0
Admin Office Professional	--	--	--	1.0
Administrative Secretary	1.0	1.0	1.0	--
Sub-Division Total	11.0	11.0	11.0	11.0
Clerk of the Board				
Chf Dep Clk of Bd of Supv	1.0	1.0	1.0	1.0
Admin Office Professional	--	--	--	5.0
Departmental Assistant	1.0	1.0	1.0	--
Board Assistant	4.0	4.0	4.0	--
Sub-Division Total	6.0	6.0	6.0	6.0
Division Total	24.0	23.9	23.9	24.0

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